



*AFTER THE COAL PLANT
CLOSES:
LESSONS LEARNED FROM A
COMPREHENSIVE
STAKEHOLDER APPROACH*

Jean Pogge, Delta Institute

DELTA INSTITUTE

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www.delta-institute.org

Founded in 1998 to work at nexus of environmental sustainability & economic development.

What we do:

- Convene diverse stakeholders
- Develop innovative programs & market-driven solutions
- Build sustainable markets
- Inform better policy

*FISK & CRAWFORD
TASK FORCE -
CHICAGO, IL*

FISK & CRAWFORD GENERATING STATIONS



Fisk Generating Station

DISRUPT CATALYZE TRANSFORM



Crawford Generating Station

delta institute 

FISK & CRAWFORD TASK FORCE

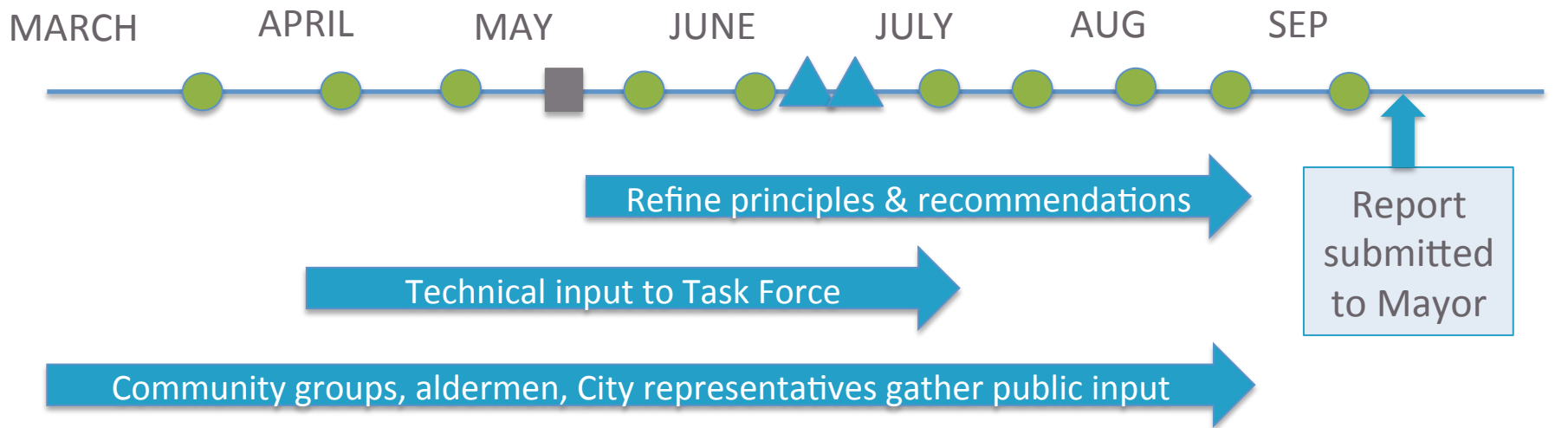


DISRUPT CATALYZE TRANSFORM

FISK & CRAWFORD TASK FORCE

- Appointed by the Mayor in March 2012 to establish a vision for redevelopment of the sites
- Delta Institute appointed as neutral third party facilitator
- Dialogue among diverse interests:
 - Three community groups (Little Village Environmental Justice Organization, Pilsen Alliance, Pilsen Environmental Rights and Reform Organization)
 - Midwest Generation
 - ComEd
 - Aldermen Munoz and Solis
 - Chicago & Cook County Building & Construction Trades Council
 - City of Chicago

TASK FORCE CONSULTATION PROCESS



- ▲ Public Hearing
- Task Force meeting
- Site visit

GUIDING PRINCIPLES

- Consensus reached on Guiding Principles
 - Clean environment
 - No residential development
 - A preference for light manufacturing and not big box retail
 - Quality, living wage jobs
 - Green space with community access to water's edge
 - Ongoing collaboration with the community

RECOMMENDATIONS

- Consensus reached on 12 recommendations, summarized:
 - Shut down and decommission both plants
 - Market the sites
 - Promote deconstruction and salvage
 - City to facilitate green space
 - Continue the Task Force to lead collaboration
 - Document the history of the sites and the buildings

HEALTH CONCERNS

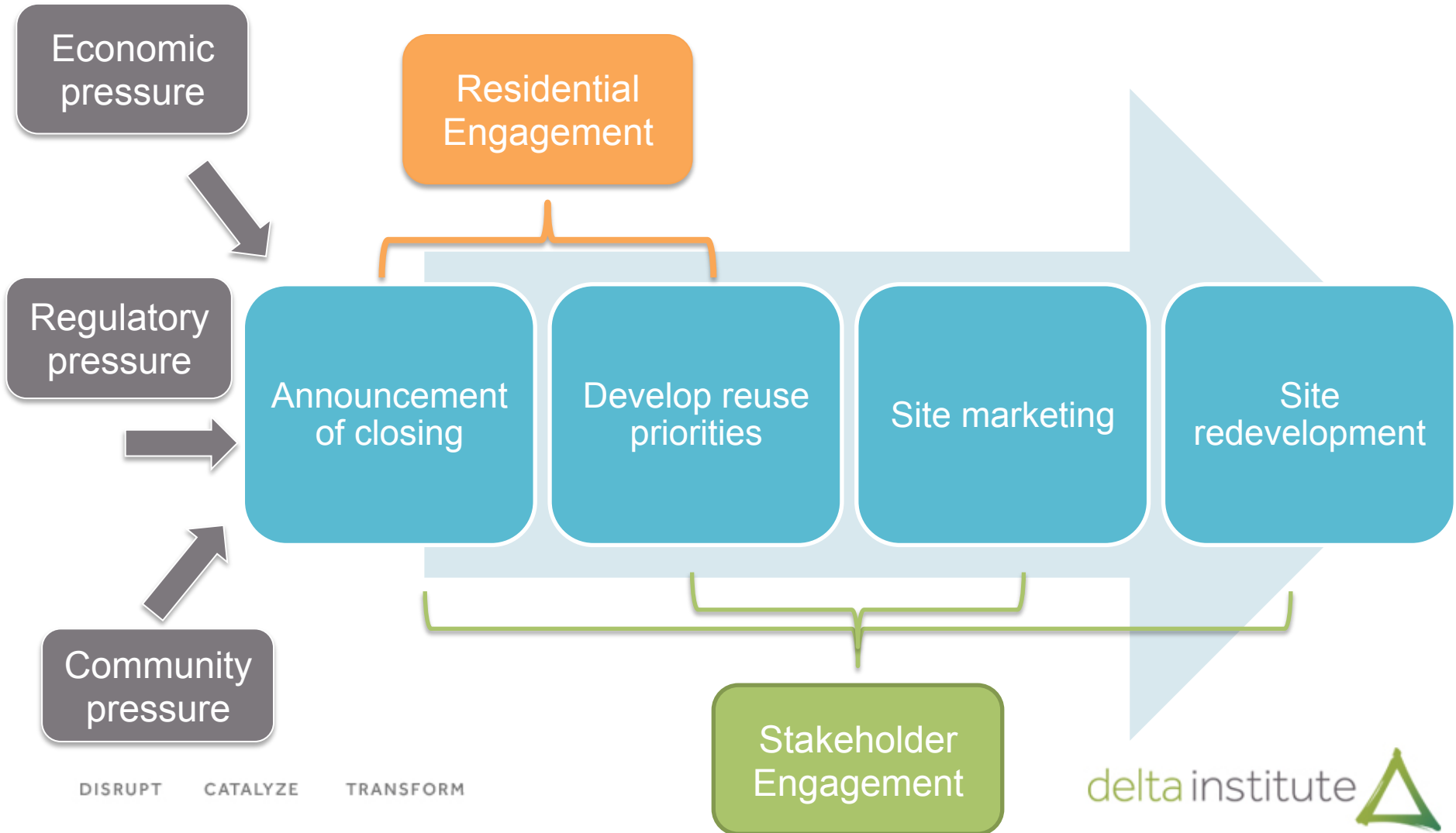
- Post-shutdown dust
 - Coal pile at Crawford removed and covered with clean dirt but unknown if remnants remain
 - Fly ash removed but dust does continue
- Radiation from coal
 - Coal contains trace amounts of uranium and thorium, both radioactive elements.
- US EPA air quality and radiation testing
 - Air quality the same as other Chicago communities
 - No radiation detected

SITE MARKETING PROCESS

- Originally thought there would be no interest
 - 50+ interested parties toured the plants
 - 17 firms responded to RFQ
 - 10 firms responded to RFP
- NRG purchase of plants announced March 2014
 - Sale completed April 1, 2014
- The process continues
 - NRG agreed to honor consensus agreement
 - NRG engaged in conversation with Task Force

REDEVELOPMENT PROCESS LESSONS

SUCCESSFUL REDEVELOPMENT PROCESS



KEY ELEMENTS OF SUCCESS

1. Early planning
2. Robust, transparent stakeholder and residential engagement process
 - All stakeholders at the table (community, public, private)
 - Three public hearings to get input from local residents
3. Facilitation by neutral third party
 - Bring in experts, facts to level playing field & manage expectations
 - Help community partners move from advocacy to partnership
4. Clear, long-term vision for reuse
 - Helpful for site marketing
5. Active government support
 - City clout keeps people at the table
 - Federal and state resources helpful

WHO NEEDS TO BE INVOLVED?

- PUBLIC SECTOR
 - Municipal governments
 - Regulators/Environmental compliance specialists
- PRIVATE SECTOR
 - Power plant property owners
 - Private developers
- COMMUNITY STAKEHOLDERS
 - Community leaders/organizations
 - Funders



PROBLEM OPPORTUNITY



- This is difficult work.
 - Long timeframe.
 - Resource-intensive.
 - Subsidy dollars are scarce.
 - Community will can lag.
 - Redevelopment is complicated by the unexpected.
- There's a role for everyone.
 - Opportunity for **communities** to exchange lessons learned.
 - **Government** can explore public-private partnerships and inter-governmental efforts that make resources accessible.
 - **Foundations** can support capacity-building and engagement at local level.

STAKEHOLDER ENGAGEMENT = RESILIENT COMMUNITIES

- Stakeholder engagement identifies areas of common interests and can lead to a shared vision.
 - Agreement on no residential on plant sites
 - Agreement on no big box retail
- A shared vision helps communities find solutions for other community problems and recover quickly from other setbacks.
 - Little Village is cataloguing brownfields and creating reuse plans.
- Stakeholder engagement yields a resilience dividend.
 - Education led to more interest in brownfield redevelopment.
 - Focus on green space yielded a comprehensive plan for more parks.

CONTACT US

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