



May 14, 2024

Local Planning Committee (LPC)

Meeting #1

Agenda

Welcome, Introductions, and Presentation (105 minutes)

- › Welcome
- › Introductions
- › LPC Code of Conduct Refresher
- › NY Forward Program Overview
- › Roles and Responsibilities
- › Project Development and Evaluation
- › Conclusion of the NY Forward Planning Process
- › Highland Falls NY Forward Application
- › Public Engagement Approach

Public Comment (15 minutes)

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Welcoming Remarks

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Introductions

Meet the Local Planning Committee (LPC)

| Name | Affiliation |
|-------------------------|--|
| Mayor Joe D’Onofrio | LPC Co-Chair, Village of Highland Falls |
| Maureen Halahan | LPC Co-Chair; Orange County Partnership and Mid-Hudson Regional Economic Development Council |
| Michael Hauser | Association of Graduates at West Point |
| James Titolo | Town of Highlands Planning Board |
| Gabe O’Connell | Highland Falls-Fort Montgomery School District |
| Todd Hulet | Orange County Arts Council |
| Stella Bailey | Town of Highlands Historical Society |
| Dandai (Dee Dee) Moreno | Town of Highlands Chamber of Commerce |
| Bobbie Fallon | Realtor |
| Jeff Gathers | Town of Highlands Ambulance Corps |
| George Biskup | West Point-Highland Falls Rotary Club |
| Paula Holt | Highland Falls Library |



NY Forward Code of Conduct

NY Forward Code of Conduct

- Guidelines, standards, and procedures for the Local Planning Committee (LPC) members to follow throughout the planning process
- All LPC members are required to serve and act in the **public interest**
- LPC members must sign the *Code of Conduct for Members of New York State Downtown Revitalization Initiative and NY Forward Local Planning Committees (Code of Conduct)*

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Disclose conflicts of interest

Act in the public interest

Disqualify as necessary

What Does “Acting in the Public Interest” Mean?

- Avoid conflicts of interest
 - › No “unwarranted privileges” in which an LPC member should use or attempt to use their position to secure unwarranted privileges or exemptions for themselves or others
 - › No “improper influence.” An LPC member shall exercise their duties and responsibilities so as to not exert improper influence over other members.
 - › An LPC member shall exercise all duties and responsibilities for the primary benefit of the public and in a manner where any benefit to the member or a family member or relative is incidental.
- If a benefit is more than incidental, a conflict of interest arises, and an LPC member should recuse themselves

Documenting Conflicts

- Members must identify if they have a potential conflict at the first meeting in which the matter giving rise to the conflict is discussed.
- When a potential conflict is identified, LPC members must complete and submit a formal Recusal Form.
- LPC members may **not** vote, or attempt to influence, a discussion or vote on any project(s), where a potential conflict of interest exists.



Recusal Form

LPC Member Name _____ Date _____

DRI or NYF Name _____

Applicable Project Title(s) _____

Reason(s) for Recusal

(Check all that apply.)

- I or a relative or family member have a financial interest in the project. (Describe below.)
- I or a relative or family member have an interest as a board member, owner, officer, employee, or investor in the project sponsor. (Describe below.)
- I or a relative or family member have an interest as a board member, owner, officer, employee, or investor in a potential competitor of the project. (Describe below.)
- Other: _____

Please provide a description of each conflict. (Be complete and specific. Attach additional pages if necessary.)

Member Signature _____

Recusals

- The LPC co-chairs will remind members of their obligation to recuse at each meeting of the committee.
- A list of recusals together with the recusal form completed by each recused member will be maintained for each project for the duration of the NY Forward planning process.
- The recusal list will be updated at each meeting.

Voting on Recommended Projects

- At the end of the process, all LPC members will vote on a slate of projects to be recommended to the state for NY Forward funding.
- Voting will take place via an official LPC ballot to be submitted to the State.
- LPC members must recuse themselves from voting on individual projects where a conflict of interest exists.
- LPC members must follow the determinations made by the Ethics Officer in accordance with the Code of Conduct and other applicable laws.

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NY Forward Overview

“ “ *The Downtown Revitalization Initiative and New York Forward programs focus on creating healthy, vibrant, walkable downtowns that catalyze sustainable economic development and accrue numerous economic, social, and environmental benefits to the locality, the region, and the State as a whole.*

NY Forward Program Goals



Create an active downtown with a strong sense of place.



Build a diverse population, with residents and workers supported by complementary diverse housing and employment opportunities.



Attract new businesses that provide job opportunities for a variety of skills and salaries.



Provide amenities that support and enhance downtown living and quality of life.



Grow the local property tax base.

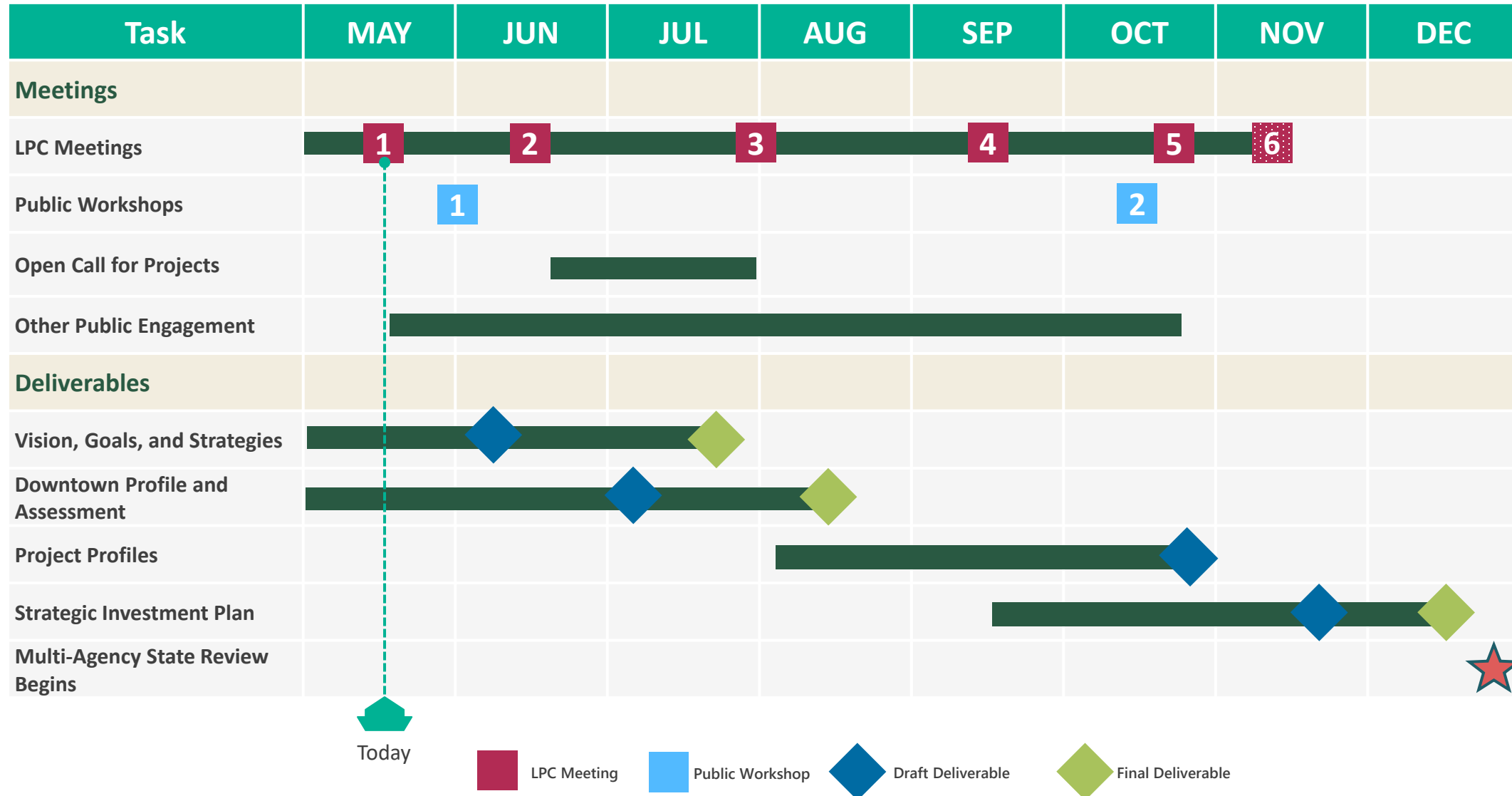


Enhance public spaces for arts and culture.



Reduce greenhouse gas emissions and support investments that are more resilient to future climate change impacts.

NY Forward Timeline





Roles and Responsibilities

Roles and Responsibilities

The NY Forward program accomplishes its goals through a unique State and local partnership:

- › Local Planning Committee (LPC)
- › State Agencies
- › Consultant Team
- › Co-Chairs
- › Municipal Staff
- › Project Sponsors
- › Public

Roles and Responsibilities

Local Planning Committee

- › Led by two co-chairs
- › Brainstorm ideas and provide feedback
- › Refine the vision for Highland Falls' Downtown
- › Develop goals and strategies to achieve the vision
- › Provide input on and review the Downtown Profile and Assessment
- › Assist with engaging the public in the planning process
- › Identify and select priority projects for downtown revitalization
- › Recommend projects to be included in the Strategic Investment Plan
- › Work with the consultant team and state team to prepare and submit a NY Forward Strategic Investment Plan

Roles and Responsibilities

State Team

- Assist the consultant team and LPC with critical tasks
- Ensure compliance with NY Forward program requirements compliance
- Participate in the preparation and review of NY Forward documents
- Provide knowledge about housing, economic development, decarbonization, and energy efficiency programs

Department of State (DOS)

Susan Landfried

Empire State Development (ESD)

Linda Malave
Matthew Teglash

NYSERDA

Homes and Community Renewal (HCR)

Adrian Halvorsen
Mary Bartheleme

Roles and Responsibilities

Consultant Team

- › Guide the planning process
- › Lead all public engagement
- › Assist the LPC with project identification and development, and evaluation of potential projects
- › Draft of all components of the Strategic Investment Plan, including project profiles and analyses demonstrating feasibility and impact of projects.

Consultant Team

- VHB
- Karp Strategies
- WXY
- Kevin Dwarka, LLC
- Trophy Point



KARP STRATEGIES
URBAN PLANNING ADVISORS



Roles and Responsibilities

Village of Highland Falls

- › Co-chairs and provide leadership for the LPC
- › Provide local assistance to the consultants and state planner
- › Support the NY Forward process by identifying key resources, information, and stakeholders
- › Assist with meeting logistics
- › Act as a local points of contact for public engagement

Roles and Responsibilities

Project Sponsors

- › Submit project scopes in the NY Forward area to be considered for funding
- › Provide necessary information to the LPC about the project, including scope, budget, capacity, etc.
- › Engage in ongoing conversations about project development

Public

- › Provide input on downtown Highland Falls' needs and opportunities, and the vision and goals for downtown
- › Share ideas for how to revitalize downtown Highland Falls
- › Share feedback on the projects submitted for LPC consideration

LPC Questions and Answers

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Project Development and Evaluation

Project Eligibility

Eligible Project Types

- New development and/or rehabilitation of existing downtown buildings
- Public improvement projects
- Small Project Fund
 - › \$300,000 but it can be up to \$600,000 in total based on demand
 - › 10% allocated to administrative costs
- Branding and marketing

Ineligible Activities

- Standalone planning activities
- Operations and maintenance
- Pre-award costs
- Property acquisition
- Training and other program expenses

Project Requirements

- Shovel-ready in 2 years from project award
- Project size/scale
 - Standalone NY Forward projects have a minimum total project cost of \$75,000.
- Project sponsor capacity – public, non-profit, private entities
- Financing
- Matching and leverage
 - Private project sponsors are required to contribute a minimum of 25% of the total project cost (includes Small Project Fund)
- Site control
- Building decarbonization
- Reimbursement

Strong NY Forward projects are catalytic, transformational, able to be implemented in the near-term, and create synergies between different projects and programs in the downtown.

How are Projects Identified and Refined?

Project Identification

- Community's NY Forward application
- Open Call for Projects
- Public engagement

Project Development/Refinement

- After projects are identified, they will continue to be developed using feedback from the consultant team, State team, and the public.
- Consultant team can provide technical support to project sponsors with project scope, cost estimating, decarbonization, etc.
- LPC will evaluate projects based on evaluation criteria and the vision and goals for downtown.

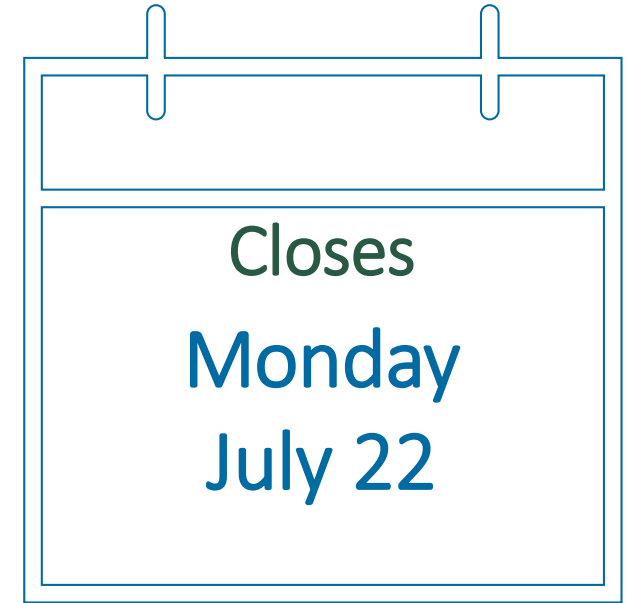
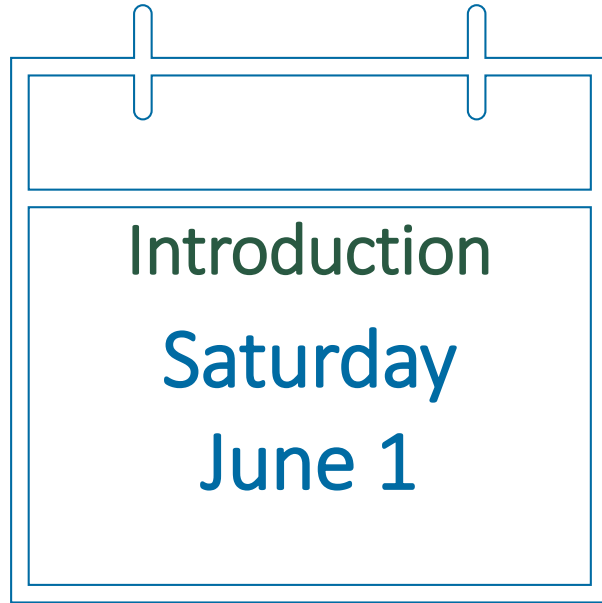
Open Call for Projects

- The Open Call for Projects is an opportunity for stakeholders, community members, and business owners to submit projects for consideration by the LPC for inclusion in the NY Forward Strategic Investment Plan.
- A project form will be made available to prospective project sponsors. The submission period will be open to the public for at least four weeks.
- All project sponsors, including those for public projects, must complete a form.
- Consultant team will be available to answer questions during the submission period

Project Form Components

- Project Sponsor
- Project Location
- Existing Conditions
- Project Type
- Project Title and Description
- Property Ownership
- Project Alignment with Vision and Goals
- Preliminary Funding Estimate
- Capacity
- Project Readiness and Timeframe for Implementation
- Supplemental Information such as photos or renderings
- Decarbonization

Open Call for Projects



The submission form will be linked on the Highland Falls' NY Forward website.

Open Call will officially begin after the LPC has established a draft vision, goals, and local evaluation criteria.

How are Projects Evaluated?

State evaluation criteria

- **State and Local Goals.** The project should be aligned with State and local goals and demonstrate strong community support.
- **Project Readiness.** The project should be well-developed and poised to proceed in the near-term in a way that will jump start the redevelopment of the NY Forward area.
- **Catalytic Effect.** The project is likely to have a significant positive impact on the revitalization of the downtown by attracting other investment at a scale appropriate for the community.
- **Co-Benefits.** The project will result in benefits to both the community and project developer, such as generating additional economic activity and improving quality of life
- **Cost Effectiveness.** NY Forward investment in a project would represent an effective and efficient use of public resources.

How are Projects Evaluated?

Local evaluation criteria

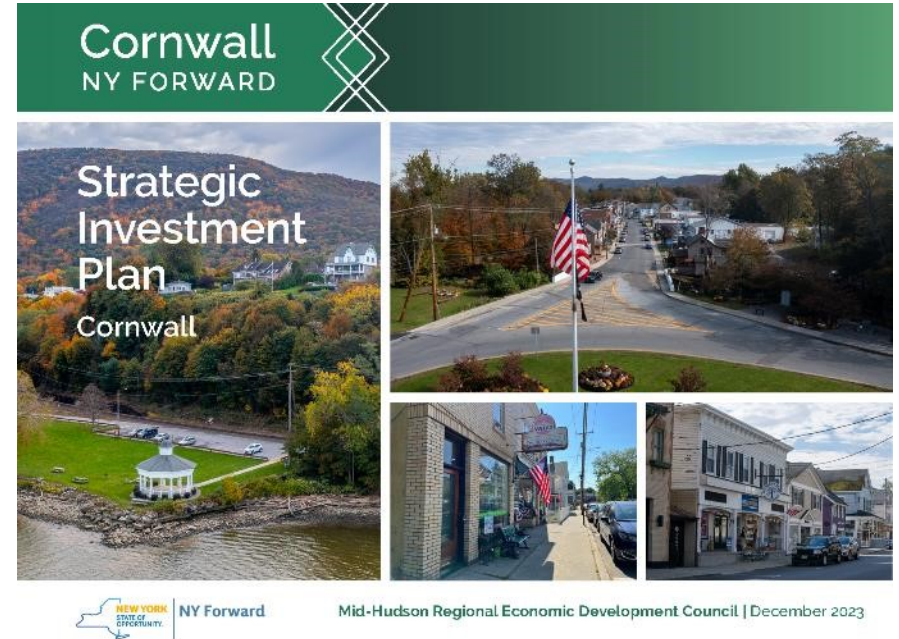
- Based on State criteria
- Refined based on local priorities and interests
- Are there co-benefits that should be prioritized when evaluating projects?
 - Potential to attract regional visitors
 - Increases accessibility and affordability
 - Enhances community connectivity and cohesion
 - Generates new jobs and employment opportunities
- At LPC Meeting #2, the LPC will discuss and establish draft evaluation criteria.

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Conclusion of the NY Forward Planning Process

How Does this NY Forward Planning Process Conclude?

- LPC will come to a consensus on a list of projects to recommend to the State for funding.
- VHB will prepare a Strategic Investment Plan that contains detailed information about each recommended project for the State to review.
- This plan will also help guide Highland Falls in ongoing downtown revitalization efforts.



How Does this Process Conclude?

- LPC will come to a consensus on a list of projects (final slate of projects) to recommend to the State for funding.
 - The total amount of the final slate will have a higher dollar value than what will be awarded.

Funding Requests Received



\$??M

Target Range



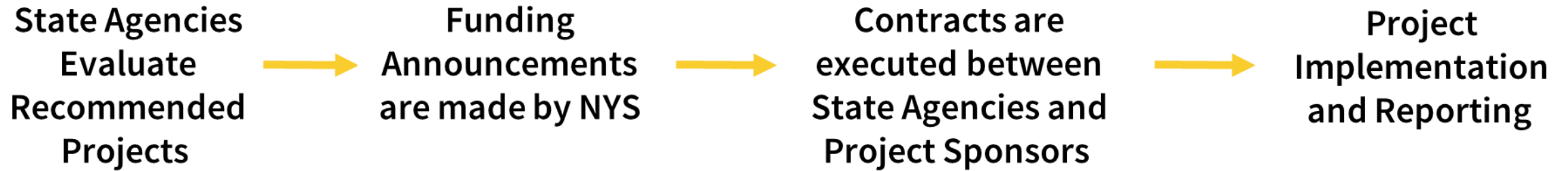
\$6-8M

NY Forward Award



\$4.5M

What Happens After the Planning Process Ends?



Award announcements are typically made several months following the submission of the Strategic Investment Plans

Project Implementation

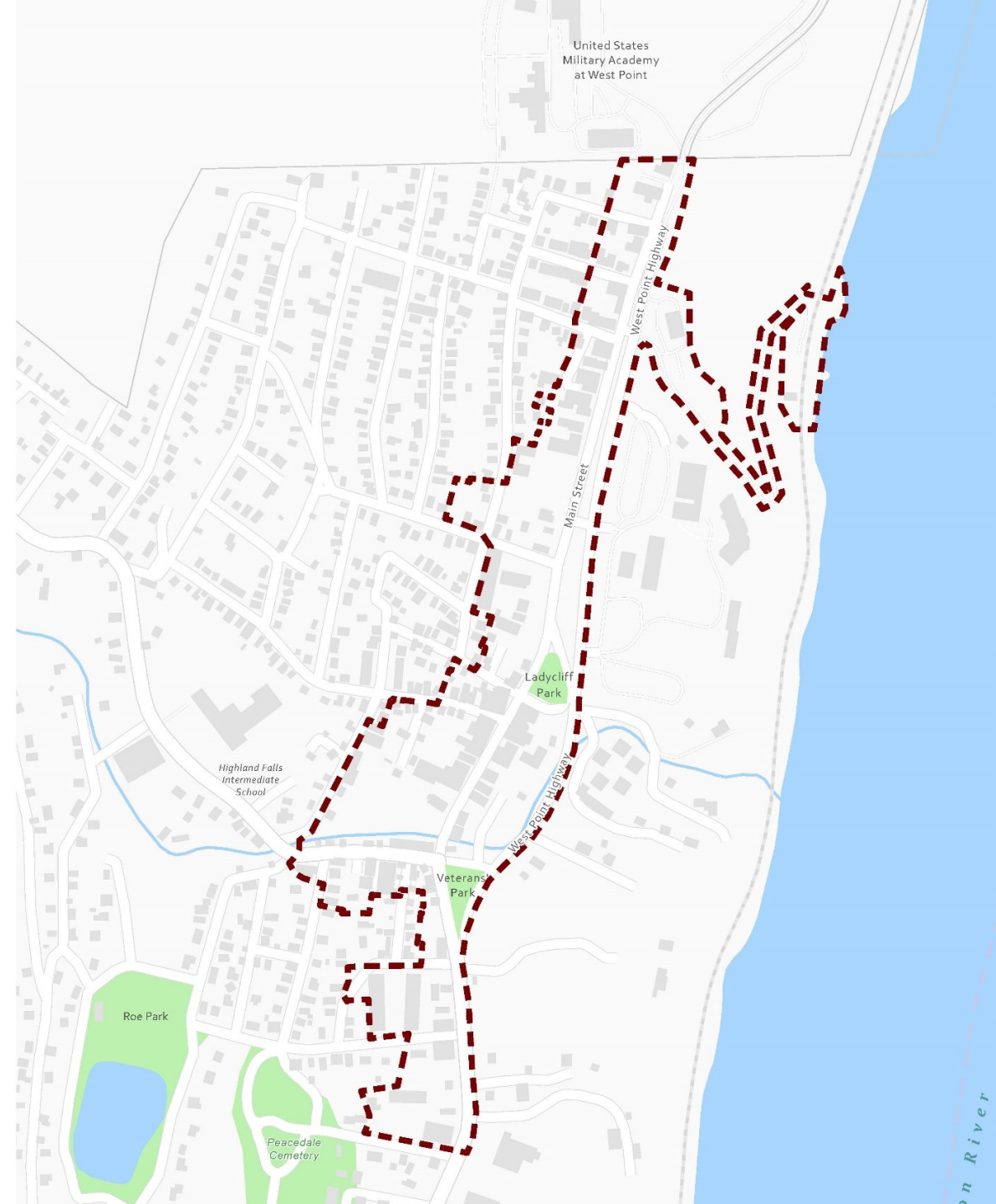
- All awards are provided as a reimbursement grant – project sponsors must complete work before funds are provided.
- Some project sponsors may need to secure bridge financing to cover costs during project implementation/awaiting reimbursement
- All awards are subject to State requirements, including MWBE goals, competitive procurement, etc.

LPC Questions and Answers



Highland Falls NY Forward Application

NY Forward Boundary






Highland Falls NYF Vision *[Activity]*

Vision

30 responses submitted

What words come to mind when you envision the future of downtown Highland Falls?




Attractive Outdoors Sustainable Clean Inviting Restored
Revitalize Food-trucks Work-Play **Active**
friendly-parks **Walkable** Visiting-center
Murals Hometown-USA **Facades** Destination
Lifestyle No powerlines User

Wordcloud All responses

1 of 1

Scan the QR or use link to join



<https://forms.office.com/r/rkGtNQ3Aib>

Copy link



Highland Falls' Opportunities and Challenges *[Activity]*

Challenges and Opportunities for Revitalizing Downtown

- › What are the challenges Highland Falls faces in revitalizing downtown?
- › What are opportunities Highland Falls can capitalize on to revitalize downtown?

Highland Falls NYF Vision Statement



*Highland Falls is an area of great historical significance that has a contemporary vision to revitalize the entire community while weaving its history into the needs of the future. As it currently stands, Downtown Highland Falls is lackluster and often overlooked due to its outdated architecture, limited pedestrian safety features, and lack of branding. Moreover, a major storm in July 2023 caused significant destruction to the Village and its infrastructure, further necessitating reinvestment and downtown revitalization. Despite ongoing difficulties, the Village **envisions a downtown that is better than ever by fostering opportunities for long-term growth.** The downtown will **become a place where residents and tourists can access all the area has to offer on foot or bicycle**, from local businesses on Main Street to the waterfront via Station Hill Road, and past the downtown's limits to the West Point Museum and West Point Visitor Control Center. Along this journey, people can enjoy a continuous stretch of **beautiful streetscapes and wayfinding signage offering directions to historic sites, parks, public art installations, and more, inspiring a thriving local business environment** that expands opportunities for local employment both horizontally across employment types and vertically up and down the wage scale. **Highland Falls' vision is to live up to its name of Hometown, USA, making it a place where tourists will want to visit, and residents will want to stay**, owing to the support of the Village, its dedication to collaboration with residents, and its commitment to the community.*

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Public Engagement Approach

Proposed Outreach Strategies

- › Posting to the Highland Falls NYF website and social media pages
- › Enlisting LPC members and key stakeholders to promote engagement
- › Press releases to local media outlets
- › Distributing handouts/flyers
- › Engagement with existing civic groups
- › Immersive engagement opportunities
 - Engagement with local business owners
 - Community Day June 1, 2024

Feedback on Proposed Outreach Strategies

- › Who are stakeholders in the community that we should be reaching out throughout this process?
 - Stakeholders provide an opportunity to better understand community needs, identify local opportunities, and inform the development of potential NYF projects.
- › How can we encourage broad participation, including among those who may not have been engaged in prior planning processes?
- › Are there effective outreach strategies that we may have missed?
- › How can we promote active participation in public engagement events?

Public Workshops/Outreach

Workshop #1 – June 1, 2024

- › What is NYF?
- › Input on Downtown Opportunities and Challenges
- › Introduce Open Call for Projects

Workshop #2 – October 5, 2024 (potential date)

- › Update on NYF planning process
- › Update on finalized Vision and Goals
- › Feedback on the list of projects
- › Next steps

Immersive Engagement – June 1, 2024

- Business owner meeting (9:00 am)
- Community Day event (1:30 pm)

Immersive Engagement – Fall 2024

- TBD
- Obtain feedback on the list of projects

LPC Meetings

- Meeting #1 – May 14, 2024
- Meeting #2 – June 13, 2024
 - › Review feedback from Public Workshop #1
 - › Vision and Goals
 - › Project Match
 - › Project Evaluation Criteria
 - › Open Call for Projects
- Meeting #3 – July 30, 2024
 - › Downtown Profile and Assessment key findings/takeaways
 - › Project Evaluation Criteria
 - › Proposed Projects
- Meeting #4 – September 10, 2024
 - › Refine Project List
 - › Preparation for Public Workshop #2
- Meeting #5 – October 29, 2024
 - › Review feedback from Public Workshop #2
 - › Review Project List
 - › Vote on Final Project List
- Meeting #6 (if needed) – November 12, 2024
 - › Review Project List
 - › Vote on Final Project List

LPC Questions and Answers

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Public Comment

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Next Steps

Next Steps

LPC Members

- › Promote Public Workshop #1
- › Review NY Forward Guidebook

Consultant Team

- › Prepare for Public Workshop #1
- › Prepare for Immersive Engagement
- › Update Highland Falls NYF Vision
- › Start Downtown Profile and Assessment

Important Dates

June 1, 2024

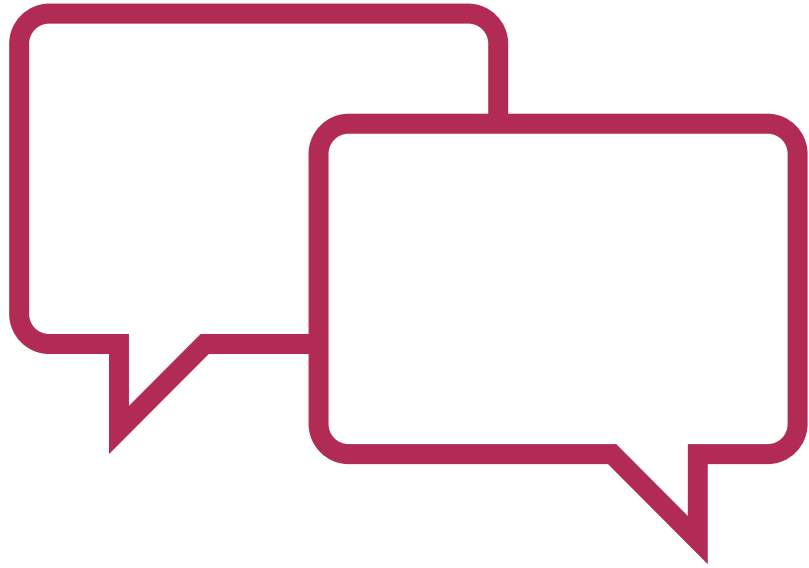
- 9:00 am – Business Meeting at the Senior Center
- 10:30 am – Public Workshop #1 at the Senior Center
- 1:30 pm – Community Day event at Roe Park

June 13, 2024

- LPC Meeting #2 at Senior Center, time TBD

June 17, 2024

- Open Call for Projects opens



Questions?

 HighlandFallsNYF@vhb.com

For Code of Conduct submissions, email:

 Susan.Landfried@dos.ny.gov

Highland Falls NY Forward website:

 www.highlandfallsnyf.com