IMPLEMENTATION OF A REVITALIZATION PLAN

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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

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WEBINAR PRESENTERS

JESSICA A. BACHER
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The Implementation Webinar focuses 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.
• Legislative Policy Statement

• Resolution of Support for a Revitalization Plan
ADOPT IT
AMEND YOUR COMPREHENSIVE PLAN

A written document formally adopted by the local legislature that contains goals, objectives and strategies for the future development and conservation of the community.

“Comprehensive planning is society’s insurance that the public welfare is served by land use regulation.”

Pace Land Use Law Center: The Comprehensive Plan – The Foundation of New York’s Land Use System
ZONING

Zoning Must be in Accordance with the Comprehensive Plan
Communications Strategy

- Post on website
- Email lists
- Social Media
- Share with land use boards, committees and staff
- Disseminate through community groups and partners
- Hold educational meetings – show the results from the process
Do you have an implementation coordinator of the Revitalization Plan?

- Implementing With/without a Planner
  - Who can serve in this role?
  - Create Implementation Committee
IMPLEMENT IT

- Who?
- What?
- How?
WHO?

• Responsible Implementation Parties of the Projects
  – Planning & Administrative Staff
  – Consultants & Technical Advisors
  – Project Sponsors
  – Committees
  – Other Partners, Agencies & Localities
  – Elected Officials
WHAT?

- Five Key Components of Your Revitalization Work Plan
  - Finalized Description of the Proposed Action
  - Documentation of the Action’s Intended Outcomes
    - Goals
  - Designation of the Responsible Parties
  - Clear Articulation of the Implementation Steps
  - Prioritization of Projects
    - Identify Early Wins
    - Link Synergistic Projects Together
### Example of a Revitalization Work Plan

**Action ID** | **Action** | **Comprehensive Plan Policy Goals Addressed** | **Responsible Implementation Parties** | **Implementation Steps** | **Priority Phase (I, II, III)**
--- | --- | --- | --- | --- | ---
ED2 | Engage a marketing and design consultant to create a new branding strategy for the Village Center that will include the following elements:  
- Messaging Platform  
- Promotional Materials (maps, brochure, website)  
- Event Planning Recommendations  
- Urban Design Enhancements (signage, benches, landscaping elements) | 2b. Grow the visibility of the Village through branding, marketing, outreach and promotional efforts | Village Planner | 1) Survey business owners on the types of support they would most like to receive from a Village Center marketing and design program  
2) Issue an RFP for a marketing and design | Phase II
ED3 | Create a Village Center Business Association to facilitate greater networking between merchant owners and foster greater cooperation on core issues including:  
- Joint marketing campaigns  
- Shared parking arrangements  
- Building code compliance  
- Infrastructure planning  
- Labor recruitment and management  
- Participation with the Rivertown Chamber of Commerce  
- Contemplation of a Village Center Business Improvement District as formed in other Westchester communities including White Plains, Yonkers, and Peekskill. | 2c. Promote partnerships and effective communication between community leaders and the business community to support local businesses and facilitate economic development and revitalization | Village Planner | 1) Identify a small group of business owners willing to help organize the business community  
2) Organize a merchants association kickoff meeting  
3) Create shared communication portal (i.e. WhatsApp group) where business owners can exchange information  
4) Consider creating a CBD Business Improvement District (BID) funded through a special assessment on CBD properties that generates funds for reinvestment into CBD improvements and services | Phase II

**HOW?**

- **Funding Projects:**
  - Public Finance
    - Revitalization Programs (DRI; NYF; New York Main Street)
    - Development Finance (ESD Grants, Housing Finance Programs, LIHTC, Historic Tax Credits, etc.)
    - Tax Abatements (IDA tax abatements, PILOT agreements)
    - Federal Monies for Development & Infrastructure (CDBG, HOME, TAP, RAISE, etc.)
  - Local Budget Allocations & Capital Planning
    - Budget Allocations for Planning, Operational Costs, Maintenance
    - Local Sponsor’s Match Requirements
    - Long-term Capital Planning for Unfunded Projects
  - Private Funds
    - Banks, Community Lending Institutions, Philanthropic/Corporate Foundations
  - Partnerships
    - Anchor Institutions, Development Entities (like land banks), Community Organizations (like Philmont Beautification, Inc.), or Business Associations (like Chambers of Commerce, BIDs)

- **Where to find information on funding programs?**
  - The New York State CFA Program: [https://cfaresources.ny.gov/](https://cfaresources.ny.gov/)
  - The Supportive Housing Network’s Funding Guide: [https://shnny.org/funding/](https://shnny.org/funding/)
SEQRA COMPLIANCE PROCESS

- What is SEQRA?
  - The New York State Environmental Quality Review Act (SEQRA) requires local agencies, including local legislatures and boards, to consider the potential environmental impacts of their actions.

- Approaches to SEQRA Compliance for Revitalization Plans
  - Assess Environmental Impacts of the Entire Revitalization Plan
  - Assess Impacts on a Project by Project Basis
  - Defer All Kinds of Analysis Until Projects Are Ready
SEQRA RESOURCES

DEC SEQRA handbook (NYS Department of Environmental Conservation SEQR Handbook)

DOS Local Gov page on SEQRA basics (State Environmental Quality Review Act (SEQRA) Basics | Department of State (ny.gov)).
EVALUATE PROJECT APPROVAL PROCESS

- Which projects need local approval?
- Which projects need zoning changes?
STREAMLINING THE LAND USE APPROVAL PROCESS

✓ Assess the Current Process
✓ Simplify the Review and Approval Process
✓ Clarify the Review and Approval Process
✓ Pre-application Consultation
✓ Adopt Fast Track Process for Priority Projects
✓ Train Local Boards
ASSESS CURRENT LAND USE PROCESS

- Communication with staff
- Process discussion with land use board members
- Survey of past applicants
- Recommendation development
SIMPLIFY THE PROCESS

• Reduce Application Requirements where appropriate
• Coordinate board reviews
CLARIFY THE REVIEW & APPROVAL PROCESS

- Clear Guidelines and helpful information
- Clear road map that delineates all process steps for applicants
- Clear application materials
- Online resources
• Pre-application informational reports, workshops, and roundtables help get all parties on the same page early in the process, avoiding conflict and confusion later.

• Municipalities can offer applicants a range of pre-application services based on project type.
ADOPT A FAST TRACK PROCESS FOR PRIORITY PROJECTS

- Create a fast-track process for priority projects that commit to a firm review process and timeline for certain economic development projects.
• Trained boards help create a smooth process.

• Training should ensure that board members understand their boards’ unique functions within the overall system and should teach members the rules for approvals, public participation, and ethics.
• Avoid variances and update zoning

• Approaches to Rezoning
  – Minor Text Changes
  – Full Rezoning
  – Flexible Zoning Tools
    • Floating Zones
    • Overlay Zones
    • Incentive Zoning
    • Form Based Codes

• Remember: Zoning must be in accordance with the Comprehensive Plan
LEVERAGING A REVITALIZATION PLAN FOR FUTURE SUCCESS

- Monitoring Projects
- Annual Reviews
- Annual Implementation Plan
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PLEASE SUBMIT QUESTIONS USING THE CHAT FUNCTION