



COAL PLANT DECOMMISSIONING STAKEHOLDER IDENTIFICATION AND FACILITATION

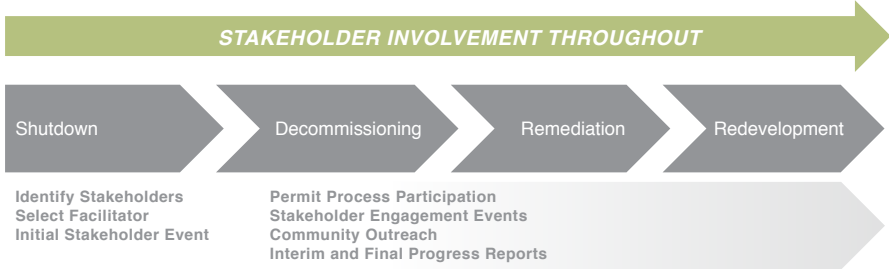
Many coal-fired power plants are expected to close in the coming years. The impacts on surrounding communities may include job and tax revenue loss, legacy environmental contamination and the need for new economic opportunities.

Successful redevelopment of former power requires early and continued stakeholder involvement, and a leader or facilitator to help the process move smoothly with unified purpose and vision.

EPA's Brownfields Program empowers states, communities and other stakeholders to work together to assess, safely clean up and sustainably reuse brownfields. The revitalization of brownfields, including former power plants, can create benefits for communities.

Effective community revitalization depends on strong, local leadership and vibrant community involvement. Successful redevelopment of former power plants and other brownfields within a community requires that interested and affected stakeholders become involved as early in the process as possible. A leader or facilitator for the stakeholder group will help the process move along smoothly, with unified purpose and vision.

EPA prepared this fact sheet to help communities that may be affected by the closure of coal-fired power plants. Fact sheets covering plant decommissioning, remediation and redevelopment, and financing options and incentives are also available.



Identifying and Engaging Stakeholders

Stakeholders include people and organizations who are affected by a plant's decommissioning and redevelopment. Stakeholders can assist or impede the implementation of decisions made by the local government and private sector. Public participation in local decision-making is essential to the brownfields' redevelopment process. Local leaders need to establish a balanced and inclusive stakeholder group as part of its process to evaluate redevelopment alternatives. The stakeholder group should include representatives from the current site ownership, the local neighborhood or affected community surrounding the property and others with an interest in addressing important topics such as reuse options, jobs,

Stakeholders Involved in Redevelopment

- Site owner
 - Utility company
 - Elected officials
 - Community groups
 - Residents
 - Labor unions
 - Remediation experts
 - Redevelopment experts
 - Financial community
 - Foundations
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environmental issues, tax revenue and the effects on adjacent properties and neighborhoods. It is important to include within any stakeholder group people and organizations that expressed concern about or played a part in the closure of the plant.

Reaching out to stakeholders and keeping them involved throughout the process will help reveal public concerns, aid in developing consensus among affected parties, and contribute to efficient and effective solutions in an open, inclusive way. Identifying stakeholders may require several methods of outreach. Local neighborhood foundations, Community Development Corporations and the local chamber of commerce are good places to gather lists of existing citizen and business groups.

Stakeholders will lead the redevelopment process discussion. For an open and transparent discussion, stakeholder group meetings should be open to the public and well publicized in advance. Notices in local and regional newspapers can effectively reach the public and can help publicize meetings, as well as notices posted in community halls and on community websites. Other ways to effectively engage stakeholders and the public include site tours, workshops, roundtable discussions, charrettes, Q&A sessions and open houses that provide an opportunity to ask questions of experts and local decision-makers.

Organizing and Coordinating Activities

The roles and expectations of stakeholders should be clearly defined early in the process. Successful community engagement depends on stakeholders being committed to the process rather than to a specific outcome. Not everyone's initial ideas will be part of the final plan. A well-organized stakeholder group will develop timelines for outcomes and decisions early in the process and remain committed to meeting milestones and deadlines.

Good decision-making is based on reliable, objective and trustworthy data that is readily available to all stakeholders. Information, such as site assessments, maps, market studies, cost estimates and regulations, provides valuable insight for analyzing redevelopment options. Sometimes, experts may be needed to provide context for the data in the community. In addition to technical resources, stakeholders should have access to meeting agendas and minutes and to a primary contact for further information. Social media and community websites can effectively make resources available to the public.

Facilitating the Process

A stakeholder group needs an effective facilitator to lead the stakeholder discussions and assist participants in focusing on the end result. The facilitator also should oversee the administrative aspects of community involvement. Community leaders should choose an objective, neutral facilitator who will not impose his or her opinions on the group. The facilitator should maintain a broad perspective but should also challenge assumptions, act as a catalyst for effective discussion, generate optimism and help the group connect with similar efforts to gain from lessons learned and apply best practices.

Outside facilitators (third-party persons not connected directly to the sponsoring agency or other stakeholders at the table) are usually best, because they can provide objective leadership to the process. Check with your local EPA Brownfields office or other economic development authority to find a facilitator who has expertise in dealing with community groups and redeveloping industrial properties.

References

There are many excellent references available to communities interested in developing a stakeholder group to navigate the complex redevelopment process. EPA's OPEI Stakeholder Involvement & Public Participation Manual (EPA-100-R-00-040) provides an introduction to the principles of public participation programs and key lessons learned in the field.

Chapter 3 of the EPA Handbook for Developing Watershed Plans to Restore and Protect Our Waters (EPA 841-B-08-002) is a practical guide to building successful stakeholder teams focused on a particular issue. Similar to redevelopment projects, watersheds affect many different stakeholders across a broad geographic area.

Fisk and Crawford Reuse Task Force

In 2012, Chicago Mayor Rahm Emanuel appointed Delta Institute to facilitate a multi-sector task force to forge a consensus on guiding principles for redevelopment of the recently decommissioned Fisk and Crawford coal-fired power plants. Engaging in formalized community outreach, the task force delivered valuable insight into community needs to the city and potential developers. Resulting from the dialogue of diverse interest groups, the task force brokered a consensus agreement among various stakeholders who outlined key elements of a successful remediation and redevelopment. As a result of this process, the plants are now poised for redevelopment, and there is a clear, long-term vision for reuse. A summary of the process and outcomes of the Fisk and Crawford Reuse Task Force is available at <http://delta-institute.org/past-projects>.



Figure 1: Fisk and Crawford Reuse Task Force members tour one of the decommissioned coal plants as part of the engagement process.