PROJECT DEVELOPMENT

JESSICA BACHER, LAND USE LAW CENTER AT PACE LAW
KEVIN DWARKA, LAND USE & ECONOMIC CONSULTANT

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NEW YORK FORWARD/DOWNTOWN REVITALIZATION INITIATIVE

For more information on New York Forward, visit: NY Forward at https://www.ny.gov/programs/ny-forward

For more information on the Downtown Revitalization Initiative, visit: Downtown Revitalization Initiative at https://www.ny.gov/programs/downtown-revitalization-initiative
CAPACITY BUILDING WEBINAR SERIES

Thursday, July 28: Introduction & Community Inventory
Thursday, August 11: Visioning, Goal Setting, & Outreach
Thursday, August 18: Community Needs Assessment
Tuesday, August 23: Placemaking Strategies and Early Project Identification
Thursday, August 25: Project Development
Thursday, September 8: Implementation of a Revitalization Plan

To access webinar presentations and recordings, visit: NY Forward at https://www.ny.gov/programs/ny-forward
WEBINAR PRESENTERS

JESSICA A. BACHER, ESQ.
LAND USE LAW CENTER AT
PACE LAW

KEVIN DWARKA, PHD
LAND USE & ECONOMIC
CONSULTANT
Goals are developed using qualitative information from the Visioning process in conjunction with information from the Community Needs Assessment.

Goals (1) help the community identify and prioritize action-oriented approaches and (2) help the community measure its progress and make adjustments where needed.

From the goals, a community will develop placemaking/revitalization strategies that provide specific steps on how to achieve those goals.
“Placemaking is the process of creating quality places that people want to live, work, play, and learn in.”

– Congress for New Urbanism
REVIEW OF PLACEMAKING
FACETS OF QUALITY PLACES

- A Mix of Uses
- Effective public spaces
- Multiple transportation options
- Multiple housing options
- Preservation of Historic Structures
- Respect Community Heritage
- Arts, Culture and Creativity
- Recreation
- Green Space
- Sustainability
- Broadband Capability
TODAY’S WEBINAR ON PROJECT DEVELOPMENT

LEARNING OBJECTIVES

1) Understand the role of project development within the revitalization planning process

2) Identify the major types of revitalization projects

3) Learn the five-step process for developing a general project plan.

4) Develop awareness of the component parts of action plans for specific projects

5) Review in-depth examples of revitalization projects that have been pursued in New York State

6) Consider Best Practices and Case Studies from other States
THE REVITALIZATION PLANNING PROCESS

- Visioning
- Community Needs Assessment
- Placemaking Strategies
- Projects
- Implementation
TYPES OF REVITALIZATION PROJECTS

NEW DEVELOPMENT/REHABILITATION OF EXISTING BUILDINGS

- Include development or redevelopment of real property for mixed-use, commercial, or public uses.
- Projects will typically have a visible and functional impact on the downtown, serving as anchor, catalytic or transformative projects that will provide employment opportunities, housing choices, and/or services for the community.

Adaptive Reuse & Rehabilitation of Manny Hanny Building in Downtown Olean
TYPES OF REVITALIZATION PROJECTS

PUBLIC IMPROVEMENT AND PROGRAMMING PROJECTS

Include public realm and infrastructure projects that contribute to downtown revitalization:

- Broadband and other communications connectivity
- Green infrastructure
- Streetscape improvements
- Transportation
- Recreational trails
- Signage
- Parks and plazas
- Public art

Water Street Park in Oswego
TYPES OF REVITALIZATION PROJECTS

GRANT OR REVOLVING FUND

A locally managed fund to provide support to small businesses or facilitate the smaller physical improvements:

- Small business financial support
- façade restorations
- public art installations
- public realm improvements,
- physical improvements to existing and/or vacant commercial, mixed use, or residential space.

KINGSTON SMALL GRANTS PROGRAM
Downtown branding and marketing projects that may target residents, investors, developers, tourists, and/or visitors:

- Marketing Strategy
- Branding Design Concepts
- Interactive Maps
- Promotional Brochures & Websites
- Wayfinding Signage
- Banners
- Information Kiosks
DEVELOPING A GENERAL PROJECT PLAN

Five Step Process for Developing a General Project Plan

- **Step I:** Review goals and strategies
- **Step II:** Inventory sites within revitalization area
- **Step III:** Catalog potential projects
- **Step IV:** Brainstorm with the community on initial projects and welcome more project concepts
- **Step V:** Draft specific action plans for candidate projects

Just because a project is not ready for implementation or eligible under a certain funding program does not mean that it should be removed from your catalog of potential projects plan. You may need to undertake additional planning, find alternative funding programs or craft unique partnerships in order to move a certain project forward. But don’t remove it from your list just because it is ineligible under a certain program.
DEVELOPING GENERAL PROJECT PLANS

STEP I: REVIEW GOALS AND STRATEGIES

Example of a Revitalization Goal & Accompanying Strategies from Olean

GOAL 2
Downtown Olean will be livable and complete - a place with a variety of attractive, affordable housing options and a range of amenities for residents.

a) Strategy: Encourage the renovation of upper floors in vacant and underutilized buildings to create good-quality apartments.

b) Strategy: Encourage the development of new housing for individuals and families at all income levels to support continued employment growth.

c) Strategy: Work with neighborhood groups and property owners to improve existing housing conditions and beautify neighborhoods.

d) Strategy: Enforce property standards in existing Downtown neighborhoods.

e) Strategy: Attract specialty food retailers and a broader range of personal services to Downtown.

Remember that your goals reflect the needs of the community that you documented through the public engagement process and the community needs assessment. Use your list of place-making strategies as the basis for thinking about possible projects.
DEVELOPING GENERAL PROJECT PLANS

STEP II: INVENTORY POTENTIAL DEVELOPMENT SITES WITHIN REVITALIZATION AREA

Batavia Underutilized Sites

Batavia Public Owned Sites

Document Buildings Which Are:
- Vacant
- Foreclosed
- Tax Delinquent
- Publicly Owned
- For Sale
- Not Code Compliant

Gather this information during the Community Needs Assessment by working with your Building, Tax, & Finance Departments.
DEVELOPING GENERAL PROJECT PLANS
STEP III: CATALOG POTENTIAL PROJECTS

Initial Map of Potential Projects for Kingston

For the initial catalog of potential projects, you do not need to know whether or not the project is feasible nor must you define the specific pathway for its implementation.

Start by simply listing or mapping the range of projects that are consistent with your community’s goals and strategies and for which there is at least one possible development site.

As the project planning process unfolds, tentative projects will become revised, deprioritized, withdrawn or replaced.
DEVELOPING GENERAL PROJECT PLANS

STEP IV: BRAINSTORM WITH THE COMMUNITY ON INITIAL PROJECTS AND WELCOME MORE PROJECT CONCEPTS

The Village of Ossining was awarded $10 million through the New York State Downtown Revitalization Initiative (DRI) program, which is a comprehensive approach to boosting local economies by selecting one downtown district in each of the 175 eligible neighborhoods where the least generation of New Yorkers will work, walk, and visit a neighborhood.

Join us to learn more about the DRI proposed projects and share your feedback!

You can also learn about the projects and provide feedback online:

www.troydri.com/projects

The City of Troy has issued an open call for eligible proposals for privately sponsored projects to be considered for Downtown Revitalization Initiative (DRI) funding from a $10 million award from New York State.

OPEN CALL for REVITALIZATION PROJECTS

Submission Deadline: April 1, 2022

This open call builds on the projects included in the City’s successful DRI Proposal to NYS. Please go to www.troydri.com/projects to learn more, review the DRI area, and determine if your project is ready and meets eligibility criteria.

PLEASE NOTE: Sponsors with projects included in the City’s DRI funding proposal must still submit an open call proposal.

TO SUBMIT A PROJECT PROPOSAL please visit:

www.troydri.com/projects

For more information about the DRI please visit www.troydri.com or email jsnaptyrd@gmail.com

VILLAGE OF TANNERSVILLE
Downtown Revitalization Initiative (DRI)

TAKING THE SURVEY!

The DRI Local Planning Committee is evaluating 27 projects proposed for inclusion in the DRI plan and wants your input!

Visit tannersvilledri.com/get-involved or scan the QR Code to take the survey!
Seven Main Topics Included Within a Revitalization Project Action Plan

- Description of the Project
- Alignment of the Project with Goals and Strategies
- Identification of the Implementation Parties
- Determination of Project Readiness
- Assessment of Financial Feasibility
- Evaluation of Revitalization Benefits
- Projection of Project Timeline

Should an action plan only be prepared once a project is determined to be feasible and prioritized? Not exactly. The act of drafting a project profile is a means for determining a project’s feasibility and level of importance.
PROJECT ACTION PLAN
DESCRIPTION OF THE PROJECT

Topics Included Within the Description of the Project

- Purpose, Scope and Location of the Project
- Conceptual Illustrations of the Project

Example of a Project Description from a Plattsburgh Action Plan on Marketing, Branding, and Signage

**Project Description:** This project proposes a cohesive marketing, branding and signage strategy that would tie together and build upon Downtown's existing strengths to achieve a greater impact for Downtown. In support of other DRI projects that would activate and revitalize Downtown, this project would include....

You may not always have detailed graphic to visually illustrate a project concept. Use examples from similar projects until you have the resources to undertake preliminary designs and renderings.
PROJECT ACTION PLAN
ALIGNMENT OF THE PROJECT WITH GOALS AND STRATEGIES

GOALS AND STRATEGIES TO CONSIDER

- Comprehensive Plan
- Area Plans (Brownfield Opportunity Area Plans, Local Waterfront Revitalization Plans)
- Economic Development Strategic Plans
- Revitalization Plan’s Goals and Strategies
- Regional Planning Goals (Regional Economic Development Council)

Example of Goal & Strategy Alignment from a Plattsburgh Action Plan on Marketing, Branding, & Signage

**Strategies**

This project aligns with the following Plattsburgh DRI Strategies:
- Grow the market

This project aligns with the following REDC Strategies:
- Invest in community development infrastructure that expands opportunities and capacity;
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study; and
- Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

This project achieves goals articulated in the following plans: the DRI Plattsburgh Application (2017); Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study (2010); the Plattsburgh Economic Enhancement Strategy (2010); and the Dock-Bridge St. Corridor Design & Linkage Study (1999).
PROJECT ACTION PLAN

IDENTIFICATION OF THE IMPLEMENTATION PARTIES

Types of Implementation Parties

- Project Sponsor
- Coordinating Agencies
- Project Partners
- Contractors

Example of Implementation Parties for a Plattsburgh Action Plan on Marketing, Branding, & Signage

**Responsible Parties**
The **City of Plattsburgh Community Development Office**.

**Capacity of Responsible Party**
The **City of Plattsburgh** is currently responsible for coordination of supportive marketing and advertising campaigns for events and programming and has successfully expanded attendance for programming over the past two years.

**Project Partners**
Local cultural producers and heritage organizations, including but not limited to the Strand Center for the Arts, the Clinton County Historical Association, the local Chambers of Commerce, and other small businesses and marketing partners as relevant.

The Project Sponsor has the capacity and legal authority to undertake the project and to whom funds will be awarded.
PROJECT ACTION PLAN

Determination of Project Readiness

Indicators of Project Readiness

- **Site Control**: Is some kind of conveyance or transfer of title required?

- **Supportive Regulatory Environment**: Is the project permissible under existing zoning? Are permits required? Which bodies must approve the project before it goes forward?

- **Public Support**: Does the community agree that the project is a response to community needs?

- **Community Need**: Does the project directly respond to urgent community needs including economic, environmental, or equity concerns?

Example of Project Readiness Assessment for a Pittsburgh Action Plan for a Marketing, Signage, and Branding Project

**Site Ownership and Legal Jurisdiction**

The City either owns public realm sites or will work with partners to execute the strategy on privately owned property.

**Regulatory Requirements**

This project will require the approval of the City of Plattsburgh. Some site locations may require Clinton County or private owner permissions.

**Public Support**

Support for enhancing visitation to Downtown was received from members of the public during the second public meeting, and this project has been the subject of conversation at all Local Planning Committee meetings.
PROJECT ACTION PLAN
Assessment of Financial Feasibility

Indicators of Financial Feasibility

- Market Demand
- Cost Estimation & Revenue Generation
- Projections of Project’s Financial Performance
- Availability of Other Funding Sources
- Economic Impacts

Many grants can only be used to pay for a certain percentage of the total project costs. Check the grant guidelines to determine the amount of the required financial share from the project sponsor.

Example of Financial Feasibility Assessment for a Pittsburgh Action Plan for a Marketing, Signage, and Branding Project

Estimated Project Costs
Total project costs are anticipated to be $250,000. This figure includes:
- $75,000 for Targeted Downtown Marketing, of which $50,000 would support the development of an interactive map and $50,000 would be utilized to design and implement billboards and event signage.
- $175,000, for the design and implementation of Visual and Wayfinding Elements. Signs costs vary depending on size, while the cost of murals and other visual elements may vary.

Funding Sources
DRI Funding: $250,000 is recommended for funding through DRI, including for the elements described above.

Public Funding: Additional sources of funding that may be leveraged in complementary future activities include CFA: NYS DOS LWRP, NYS OPRHP.

Cost Benefit Analysis
As described above, a cohesive Marketing, Branding, and Signage Strategy will draw expanded audiences and better connect them to Downtown Plattsburgh’s assets and attractions, benefiting local businesses. The $250,000 DRI contribution will thus increase local spending, and attract new investment Downtown.
Considerations in a Benefits Analysis

- Time-range of Benefits (Short-term, medium-term, long-term)
- Kinds of Benefits (Economic, Environmental, Equity)
- Recipients of the Benefits (Residents, property owners, workers, visitors, developers, specific sub-populations)

**Anticipated Revitalization Benefits**

**Short Term:** Marketing of Downtown activities and events will increase visitation Downtown, supporting local retail. New signage will improve the visibility and connectivity of Downtown assets, extending visitors’ stay and increasing spending.

**Medium-term:** Cohesive signage will bolster Plattsburgh’s character and identity as a destination, fueling tourism. Increased spending from additional visitation will strengthen the market for future investment.

**Long-term:** Upon implementation, this project will contribute to a strengthened and cohesive identity for Downtown that builds upon existing strengths, creating a pleasant experience and amenity for residents, workers, students, and visitors.
PROJECT ACTION PLAN

PROJECTION OF TIMELINE FOR COMPLETION

Factors Affecting Timeline

- Additional planning, site analysis, and public involvement required
- Site conveyance and control
- Regulatory approvals
- Financial closure on supplementary funding sources
- Receipt of grant funds
- Other Project Timelines
- Unexpected Events

Example of Projected Project Timeline for a Pittsburgh Action Plan for a Marketing, Signage, and Branding Project

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3-6 months):
- Review additional marketing opportunities; and design signage.

Longer-term steps (6 to 24 months):
- Implement marketing campaigns
- Implement signage and other visual interventions identified in the first phase.
PROJECT CASE STUDY
OLEAN: MANNY HANNY BUILDING REHABILITATION AND ADAPTIVE REUSE

<table>
<thead>
<tr>
<th>Action Plan</th>
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<tbody>
<tr>
<td><strong>Description</strong></td>
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<tr>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td><strong>Implementation Parties</strong></td>
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<tr>
<td><strong>Project Readiness</strong></td>
</tr>
<tr>
<td><strong>Financial Feasibility</strong></td>
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<tr>
<td><strong>Revitalization Benefits</strong></td>
</tr>
<tr>
<td><strong>Status</strong></td>
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</tbody>
</table>
### Project Case Study

**Batavia: Ellicott Station**

<table>
<thead>
<tr>
<th><strong>Description</strong></th>
<th>Mixed-use redevelopment project of vacant and abandoned industrial brownfield site with 55-unit workforce housing and brewery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Encourage redevelopment of underutilized real property</td>
</tr>
<tr>
<td><strong>Implementation Parties</strong></td>
<td>City of Batavia, Batavia Development Corp, Genesee County Economic Development Center, Saravino Companies</td>
</tr>
<tr>
<td><strong>Project Readiness</strong></td>
<td>Site control secured through tax foreclosure process</td>
</tr>
<tr>
<td><strong>Financial Feasibility</strong></td>
<td>DRI Funding ($425K) + GEDC tax abatements; HCR LIHTC; National Grid grant; RESTORE grant</td>
</tr>
<tr>
<td><strong>Revitalization Benefits</strong></td>
<td>Clean up of contaminated site and provision of affordable housing</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>Delayed; Development advancing now</td>
</tr>
</tbody>
</table>
### Action Plan

<table>
<thead>
<tr>
<th>Description</th>
<th>(1) Conversion of a right of way to a pocket park and (2) Modification of a main street with pedestrian improvements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>(1) Create additional green space; (2) Support complete streets initiative</td>
</tr>
<tr>
<td>Implementation Parties</td>
<td>City of Oswego; New York State DOT; Engineering Companies</td>
</tr>
<tr>
<td>Project Readiness</td>
<td>Park right of way owned by City; Resident demand for pedestrian safety along Bridge</td>
</tr>
<tr>
<td>Financial Feasibility</td>
<td>$680K DRI Grant and $200K in City Funds for park and street improvements; $1.1M DRI grant for Bridge Street; FHWA TAP $500K grant</td>
</tr>
<tr>
<td>Revitalization Benefits</td>
<td>Attraction of visitors and locals to events; More pedestrian activity on Bridge Street</td>
</tr>
<tr>
<td>Status</td>
<td>Both projects complete</td>
</tr>
</tbody>
</table>
# PROJECT CASE STUDY

**Kingston Small Grants Program**

## Description
Financial assistance in the form of small grants and loans for targeted improvements including building façade improvements, support for new businesses, and rehabilitation of residential properties.

## Strategy
Support local businesses

## Implementation Parties
City of Kingston; Ulster County

## Project Readiness
Prior track record implementing similar programs

## Financial Feasibility
$600K DRI Grant, No match requirement.

## Revitalization Benefits
Rehabilitation of commercial and residential properties

## Status
Applications for first round of grants under review
# PROJECT CASE STUDY
Plattsburgh Branding, Signage, and Marketing Project

## Action Plan

<table>
<thead>
<tr>
<th>Description</th>
<th>Branding strategy with virtual and physical media aimed at improving wayfinding and increasing awareness of Plattsburgh destinations and heritage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Elevate global recognition of the region</td>
</tr>
<tr>
<td>Implementation Parties</td>
<td>City of Plattsburgh, Local Marketing Firm, Local Artist</td>
</tr>
<tr>
<td>Project Readiness</td>
<td>City ownership of many installation sites</td>
</tr>
<tr>
<td>Financial Feasibility</td>
<td>$250K in DRI grant</td>
</tr>
<tr>
<td>Revitalization Benefits</td>
<td>Increased visitation, supporting local retail; improved visibility and connectivity, increasing visitation times; stronger city identity, fueling more tourism</td>
</tr>
<tr>
<td>Status</td>
<td>Banners installed; interactive map now functional</td>
</tr>
</tbody>
</table>
For the project profiles from past DRI Initiatives in New York State, see:

These profiles will feature other kinds of revitalization projects including:

- Artist Live Work Studios
- Public Art Installations
- Performance Spaces
- Hotel Accommodations
- Transit Improvements
- Public Wi-fi
- Recreation facilities

Case Studies and Best Practices in Project Development for Revitalization Planning

Lincoln Land Institute (2021): Equitably Developing America’s Smaller Legacy Cities from South Bend to Worcester
https://www.lincolninst.edu/publications/policy-focus-reports/equitably-developing-americas-smaller-legacy-cities

University of Wisconsin (2017): Creative Uses for Downtown Buildings in Small Cities


UNC (2008): Small Town Big Ideas, Case Studies in Small Town Economic Development
The Implementation Webinar on September 8th, 2022 will focus on strategies for implementing a revitalization plan and avoiding project delays or cancellations.

Key topics included in this webinar will be organizing implementation partners; amending the comprehensive plan and zoning code; shepherding a project through approval processes; and leveraging project successes for further revitalization initiatives.
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QUESTIONS

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