

Redevelopment of Targeted Sites – Site #14 City of Rochester, Vacuum Oil BOA

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Prepared for:

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Executive Summary

Introduction

Camoin Associates has been working with Bergmann Associates and the City of Rochester to provide market-based research to support the redevelopment of the Vacuum Oil Brownfield Opportunity Area (BOA). The following analysis references the housing market analysis included in the attachment for Site #5 to provide recommendations for Site #14.

Redevelopment of Site #14

Camoin Associates was asked to prepare a market-based redevelopment concept for housing on a group of residential streets within the Plymouth-Exchange neighborhood, identified as Site #14 on the Vacuum Oil Brownfield Opportunity Area 2035 Vision Plan.

Using detailed research into the current state of the site and larger regional trends related to housing, the analysis outlines two scenarios:

- 1) A full redevelopment scenario where all buildings are acquired by a single developer, then demolished and replaced
- 2) An infill concept where selected properties are acquired by one or more developers and rehabilitated or replaced.

Findings

Redevelopment of Site #14

Camoin Associates is not recommending moving forward with complete demolition and redevelopment because of the commitment already made to the neighborhood by the South Plymouth Redevelopment Fund and felt by a core of existing residents. It is likely that the city would need to engage in a number of eminent domain proceedings which we believe would be a difficult process that would not have the outcome desired.

Option 2 with an infill development plan is recommended because it preserves the newer building that has been undertaken by the South Plymouth Redevelopment Fund and engages current owners of both owner-occupied and rental properties. There is a plethora of rental property owners living in the City of Rochester and encouraging engagement and investment has a greater likelihood of success and may have the added benefit of establishing relationships and activities that could be replicated in other areas of the city. Finally, given the need for investment in housing throughout the city, staged redevelopment efforts at the Vacuum Oil BOA Site #14 can be designed to show early results that can be replicated, making the neighborhood more competitive for future program funds.

An implementation plan for Option 2 includes steps such as mapping out the current state of the properties, developing redevelopment priorities, and identifying and connecting the right people/developers with funding sources.

Introduction

Camoin Associates has been working with Bergmann Associates and the City of Rochester to provide market based research to support the redevelopment of the Vacuum Oil Brownfield Opportunity Area (BOA). The following analysis provides recommendations for Site #14. Note that the housing market analysis included as part of the Site #5 recommendations provided background information for this analysis as well.



Redevelopment of Site #14

Introduction

Camoin Associates was asked to prepare a market-based redevelopment concept for housing on a group of residential streets within the Plymouth-Exchange neighborhood, identified as Site #14 on the Vacuum Oil Brownfield Opportunity Area 2035 Vision Plan.

The overall objective of this project is to provide the City and potential developers the information needed to make sound decisions regarding future development of Site #14. This plan is grounded in information and analysis around market conditions, site realities, and community concerns about redevelopment and uses information from Camoin Associates' *Housing Analysis: City of Rochester, Vacuum Oil BOA*.

The analysis outlines two scenarios; an infill concept where selected properties are acquired by one or more developers and rehabilitated or replaced, and a full redevelopment scenario where all buildings are acquired by a single developer, then demolished and replaced. For both scenarios Camoin Associates was asked to make recommendations on how the city can proceed, including gaining control of the parcels, engaging developers and property owners, and leveraging financing mechanisms, all leading to an execution plan for the city to use.

Site Assessment

The site assessment incorporates sections on Neighborhood Definition and Site Location; Housing, Transportation, and Amenities; and Site Constraints. It provides both background and detail on aspects of the neighborhood proposed to be redeveloped.

Neighborhood Definition and Site Location

Site #14 is near the northeastern border of the Vacuum Oil BOA site. A detail of the map from the 2035 Vision Plan is reproduced below, labeled "14" with general concept buildings in yellow. The site is not adjacent to the Genesee River but the 2035 Vision Plan proposes enhanced greenspace and river access to the southwest, with one of the streets leading down to a proposed water access site with a car top launch for small boats (Site #7).

The Vision Plan includes redevelopment or refurbishment of a small strip mall just across Plymouth Avenue (Site #3), a neighborhood gateway with streetscape improvements at the southeast corner (Site #12), and enhanced trail connections and a playground in the greenspace just to the southeast (Site #13). Each of these improvements would be within walking distance for neighborhood residents.

Uses on the site are currently almost entirely residential, with 15% owner-occupied, 38% owned by nonprofit organizations or the City of Rochester, including vacant parcels and the remaining 47% owned by individuals or holding companies as investments. Most homes are single family, with a few two family buildings.

The area includes 55 parcels with street boundaries as follows:

- Southwest of Plymouth Avenue, between Violetta and Doran Streets;
- Southeast of Doran Street, between Plymouth Avenue and Exchange Street;
- Northwest of Exchange Street between Doran Street and Violetta Street;
- Northeast of Violetta Street between Plymouth Avenue and Exchange Street
- Also including one parcel on the southeast side of Violetta Street, at the corner of Plymouth Avenue and Violetta.



Ownership and Control of Site Parcels

Parcel ownership, assessed value, date and amount of last sale, code enforcement, and unit type were gathered from the website of the City of Rochester’s Assessor’s Office. Owner-occupied was assigned when the mailing address of the owner matched the address of the property. The table below provides further details of the parcels:

City Assessor’s Office Records of Parcel Ownership, 2016					
Types of Owners	Parcels	% of Parcels	Parcels Value as % of Total	Average Value of Parcel Type	
Owner-Occupied	8	15%	13%	\$32,350	
Other Individual or Investor	16	29%	24%	\$30,319	
Holding Company	10	18%	16%	\$31,810	
City of Rochester	4	7%	2%	\$9,800	
Nonprofit	17	31%	45%	\$52,488	
Total	55	100%	100%		

The ownership and assessed values of these parcels will support the redevelopment scenarios by allowing estimates of possible costs to redevelop and future price points. Market values are more difficult to discover from the Assessor’s data, as the records reflect the price at the last sale date, as far back as 1983, and not current market values if the homes were to be sold today. However, last sale price does reveal investments the City of Rochester has already made in neighborhood properties, which may be an important consideration in evaluating a full tear-down scenario.

Significant redevelopment has been undertaken in the neighborhood by the nonprofit organization Providence South Plymouth Redevelopment Fund, which purchased 14 parcels in 2005 and redeveloped 13 of them into single family homes for rent, with an average assessed value of \$62,385. These are among the newest and highest value homes in the neighborhood. Two additional parcels were purchased in 2005 and 2008 and their value diminishes the total average value of the fund’s properties to \$52,488 as shown in the table.

City of Rochester Owned Parcels

Address	Type	Total Value	Last Sale Date	Last Sale Price
791 Exchange	Single family (vacant)	\$33,000	12/24/2015	\$347,080
17 - 19 Doran	Residential Vacant Land	\$2,700	3/15/2007	\$1
28 Violetta	Residential Vacant Land	\$3,000	4/29/2010	\$451,447
1.5 Flora	Residential Vacant Land	\$500	12/24/2015	\$347,080
Totals		\$39,200		\$1,145,608

The City of Rochester controls four parcels, including three vacant parcels and one lot with a single family home listed as vacant. Vacant land values range from \$500 to \$3,000 and the home is valued at \$33,000. Details are in the table at left. The city has spent more than \$1.1 million acquiring property in this neighborhood.

There are 8 owner-occupied single family homes, with average assessed value of \$32,350. Only two of these are listed in the Assessor's data as having been sold at a market value: 10 Ethel sold for \$53,200 on 4/20/04 and 6 Flora for \$20,000 on 11/1/83. All other sale values are listed as \$1, including the most recent, 809 Exchange on 1/17/16. These may represent city assistance with home acquisition.

The 26 properties owned by individuals or single investors constitute 29% of the parcels and holding companies another 18%, for a total of 47% of parcels. The term individual is used here to designate an owner of a single property within the neighborhood, while investor is owner of more than one. Holding companies are defined by the use of a corporate name as owner of the property. Individual/investor/holding company owners mostly have mailing addresses elsewhere in the city, while 3 are for other communities in New York state and 5 addresses are out-of-state. There is no consistent difference in assessed values between the owner-occupied and the individual/investor/holding company properties.

Overall, the total assessed value of the combined 55 parcels is \$1,993,500, and combined taxes due for 2016, without regard to STAR or other exemptions, totals \$71,575.72. All of the city properties, as well as a vacant parcel owned by Provident South Plymouth Development, are listed as exempt.

Eminent Domain

The City of Rochester has used the process of eminent domain in the past to gain control of parcels for redevelopment. An academic study (Yu, 2015) was conducted on the effects of land values on two such projects in the city, the Midtown Plaza mixed-use redevelopment downtown, and the Brooks Landing mixed-use redevelopment at the southwest corner of the Vacuum Oil BOA. This study found an initial increase in residential property values after the announcement of the taking for Midtown Plaza, followed by a drop in values once construction began ultimately leading to a small net gain. The Brooks Landing project had no clear effect, which the author attributes to a series of announcements about the project that were then followed by delays. This may have made it difficult to attribute market price changes to any one event.

The study is not discussed here as a predictor of outcomes of future eminent domain proceedings. However, it introduces a useful measure of the effect of a taking, by studying the market price changes of nearby properties, which are in theory supposed to benefit from the redevelopment of blighted areas. Not finding a strong benefit suggests that other factors may outweigh direct property value increases; it would also be useful to see, as the author suggests, an analysis of value changes after the redevelopment had been completed and additional economic activity generated.

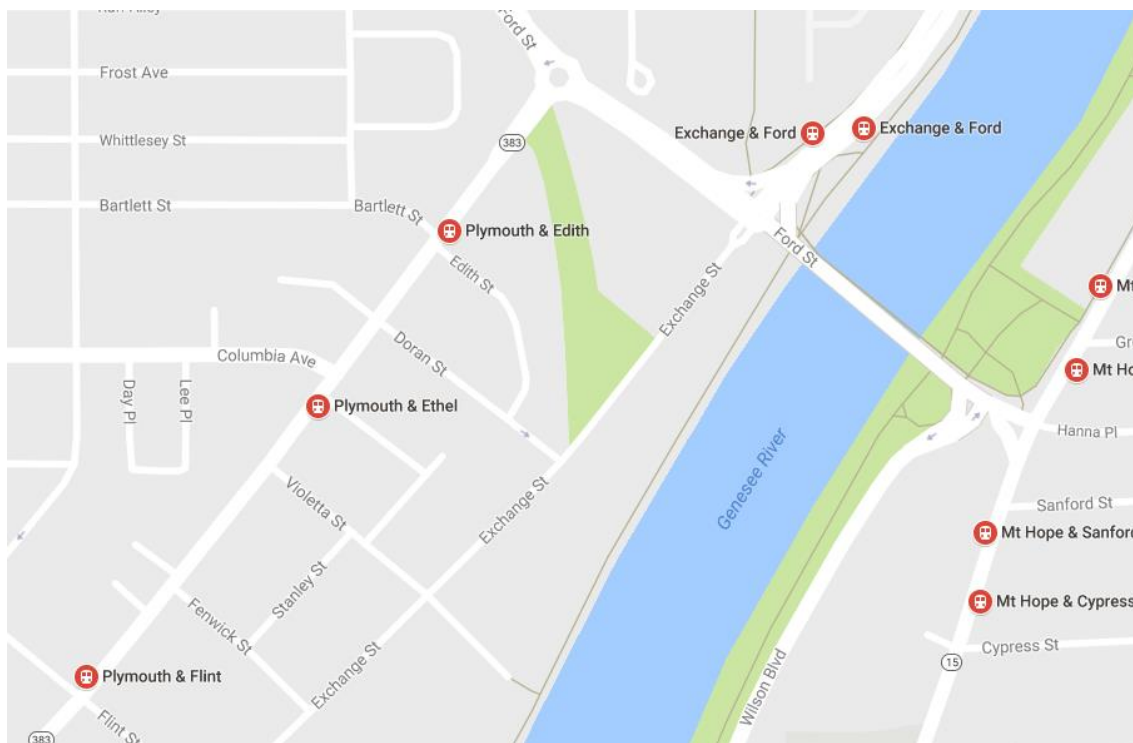
Housing, Transportation, and Amenities

Housing Types and Tenure

The homes in the Site #14 neighborhood are largely wooden frame homes with small front yards, and at least 50% of them were built by 1910. There are 55 parcels in the neighborhood, with 49 having a residence. The following details are summarized from data on the city Assessor's website:

- 44 homes are single family and 5 are two family.
- 8 homes, all single family, are occupied by the owner.
- 29 homes, the majority of units, have 3 bedrooms; 14 are 4-bedroom, 4 are 2-bedroom, and 2 homes are listed as 6-bedroom.
- Almost all of the homes are detached, with 4 listed as sharing an interior wall.
- Among the 49 residences, 5 are listed as vacant.
- Code enforcement actions are listed as open against 4 occupied homes, 2 of which also have tax foreclosure actions. There are code enforcement actions listed against 5 vacant homes, 1 of which also has a tax foreclosure action listed.
- Although 36 of the units are rented (49 homes, less 8 owner-occupied, less 5 vacant), the Assessor's database lists only 26 as "code compliant rental."

Transportation



Residents have a short walk to the bus stop at the intersection of Ethel and Plymouth, and do not need to cross Plymouth. Bus route 19 has service at intervals between 15 and 30 minutes depending on the time of day, and passengers can reach the University of Rochester, Strong Memorial Hospital, and the downtown Transit Center, among other destinations. The map detail below shows the Plymouth and Ethel bus stop as well as other stops along route 19. Across the river along Mt. Hope Avenue residents can board buses serving routes 23, 24, 124, and 50 with additional destinations including the Rochester Institute of Technology and a Walmart Supercenter.

Amenities

Since the neighborhood is zoned for residential use, few parcels have other uses, and these are consistent with a residential neighborhood.

There is an office building at 718-720 South Plymouth that is owned by a nonprofit, the Eta Rho Chapter of Alpha Phi Alpha, an African American academic fraternity which also includes alumni. Portions of the property appear to house a barbershop and one or more hair salons.

A sample of nearby amenities was determined using Google Maps on 3/3/17; the mapping software lists at least some businesses in the examined neighborhoods. This is not a comprehensive list but shows the type of offerings near the neighborhood. Amenities available just outside the neighborhood along Doran and S. Plymouth to the northeast include a gas station, a small food market, and an ATM machine. Across S. Plymouth to the northwest are an estimated two restaurants and a small deli, and slightly farther southwest on S. Plymouth is the strip mall identified as BOA Site #3, which appears to house convenience food shopping and an Islamic Culture center.

Amenities that do not appear to be available nearby include a full-service grocery store, hardware store, pharmacy, or bank. Areas southeast of this neighborhood, between Exchange Street and the Genesee River, are slated for mixed-use development in the 2035 Vision Plan, and it is recommended that amenities supporting neighborhood residents be considered.

Site Redevelopment Constraints

Site #14 faces several challenges to redevelopment, and these factors can have a substantial effect on the feasibility of both infill and tear-down proposals. These take into account not "Can you build?" but "Can you build *here*? How will it be received?"

Socioeconomic Status of Existing Residents, the Southwest Planning District, and the City of Rochester

The above section, "Housing Market Overview," presented key sociodemographic findings from the prior Housing Analysis report.

Many city residents, and particularly BOA residents, have low to very low incomes, constraining their ability to purchase homes and pay market rate rents. As of 2016, Vacuum Oil BOA residents have lower incomes relative to the SW Planning District and the city and are more likely to need assistance with housing costs. It is a goal of the BOA process to create opportunities for residents to prosper and to make the neighborhood attractive to new residents, but given the demographics of the city overall it is likely that this neighborhood will continue to have many residents who need assistance with housing costs, including ownership assistance.

The demand analysis below will estimate the number of households that would-be candidates for both owner-occupied and rental market rate housing, and at what price point.

Participation of Private Nonprofit, City of Rochester

Both the City of Rochester and the nonprofit organization South Plymouth Redevelopment Fund have made substantial investments in the neighborhood of Site #14. The city has taken ownership of parcels and currently owns three parcels of vacant land and one parcel with a vacant single family home. Redevelopment on these parcels is likely to be welcomed as they are currently unused or underused.

The South Plymouth Redevelopment Fund has built new, attractive and well-maintained housing on most of its parcels, and full demolition of the neighborhood would likely not be well-received by an organization with the goals of improving local housing.

Neighborhood Sense of Identity

It is an important goal of the Plymouth-Exchange, or “Plex” community to preserve the residential character of the neighborhood, as well as its relative affordability. The community association has hosted events to introduce residents to the BOA project and to solicit their input.

The creation of a student housing complex at the southwest end of the Plex neighborhood resulted in local concerns that further development not be fenced off from the neighborhood, nor result in a level of gentrification that displaced existing residents. Physical improvements planned as part of the BOA process, particularly greenspace, better access to the river, and a proposed new playground, are likely further to reinforce residents’ sense of place, including the area’s appeal to families, which are already well-represented in the BOA compared to the rest of the city.

Zoning

The neighborhood to be redeveloped is zoned R-1, Low-Density Residential District. Single family homes, attached with a shared interior wall or detached, are the most common form of low-density housing in the neighborhood. According to the city’s code, “The district requirements are intended to preserve and promote neighborhoods characterized by unobstructed front yards and pedestrian-scale streetscapes and to protect against undesirable uses and residential conversions.” The city has expressed the intent to retain R-1 zoning in this neighborhood.

In addition to attached and detached single family homes, R-1 allows compatible uses including day-care centers, an amenity that is likely to be demanded in a neighborhood with a higher percentage of families than the city overall. This use may be attractive as other zoning nearby allows for uses not necessarily desirably or compatible with childcare facilities, such as distribution centers or entertainment. Some zoning uses are prohibited from within 1,000 feet of a day-care facility, and vice versa. Redevelopment planning for Site #14 can provide an opportunity to identify parcels within the neighborhood that will be more than 1,000 feet from other zoning, avoiding potential conflicts as development occurs throughout the BOA.

Office uses are allowed “when in an existing structure built for nonresidential use, operating between the hours of 6:00am and 9:00 pm.” Unless an existing non-residential structure is available for renovation or rehabilitation, a bank would not be able to locate in this neighborhood without a zoning variance. However, immediately to the southwest and within walking distance, there is an M-1 overlay district, in which industry is encouraged to use existing older two-story and multistory buildings. This district may be a suitable site for a bank that serves area residents.

Market Rate Housing for Site #14

Based on the demand analyses for owner-occupied and renter-occupied housing units, estimates for development of each, including subsidies to keep the costs affordable, are presented below.

Owner-occupied housing in the price range of \$100,000 - \$149,999

Based on the number of households earning between \$50,000 and \$74,999 in the BOA, there is already unmet demand for 46 units of owner-occupied housing at this price point. An increase in the rate of home ownership, which may be likely if more attractive units are created, could double that to 92 households, if the BOA rate of home ownership increased to match the estimated 50% citywide. Attractive owner-occupied housing at this price point is likely to appeal to residents citywide, where there is a supply gap of nearly 8,000 units.

The challenge with creating newly built owner-occupied units at this price point will be the cost to tear down the poorer quality homes and build new ones. A modest 1,600 SF home selling in the middle of this range, or \$125,000, would need to be built for \$78/SF or less, including costs of teardown and land and builder profit; an 8% builder rate of return means that the construction cost couldn’t exceed \$72/SF.

The chart below provides a quick analysis of estimated cost components for acquiring a parcel with an existing single family home, tearing it down, and replacing it with market rate housing with mid-range finishes and a builder's cost of \$90/SF. The first column, "Cost Item" begins with the builder's cost per SF of \$90, multiples it by 1,600 SF to build, and generates a cost of \$144,000. A market acceptable 8% rate of return¹ (profit) is added, then \$4,000 for land, to generate a cost of \$159,520. To this is added for the existing building, assuming that either the developer purchases the property at market value or the city exercises eminent domain and is able to reimburse the homeowner at, but not above, the market rate. This brings the cost to \$220,520, well above the \$100,000 - \$149,999 price range in the demand analysis.

Market rate housing in this neighborhood is targeted toward households earning between \$50,000 and \$74,999, so a median income of \$60,000 was selected as the target income for the question of "how much subsidy makes this home affordable?" An affordable home is one at a price that, when divided by the estimated PTI of 2.6, can be purchased by a household earning \$60,000. In the table at right, a subsidy of \$48,020 reduces the project cost to \$156,000, just over the target price point but affordable for a household earning \$60,000.

Estimated New Build Cost for Owner Occupied Homes		
	Cost Item	Cumulative Net Cost
Target Cost/SF	\$90	
SF per Unit	1,600	
Gross Building Cost	\$144,000	\$144,000
Plus: 8% Builder Profit	\$11,520	\$155,520
Plus: Land	\$3,500	\$159,020
Plus: Acquire Existing Home	\$30,000	\$189,020
Plus: Demolition	\$15,000	\$204,020
Less: Subsidy for Income Target	-\$48,020	\$156,000
÷ PTI	2.6	2.6
Income Required		\$60,000
Income Target		\$60,000

As Mayor Warren pointed out in 2015, however, "What we learned is you can't do spot development... You want to really be able to transform neighborhoods in a real way so it's safer for the families who are moving there."² Therefore, even an infill redevelopment scenario is most likely to be successful if properties are identified as a group and addressed as a group; ten homes that are near each other that are torn down and replaced with new build at these cost levels would require a subsidy, without regard to source, of \$48,020.

Renter-occupied Housing at a Monthly Cost of \$1,250 - \$1,499

Rental housing for the Site #14 neighborhood is still recommended to be single family homes, in keeping with the neighborhood character and zoning.

Camoin Associates prepared a detailed *Financial Pro Forma Analysis* as Task #1 for the Step 3 BOA studies. The purpose was to determine the financial feasibility of market rate single family attached homes (shared interior wall) on parcels on Site # 15. Three scenarios were analyzed, all with a developer building 2-bedroom rental homes with 1,200 SF on parcels currently vacant. Tax abatements were included in the form of two levels of PILOT agreements, both of which can be used for market rate housing, and one "shelter rent" tax reduction scenario which would limit residents by income or student status. The market rate scenarios are discussed here.

The market rate rental scenarios estimate that the cost to build is \$90/SF, that \$15,4667 is required per unit for land acquisition and site work, and that the builder requires a rate of return of approximately 8%. Monthly rents are between \$1,150 and \$1,200, increasing 5% per year but with some vacancies. The chief difference is the level of tax abatement. The standard PILOT agreement provides for a 50% reduction in taxes the first year, 40% the second, until by year 11 the property pays full taxes. The enhanced PILOT agreement provides for a 100% reduction in taxes the

¹ From Task #1 Pro Formas

² Tumulty, B (2015). "Demolitions an Ugly Reality for Cities Losing People". USA Today

first year, 90% the second, until by year 11 the property pays full taxes. The effect of the enhanced PILOT is to strengthen debt service coverage ratios for the project, increase its attractiveness for bank financing, and allow the monthly rent to be \$1,150 instead of \$1,200 while still providing a market rate of return for the developer.

Using this as a guide for rental single family homes in Site #14, properties may be built on some parcels that could rent at or below the \$1,250 - \$1,499 per month cost expected to be demanded, and where there is currently a supply gap in the BOA and the city.

Subsidy Comparison: Owner-occupied and Renter-occupied

For both owner-occupied and rental homes, a subsidy is required to build housing that is affordable even for households with incomes in the \$50,000 - \$74,999 range. In both cases this is chiefly because of the costs of preparing the site for a new building.

The owner-occupied housing analysis estimates \$48,500 for land, building, and demolition. The scenario requires a \$48,020 upfront subsidy to reduce the purchase price.

The renter-occupied housing estimates \$15,467 for land and site work, and requires a subsidy with a present value of \$19,037, also a similar amount to the cost of acquiring and preparing the site. If site work costs were to rise, for example to cover the cost of purchasing an existing building, the rental project would become unfeasible unless rents were increased or additional subsidy provided from another source, since the PILOT benefits are already maximized in this scenario.

This comparison shows that new homes, either owner-occupied or rental, are likely to require a subsidy, and that the subsidy essentially covers the costs of returning the parcel to the same condition as undeveloped property.

	Owner-occupied 3BR Home	Rental 2BR Home
SF per unit	1,600	1,200
Building Cost per SF	\$90	\$90
Land, Bldg. and Demolition	\$48,500	
Land and Site Work		\$15,467
Direct Up Front Subsidy	\$48,020	
Present Value of Enhanced PILOT Abatement		\$19,037
Builder Rate of Return	8.00%	8.13%

Rehabilitation of Existing Homes

A neighborhood redevelopment strategy that proposes infill rather than complete tear down should include strategies for financing rehabilitation of higher quality existing homes, in order to improve the overall appearance of the block in support of the new building efforts. As with building new units, however, subsidies would be required to enable home owners and prospective owners to pay for renovations that are likely be substantial given the age of most of the homes, and the decline that results from years of disinvestment and deferred maintenance.

Another challenge for rehabilitation strategies is that only 8 of 44 single family homes in the Site #14 neighborhood are currently owner-occupied, and most renovation programs, such as HOME Rochester, exclude rental properties.

Redevelopment Concept Implementation

Scenario 1 – Total Redevelopment with Complete Tear Down

This scenario is not recommended because of the commitment already made to the neighborhood made by the South Plymouth Redevelopment Fund and felt by a core of existing residents. It is likely that the city would need to

engage in a number of eminent domain proceedings which could have negative implications and not result in a dramatic return on investment.

Scenario 2 – Planned Infill with Selective Tear Down

This scenario is recommended because it preserves the newer building that has been undertaken by the South Plymouth Redevelopment Fund and engages current owners of both owner-occupied and rental properties. There is a plethora of rental property owners living in the City of Rochester and encouraging engagement and investment has a greater likelihood of success and may have the added benefit of establishing relationships and activities that could be replicated in other areas of the city. Finally, given the need for investment in housing throughout the city, staged redevelopment efforts at the Vacuum Oil BOA Site #14 can be designed to show early results that can be replicated, making the neighborhood more competitive for future program funds.

Execution Plan

1. Develop or adapt a GIS neighborhood map that includes properties in the Site #14 neighborhood. This map would be designed to let the viewer see parcels in proximity to each other, and access pop-up information on critical aspects of the parcel: type of owner, assessed value, and the existence and type of code violation, if any.

If a neighborhood survey has already been completed, it can serve as a base for this task.

2. Identify properties by condition and record the condition on the GIS map by color. This would enable the viewer to identify potential clusters in which to focus resources. Cluster analysis enables rehabilitation/redevelopment as a group so that new or renovated homes do not lose value, or community support, because they are surrounded by homes in need of redevelopment.

A basic visual assessment can be done to identify satisfactory properties and properties of concern, but it is likely that coordination with the City's Code Enforcement Officers would be needed to refine the categorization of properties that are recommended for tear down or substantial rehabilitation.

A scale of 1 to 5 can identify the urgency of addressing the property's condition.

- 1) Tear down recommended
 - 2) Tear down may be needed, discuss with building inspector
 - 3) Property needs substantial rehabilitation; structural issues visible
 - 4) Property needs only some rehabilitation; cosmetic issues visible e.g. unpainted surfaces allowing wood rot, other neglected maintenance that will lead to structural issues later
 - 5) Property is adequately maintained, not a priority for this project
3. Evaluate the map and identify and review color clusters. Draft redevelopment priorities, using the following questions as a starting point:
 - a. What is the benefit of targeting a cluster of the worst properties, the tear downs, first?
 - b. What is the benefit of targeting a more "doable" cluster, for example a mix of tear down with Category 3 properties with structural issues, for renovation?
 - c. What is the benefit of targeting failing properties that are in close proximity to newer and better maintained homes?

4. Begin to develop an outreach plan for neighborhood feedback and to keep neighborhood apprised of goals and progress of redevelopment.

The Plymouth-Exchange Neighborhood Association meets monthly and has already participated in the BOA process. The online newsletter "PLEX Informer" published a notice of the 11/7/16 meeting and may be a vehicle for providing updates to the community.

5. Establish a set of redevelopment priorities. Identify minimum number or "critical mass" of units to redevelop at the same time in order to generate positive effects on neighborhood, build support for future plans.
6. Identify funding sources for rehabilitation costs undertaken by owner of property if owner-occupied, and if rental property.
7. Identify funding sources for property acquisition by city, property acquisitions by nonprofit or private developer, and demolition. The HOME program allows for funding for demolition and may be a good source of funds for this type of project.
8. Select units for rehabilitation or for working with existing owners; match with financing.
9. Select units for replacement by developer; match with financing.
10. Create an accelerated schedule to redevelop the critical number of units.

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