

Corridor

Congress, Ferry & 8th Street

mixed use initiative



february 15
conceptual master plan



February 15, 2006

Congress, Ferry & 8th Street Corridor
Stakeholders

City of Troy
Rensselaer Polytechnic Institute
County of Rensselaer
Troy Housing Authority

On behalf of the entire United/Hedley Development team, I would like to take this opportunity to sincerely thank all of the project stakeholders for their dedicated support of the Troy Corridor Project and present the representatives from Rensselaer Polytechnic Institute, Rensselaer County, The City of Troy, and The Troy Housing Authority with the Conceptual Master Plan of the Troy Corridor Project, as called for under the Memorandum of Understanding dated November 3, 2005.

In an unprecedented fashion, over the course of the last 90 days, both stakeholder and development teams have worked in unison to create the necessary priorities for success. The hard work and dedication by both groups has inspired a truly focused and collaborative vision predicated on the positive impact potential this project will have to its constituents, the City, County and people of Troy. Each of the stakeholders should be roundly applauded for their endless dedication to making the project a reality.

Upon final concurrence of the Conceptual Master Plan, by the stakeholders, United/Hedley and stakeholders will go into immediate execution of a Development Agreement and initiate the next critical phases of turning our collaborative vision into reality.

The United/Hedley team of professionals appreciates the opportunity to be your partners in this momentous event. Should any questions arise please feel free to contact Daniel Wieneke, Executive Vice President, United Group at 687-7300. We request that final concurrence from the stakeholders will be provided to the United/Hedley team no later than March 1, 2006.

Yours truly,

A handwritten signature in black ink that reads "Michael J. Uccellini".

Michael J. Uccellini
President



John J. Hedley



This document is for the express and sole purpose of the Congress, Ferry and 8th Street Corridor Project and its stakeholders and developers. The contents in whole or in part should not be copied or distributed in any matter not authorized in writing by the City of Troy or The United Group of Companies, Inc.

Executive Summary

The submittal of the Conceptual Master Plan serves as a benchmarking event in the Troy Corridor Development Project: signaling a mutual agreement and understanding that considering all known variables the project layout and land usage in the plan will accommodate the needs of the stakeholders and impacted constituents both now and in the future. The mapping of proposed uses creates a mixed-use development where all generations can live, work, and play. The plan sets a scenario for both pedestrian and vehicle traffic decisions as well as clearly delineating the potential for early project wins in development areas where expedited timing is critical, such as the controlled housing for the Troy Housing Authority.

Much of the project variables are known, some may not be at the present stage. The Conceptual Master Plan takes into consideration that the most significant unknown variable is the proposed re-routing of the traffic configuration surrounding Congress and Ferry Streets. In providing three scenarios, which have been sculpted by a series of meetings and Charettes with the stakeholders, the development team has endeavored to show two preferable traffic pattern change plans and subsequent use massing. Both developers and stakeholders are conscious of the impact that detailed traffic engineering studies and DOT preferences will have on these scenarios and their eventual probability for success.

A third scenario has been illustrated where no material changes in traffic pattern are reflected. Both development team and stakeholders were in agreement that this plan could be considered in the case where traffic changes were subsequently prohibited due to unknown factors at this time.

A fourth scenario is also illustrated within this document that highlights significant areas for new development that are "Common Areas" un-effected or only secondarily impacted by decisions to come on the potential changes in traffic or street positioning. As you will see illustrated this "Common Area" encompasses approximately 70% of the total development area. Both developers and stakeholders are conscious that the potential that falls within the "Common Area" not only are un-effected by traffic decisions but generally un-effected by most variables presented in the planning. **The "Common Area" has been identified by both groups as the probable Phase 1 for Early Project Starts in the development.** The fourth use plan illustration presented in this document, clearly outlines the potential of the "Common Area" and the immediate early project impacts can have by concentrating on these options as Phase 1 of the entire project.

While much of the language in this plan is conceptual, the actual work done by the stakeholders and development team have outlined most of the critical path variables that will fit into the early planning stages of the development. This considerable collaborative work gives the project a leg forward; whereas, several project possibilities could be fast tracked in Phase 1 to gain early project momentum, well in advance of the more cumbersome components of the project being completed. Clear focus on timelines and critical paths can be seen in the enclosed development schedule.

Critical path variables exist in several areas:

- DOT Inclusion and Vision of the Traffic Flow Resolution and Funding
- Formation of Viable Entity for the Transfer of Land
- HUD Approval on the THA Land Transfer
- Community Meeting and Communication
- Municipal Approval Process for the Proposed Mixed-Use Development
- Coordination of Financing Sources

This short list is an illustration and is not all inclusive (see the enclosed schedule timeline). The development team and stakeholders stand ready to expedite answers and solutions to these and other formative details so the project can proceed with a sense of timing and purpose to completion. The next steps forward will capitalize on the momentum we have achieved together and execute the tasks to create the solutions necessary to breath life into this exciting endeavor.

Important, Please Note: Both the Development Team and the Stakeholder Team have mapped usages and locations as probable or possible. Final planning in the Development Phase will indicate exact uses and will be finalized with all parties as the development progresses. Views and discussions concerning final architecture, road alignment...etc. are again to be considered ongoing work in progress. While reviewing this document it is important to note that both Developer and Stakeholders are in unison as to these considerations but understand that shifting priorities, economics and needs may continue to change. The planning team will continue to work together iteratively as the project moves forward. This document is designed to specifically meet the requirements of the Memorandum of Understanding and serves as critical benchmark culminating in a formal development agreement between parties being executed.

Table of Contents

Program Description

Planned Uses

Ferry Street Corridor Plan

Congress / Ferry Couple Plan

Prospect Park Configuration Plan

Common Areas (*Phase 1 Approach*)

Legal Structures

Program Schedule

Communication Plan

Sample Financial Projections

Architecture





SECTION 1
program description

Congress, Ferry and 8th Street Corridor Project

Connecting the urban fabric of Troy

It is not very often that a community has the chance to create its future while complimenting to its past. The Corridor Project offers the City of Troy a chance to connect the urban fabric in one part of the City. Through an imaginative program and an innovative design, The Corridor Project will play an important role in the on-going revitalization of the City of Troy.

This is a conceptual master plan. It is a vision that has been created in partnership with four major civic stakeholders through a series of meetings. The following objectives are the major drivers of the programming and design:

- Create a new, distinctive neighborhood that seamlessly integrates into Troy's traditional fabric
- Reflect and enhance current scale, design, and pedestrian focus of Troy's traditional neighborhoods
- Create a mixed-use development where all generations can live, work, and play
- Compliment, and not detract, from the City's Central Business District
- Contain sufficient parking for the new uses as well as address the City's current parking issues
- Increase the access to and use of Prospect Park
- Add significantly to the City's tax base
- Design new road and pedestrian connections to facilitate movement within and to/from the project area
- Link RPI closer to downtown and to Sage College
- Slow traffic on Ferry and Congress Streets and encourage more 'cut-through' traffic to stop

The project area sits at the nexus of Prospect Park, Rensselaer Polytechnic Institute, the Central Business District, Little Italy, and the Pottery District. This conceptual master plan consists of three preliminary land use options for the originally designated 14-plus acres as well as surrounding lands. The major difference between the three schemes is the routing of Congress and Ferry Streets. The final layout of these roads will depend on the Department of Transportation funding and traffic engineering surveys.

One of the most exciting aspects of the conceptual master plan is the potential to dramatically improve automobile and pedestrian flows in the neighborhood. Common to all three layouts is the extension of Sixth Avenue through Congress and Ferry Streets. Our goal for this road is to recreate it as a boulevard. Our design theme, if eventually continued north to Route 7, would help drive the revitalization of property along this underutilized road.

This conceptual master plan is not the final word on the design for the Troy Corridor. Indeed it is just a beginning.

Coming together over a concept master plan

Over the 90-day span of the project, the development team worked closely with representatives from the four primary stakeholders to understand their issues, concerns and vision for the project areas neighborhood. Together this team created a vision for the project area, refined that vision and settled on this conceptual master plan.

The project's reach and influence will extend beyond the four primary stakeholders. Recognizing this, we continue to actively seek input from other parts of the community. These other community members have shared with us their individual short-term and long-term goals, as well as their aspirations for the city. We factored these issues and ideas into our planning process.

Primary Stakeholders

City of Troy
Rensselaer Polytechnic Institute
Troy Housing Authority
Rensselaer County

Development Team

John J. Hedley
United Development Corp.
Saratoga Associates
EYP
TAP, Inc
Ryan-Biggs Associates
U.W. Marx, Inc.
Sawchuk Brown Associates
Whiteman, Osterman & Hanna

Other Community Members

Italian Community Center
Russell Sage College
Hudson Valley Community College
New York State Department of Transportation
U.S. Department of Housing and Urban Development
Friends of Prospect Park
Troy 20/20
Troy Historical Society
Community Gardens

Dates of Stakeholder Team Planning Meetings:

December 22, 2005

This first meeting of the stakeholder / development team focused on issues, concerns and desired program elements. The development team used an iterative workout process bringing together both stakeholders and development partners into a working "Charette" process. The iterative group "Charette" process became a cornerstone of the joint efforts of both groups coming into mutually agreeable position rapidly and effectively.

January 4, 2006

Starting with five general approaches to the road configuration, the stakeholders and developers worked together to develop two primary road designs. Both teams integrated efforts into working preferences and priorities in structured group workout sessions led by Saratoga Associates and Einhorn Yaffee Prescott. The teams utilized structured team settings both in full session with all members having one focus and in individual breakout sessions facilitated by Saratoga Associates, United Group and EYP.

January 18, 2006

The team discussed and refined the final three road designs. (Two were developed on January 4 and the third was designed for development with roads in their current locations) It was generally agreed that the project could move forward with three alignment options. The final road design will be based on funding and engineering requirements. Preferences were decided on an individual stakeholder level, as well as a systematic scoring of group preferences to synthesize highest and best use priorities.

Individual Direct Stakeholder Sessions

Where possible each individual stakeholder also utilized a direct private session with the United Group to clarify individual needs and priorities. United also integrated thoughts and concerns from meetings with specific parties who potentially were impacted by the project. These meetings including community groups, department heads from stakeholder operations, and several other interested parties in the projects progress.

February 15, 2006

Final concept master plan approval meeting.





SECTION 2
planned uses

Proposed Planned Uses

The proposed uses in the project reflect the area's location within the City of Troy. We have designated preliminary uses that recognize the needs of numerous community entities, especially Rensselaer Polytechnic Institute, Troy Housing Authority, Rensselaer County, and the City itself. The uses described below and quantified in the following chart are preliminary. Market studies, currently underway, will help us refine the project's program.

Important, Please Note: Both the Development Team and the Stakeholder Team have mapped usages and locations as probable or possible. Final planning in the Development Phase will indicate exact uses and will be finalized with all parties as the development progresses. Views and discussions concerning final architecture, road alignment...etc. are again to be considered ongoing works in progress. While reviewing this document it is important to note that both the Developer and Stakeholders are in unison as to these considerations, but understand that shifting priorities, economics and needs may continue to change. The planning team will continue to work together iteratively as the project goes forward. This document specifically meets the requirements of the Memorandum of Understanding and serves as a critical benchmark culminating in an executed development agreement between stakeholders and developers.

Environmental and economic sustainability will be a driving theme of the urban and architectural design. In addition to being more fiscally efficient, these ethics will attract many of the young professionals and families seeking to live, work and play in the proximity of RPI, Sage College, and the growing technology research of the Capital District.

Public Space and Streetscape

One of the most exciting aspects of the project neighborhood is the design of the public spaces. Some of the new community's most valuable amenities will be its vibrant, safe and comfortable public parks, community gardens and streetscapes. Urban dwellers seek out these features.

Most prominent is the Public Commons in front of the County Office Building. This green space provides a respite from the economic and government activity occurring in the neighborhoods around it. Office buildings frame two sides of the park, providing daytime activity. The western edge contains housing, that will provide a source of after-work activity and make the region more vibrant once the workers have gone home.

The walkability of the neighborhood will be greatly enhanced by rows of trees along the roads that separate pedestrians from the traffic. (*These also serve to visually "narrow" the road for drivers causing them to slow down and make the community safer.*) Street furniture, street art, and sidewalk design will add to the visual vibrancy of project area. It will come together to create a safe, comfortable community for people to live, work and play.

Residential

Various kinds of residential homes will make up the bulk of the new project area neighborhood. Our preliminary program is detailed in the chart that follows. We anticipate producing numerous high quality residences, which will reflect traditional Troy designs and offer modern amenities.

Working Family Residential (*Troy Housing Authority*). The Troy Housing Authority (THA) will have 70 units for working families in the project area. To increase operational efficiency, the THA prefers that the units be clustered together. At the same time, a hallmark of the Authority's downtown properties is the way they blend into the community.

Condominium Units. A *market study is underway to test the feasibility of building condominium units in Troy. We understand that the faculty and staff of RPI and Sage would be interested in this kind of downtown housing in proximity to their schools. In addition, both institutions might benefit from owning units in which they could temporarily house visiting faculty, special guests, or faculty/staff in transition.

Important to Note: *the current market study will reflect on all aspects of the project products and locations.

Single-Family. This is an important housing option in many parts of the City of Troy, though less abundant in the neighborhoods directly around the project area.

Town Homes. This long-established Troy housing stock will likely play an important residential role in the neighborhood. The exterior will fit the traditional look. The interior will provide all of the amenities needed for modern urban living.

Student Housing. Buildings located near RPI that would serve a variety of undergraduate and graduate students. Included in this mix are apartments for married students and younger faculty members.

Commercial

Commercial uses will play an important role in the project area community. For the City, these structures build tax base. For the residents, these will provide jobs and services needed in downtown Troy.

Office Buildings. These will be constructed for government or private sector use. We are already in discussion with possible tenants. The design of these structures could play a transitional role between the historic downtown Troy and the technology-driven RPI campus.

Neighborhood Retail. The retail recruited for the project neighborhood will be designed to compliment, not conflict with, the economy of Troy's Central Business District. The target audience for most uses will be the new residents, RPI and Sage students and faculty, as well as office workers. Examples of businesses that may locate here include: dry cleaners, small restaurants, and urban-scale grocery stores.

Parking

Despite the urban nature of the new neighborhood, cars remain a fact of life. We expect to provide parking spaces to accommodate the uses introduced into the community. In addition, part of our mission is to help alleviate the current parking problems faced in downtown Troy.

We will look to numerous solutions to provide the required number of spaces. Garages, which can be the most cost-effective in an urban setting, will play a major role. Surface lots will also be utilized – terraced into the steep slopes and tied to specific uses such as in-and-around residential areas. Short-Term parking areas will be provided on the redesigned street-scapes to provide direct visual access to the neighborhood retail areas.

Other options

We are currently conducting market research, as well as meeting with various stakeholders, to determine the need for other kinds of uses in the impacted neighborhood. The options include various kinds of live/work or live/learn environments to foster arts, academia and/or small business innovation.

Another possible use that communities around the nation find beneficial, and developers find economical, is the condo/hotel combination. A common configuration for this structure places common space on the ground floor. Above that would be floors containing hotel rooms, while condominium units would be built on the top floors. Quality hotel units could be required for the guests of those institutions including potential donors, visiting speakers, alumni, trustees, and athletic teams.

Preliminary Planned Uses*

Description	Amount	Parking
Residential		
Working Families (THA)	70 Units	Garage
Condominiums	240 Units	2 spaces / unit
Single – Family	60 Units	Garage
Town Homes	40 Units	Garage
Married / Family Student	20 Units	2 spaces / unit
Graduate	40 Beds	0.7 spaces / bed
Undergraduate	360 Beds	0.7 spaces / bed
Commercial		
Office buildings	300,000 to 400,000 s.f.	1 space per 500 s.f.
Neighborhood Retail	30,000 to 60,000 s.f.	varies by use
Parking	1,000 to 2,000 spaces	
Other Options		
Live/work	To Be Determined	To Be Determined
Live/learn	To Be Determined	To Be Determined
Short Term Housing	To Be Determined	To Be Determined
Condo/Hotel	To Be Determined	To Be Determined

* The final mix of uses will be based on market analysis and design refinement.

Proposed site locations

At this early stage in the planning process, it is important to discuss proposed site locations for the planned uses. However, we can describe general locations of particular uses. It should, however, be remembered that the type, location and amount of uses will change as the design is refined.

Residential

Student, young faculty and visiting scholar housing will tend to be on the northern and eastern ends of the site, closer to the school. Market rate condominium buildings and townhouses will be located largely along Sixth Avenue – nearer the shops and other amenities offered by the Troy's Central Business District. Mixed in with the market rate residential will be the Troy Housing Authority's 70 units for working families. In addition to integrating these units into the community, this location is in Phase 1 of the project. The THA needs to get 70 units of housing on-line as soon as possible.

Commercial

The neighborhood retail shops and restaurants found in project area will occupy the first floor of the largely mixed-use buildings. Retail will be focused at the prominent public space (and entrance to Prospect Park) found at the intersection of Eighth and Ferry Streets. It can also be found along Sixth Avenue. Storefronts will be put to particularly good on the front and first floor of a parking garage. By "masking" the large structure with retail, we make Sixth Avenue more pedestrian friendly, while also catering to cars.

Office space, for both public and private sector operations, will also be along the boulevard created by Sixth Avenue. The workers will be in close proximity to the project area retail amenities as well as those in the Central Business District.

Parking

The preliminary locations of the parking structures help alleviate current parking issues for the County Office building and the Family Court building. Also, these garages are positioned to add capacity for events held at RPI's new EMPAC center as well as facilitate shopping in the Central Business District.

Mixed-Use / Hotel / Condo

We plan some landmark buildings to frame a new public entrance to Prospect Park and bring vitality to a side of the hill that is currently desolate. Market studies will determine the exact usage. However, we expect to take advantage of the park as a valuable amenity for the City , while leveraging its beauty to add value to buildings on this end of the new neighborhood.

The conceptual master plan consists of three possible road layouts. The ultimate design of the roads, coupled with results of the marketing survey, will drive the final location of uses. The three road layouts are described below.

Ferry Street Corridor

This urban design moves Ferry Street south back onto its historic route and makes it two-way as far west as Sixth Avenue. Congress Street is removed east of Seventh Avenue. Seventh, along with Sixth Avenue and Eighth Street will connect with Ferry Street – establishing a more urban street grid than currently exists. The street pattern provides for more buildable parcels of land than the other schemes. It also creates the most pedestrian friendly environment.

Congress / Ferry Couple

In this scheme, Congress Street cuts southeast across the grade between Seventh Avenue and Eighth Street. It creates angled parcels, that may be harder to build on, but also reflects some of Troy's traditionally angled blocks. The primary reasoning behind this scheme is to help traffic make the steep east/west route up and down the hill.

Prospect Park Configuration

This third option is based on the possibility that funding may not be available to improve the roads. This less-than-optimal scenario will still be workable, from the stakeholders' perspective, but does less to better the neighborhood over the long term.

Common Areas (Phase One)

Despite the different road alignments, much of the project area remains common from scheme to scheme. The most significant common areas include the Sixth Avenue extension with similar residential and commercial uses proposed in all three options. In addition, the residential and institutional uses on the northern end of the site are proposed in all three layout options.

These common aspects make up significant portions of all three designs and indicate possible phase one construction options. It will be important to get the project started as the funding and engineering of the Congress and Ferry Street Road realignments are worked out.

Preliminary Engineering Assessments

During this stage of the design process, a logical next critical step is to conduct detailed engineering assessments. Once the conceptual master plan is approved, we will refine the design and begin the engineering surveys needed to make sure our proposals are technically and economically feasible. As with all of our projects, we employ the best development, architectural, and engineering practices to ensure that the project area contains the most economically feasible, appropriate to the community and environmentally friendly design.

Estimated Infrastructure Requirements

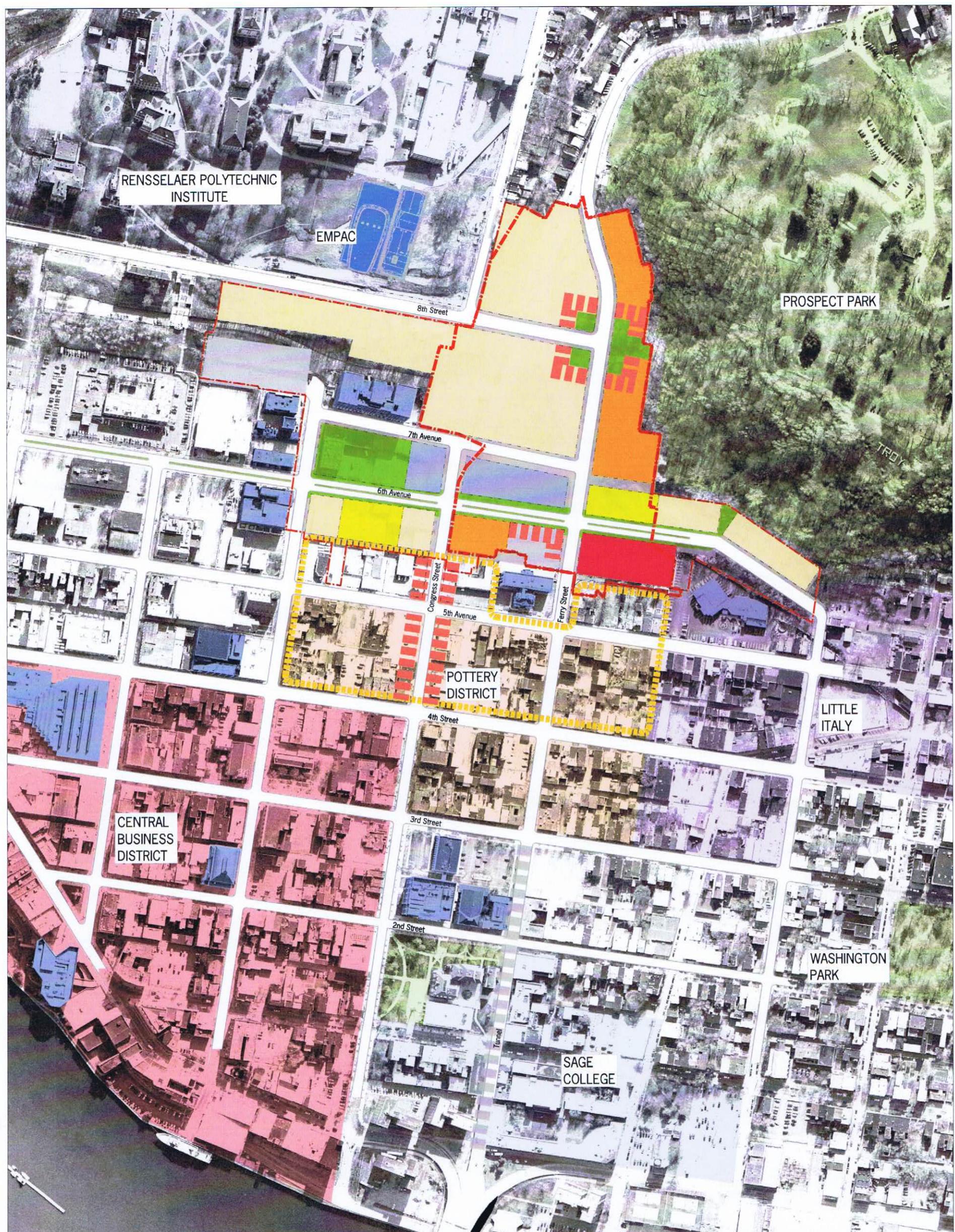
It is understood that infrastructure improvements will be necessary since the project will add density to the area. However, its proximity to downtown Troy makes it probable that much of the baseline infrastructure is already in place. As we refine the design of project area we will investigate any needed upgrades to the local sewer, water and power systems. We expect to begin such engineering surveys, in collaboration with the City, as soon as the conceptual master plan has been approved. The developer will work with utility providers and the City to ensure the adequate provision of services.

Parking and Transportation Plans

The main transportation feature of the project is the way the project weaves into the urban nature and pedestrian friendliness of Troy. As in other parts of the City, sidewalks and other pedestrian amenities will be important features in the new neighborhood. These are the amenities that attract people back into the City.

At the same time, cars are a reality for urban dwellers. We will provide sufficient parking spaces for the project's final program. In addition, we expect to help address current downtown parking issues in our project area. Parking will take a variety of forms. Garages, with their efficient use of urban land, will play a major role. We will turn the site's challenging slopes into a design asset by terracing parking spaces into the hills. In addition, we anticipate providing some surface parking in lots or individually behind specific uses (e.g. residential).

Interesting convergence of pedestrian way and parking structure may be possible near the County office building. A parking garage there would also create a safe, comfortable path (as an elevator or enclosed stairway) for pedestrians to traverse the steep hill between RPI and downtown Troy.



Ferry Street Corridor

Congress, Ferry &
8th Street Corridor
Mixed-Use Redevelopment
Initiative

February 2006

KEY

- [Purple] INSTITUTIONAL
- [Light Blue] PARKING
- [Green] OPEN SPACE
- [Orange] MIXED USE OR SINGLE USE COMMERCIAL/OFFICE
- [Red] OFFICE
- [Yellow] TROY HOUSING AUTHORITY RESIDENTIAL
- [Light Yellow] OTHER RESIDENTIAL
- [Red/White dashed] DEVELOPMENT AREA
- [Red/White dashed] PLANNING AREA
- [Yellow/Black dashed] RESIDENTIAL INFILL OPPORTUNITY
- [Red/White checkered] FIRST FLOOR RETAIL

0 50 100 200 300 400 600
Feet

N

John J. Hedley 

 **unitedgroup**

SARATOGA
ASSOCIATES

EYP/

PROJECT # 2005-106.10M
Copyright © 2005 Saratoga Associates. All Rights Reserved.
This map is computer generated using data acquired by Saratoga Associates
from various sources and is intended only for reference, conceptual planning
and presentation purposes. This map is not intended for and should not be
used to establish boundaries, property lines, location of objects or to provide
any other information typically needed for construction or any other purpose
when engineered plans or land surveys are required.
SA200505106E.1 Conceptual Design



Congress/Ferry Couple

Initiative
Congress, Ferry &
8th Street Corridor
Mixed-Use Redevelopment

February 2006

KEY

- [Blue] INSTITUTIONAL
- [Purple] PARKING
- [Green] OPEN SPACE
- [Orange] MIXED USE OR SINGLE USE COMMERCIAL/OFFICE
- [Red] OFFICE
- [Yellow] TROY HOUSING AUTHORITY RESIDENTIAL
- [Light Yellow] OTHER RESIDENTIAL
- [Red/White dashed] DEVELOPMENT AREA
- [Red/White dashed] PLANNING AREA
- [Yellow/Black dashed] RESIDENTIAL INFILL OPPORTUNITY
- [Red/White striped] FIRST FLOOR RETAIL

0 50 100 200 300 400 600 Feet

N

PROJECT # 2005-106.10M
Copyright © 2005 Saratoga Associates. All Rights Reserved.
This map is computer generated using data acquired by Saratoga Associates from various sources and is intended only for reference, conceptual planning and presentation purposes. This map is not intended for and should not be used to establish boundaries, property lines, location of objects or to provide any other information typically needed for construction or any other purpose when engineered plans or land surveys are required.
S-2005/05106.E1 Conceptual Design

John J. Hedley 

 **unitedgroup**

SARATOGA
ASSOCIATES

EYP/



Prospect Park Configuration

Congress, Ferry &
8th Street Corridor
Mixed-Use Redevelopment
Initiative

February 2006

KEY

- INSTITUTIONAL
- PARKING
- OPEN SPACE
- MIXED USE OR SINGLE USE COMMERCIAL/OFFICE
- OFFICE
- TROY HOUSING AUTHORITY RESIDENTIAL
- OTHER RESIDENTIAL
- DEVELOPMENT AREA
- PLANNING AREA
- RESIDENTIAL INFILL OPPORTUNITY
- FIRST FLOOR RETAIL

0 50 100 200 300 400 600
Feet



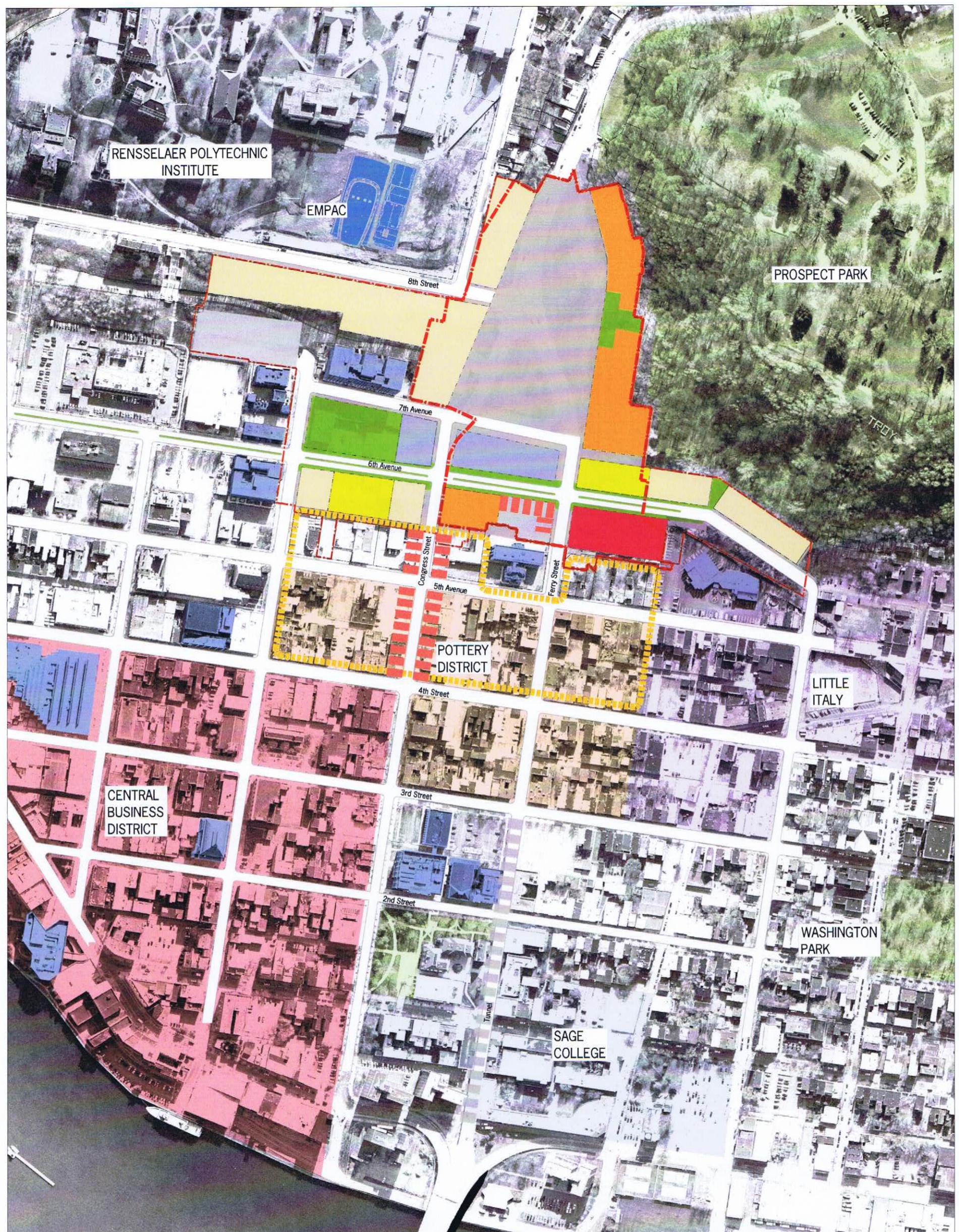
John J. Hedley 

 **unitedgroup**

SARATOGA
ASSOCIATES

EYP/

PROJECT # 2005-106.10M
Copyright © 2005 Saratoga Associates. All Rights Reserved.
This map is computer generated using data acquired by Saratoga Associates
from various sources and is intended only for reference, conceptual planning
and presentation purposes. This map is not intended for and should not be
used to establish boundaries, property lines, location of objects or to provide
any other information typically needed for construction or any other purpose
when engineered plans or land surveys are required.
S200505106E.1 Conceptual Design



Common Area

Congress, Ferry &
8th Street Corridor
Mixed-Use Redevelopment
Initiative

February 2006

KEY

- INSTITUTIONAL
- PARKING
- OPEN SPACE
- MIXED USE OR SINGLE USE COMMERCIAL/OFFICE
- OFFICE
- TROY HOUSING AUTHORITY RESIDENTIAL
- OTHER RESIDENTIAL
- DEVELOPMENT AREA
- PLANNING AREA
- RESIDENTIAL INFILL OPPORTUNITY
- FIRST FLOOR RETAIL

0 50 100 200 300 400 500 600
Feet

N

John J. Hedley 

United  group

SARATOGA
ASSOCIATES

EYP/

PROJECT # 2005-106.10M
Copyright © 2005 Saratoga Associates. All Rights Reserved.
This map is computer generated using data acquired by Saratoga Associates
from various sources and is intended only for reference, conceptual planning
and presentation purposes. This map is not intended for and should not be
used to establish boundaries, property lines, location of objects or to provide
any other information typically needed for construction or any other purpose
when engineered plans or land surveys are required.
SA200505106E.1 Conceptual Design



SECTION 3
legal structures

Structuring the Project for Efficient Administration and Maximizing Financial Resources

In the Memorandum of Understanding dated November 9, 2005 (the "MOU"), the Project Stakeholders and United/Hedley have agreed **1)** to create an "efficient" and "transparent" decision-making entity to implement the Master plan; **and 2)** to have this entity obtain control over the real estate necessary for the Project. (See MOU ¶¶ 4, 5 and 6) In addition, the Project must be able to access the full range of public and private financial resources and economic development incentives. Set forth below, we provide our preliminary thoughts regarding the legal structures that can achieve these objectives. A final recommendation depends on a more complete discussion of the concerns of the Project Stakeholders regarding the priorities and governance of this entity.

Legal Structures

The Project can be implemented through the creation of either a private or public entity. It could also be accomplished through effective use of an already formed entity related to one or more Project Sponsors (*most likely created pursuant to the New York State Municipal Redevelopment Law or the New York State Urban Renewal Law*). The advantages of a public authority derived from its likely statutory powers (e.g. to issue bonds, conduct environmental review, take property, provide tax exemptions), must be balanced with increased regulatory compliance obligations, the time to enact the necessary legislation, and the potential controversy given the current climate regarding public authorities. As explained below, we believe the Project will be able to proceed more quickly and with less controversy if a private not-for-profit is used.

Single Purpose Entity

As an initial matter, the legal entity that will implement the Master plan should obtain control over the real estate for the Project. Typically, for private development, a single-purpose corporate entity such as a limited liability company or a corporation (*most likely a New York State not-for-profit corporation in this instance*) is created to acquire or option the real estate. This approach can certainly be used for this Project. Any concerns of the Project Stakeholders regarding control over decision-making can be addressed through board representation, the terms of the operating agreement for the single-purpose entity, and in the subsequent development agreement with United/Headley. In accordance with the MOU, the new entity would retain Hedley/United as the developer, and the respective obligations and authority of the parties would be memorialized in a development agreement. As a private corporation, the new corporate entity would have the right to take actions with respect to its own assets.

It will, however, have to work through other public entities to obtain, for example, bond financing, land use approvals, eminent domain powers, the ability to establish special assessment or business improvement districts and the ability to grant payment in lieu of tax agreements and other municipal benefits. With the project likely to require some or all of the above governmental powers, among others, it will be crucial to identify the powers and assets needed from each Project Sponsor and develop an approach for achieving the necessary cooperation.

Tax exempt status could be sought for any new entity. All Project Stakeholders should agree, through the operating agreement and the development agreement, to contribute their unique assets, powers and cooperation to the extent permitted by law and the governing documents and policies of each respective Project Stakeholder. If all Project Stakeholders were so willing, for many of the reasons illuminated in the discussion of the other possible entity structures below, we would recommend use of a private, single-purpose entity since it best embodies the public/private partnership with RPI and the developer envisioned by the MOU, thus allowing the Project to advance at, by far, the most rapid pace.

The Plattsburgh Airbase Redevelopment Corporation ("PARC") and the Arsenal Business & Technology Partnership (*the "Partnership"*) are both not-for-profit entities that will serve as useful models for the creation and operation of this new single-purpose development entity. Both PARC and the Partnership (*which was modeled after PARC*) are tax-exempt not-for-profit entities controlled by a membership comprised of representatives from affected local and regional government.

A New Public Entity

Although the single-purpose entity approach described above is *preferable (based on our current understanding of the relevant factors)*, consideration should be given to the creation of a new public authority. Putting aside the potential controversy arising from the creation of a new public authority and the substantial increase in regulatory compliance obligations, a public authority created for the express purpose of implementing the Master plan would be the most efficient vehicle. Using the statutes that created the Schenectady Metroplex Development Authority and the Albany Convention Center Authority as models, a newly created Congress Street Corridor Development Authority (*the "CSDA"*) could have the power to issue bonds, conduct environmental review, take property by eminent domain, be exempt from taxation and provide tax exemptions, enter into PILOT agreements and be generally vested with all those powers and mechanisms necessary to undertake a coordinated, controlled centralized Project. In addition, as a public authority, the CSDA would be subject to the Open Meetings Law and new Public Authorities Accountability Act (*as well as provisions of other state statutory controls, as applicable*) thus achieving the stated goal of transparency, but also requiring a substantial increase in regulatory compliance and inflexibility in areas such as procurement, bidding and prevailing wage.

Furthermore, a new public authority would obviously require legislative enactment. The time, effort and expense in negotiating the scope of powers of a new public authority and lobbying for its enactment can be considerable with no assurance of success in the current climate regarding public authorities. There are also other governmental options such as an entity established pursuant to (i) Section 638 of the General Municipal Law – the New York State Urban Renewal Law; or (ii) the Municipal Redevelopment Law -- Article 18-C of the General Municipal Law. Both statutory schemes provide procedural and substantive frameworks for the redevelopment of blighted areas. A full discussion of those statutes is not appropriate here, do not have the flexibility or efficiency offered by a single-purpose entity. On balance, we have concluded that the private not-for-profit makes most sense because of political and regulatory concerns.

Maximizing Financial Resources

The proper legal structures need to be created in order to maximize financial resources available to fund the project by accessing all available funding sources and economic development incentives. It is intended that financing for the project will be a mix of public financing (i.e. bonds; federal, state and local grants, loan and assistance programs) and institutional developer funded debt. An example of a desired public source of assistance would be designating the geographic area of the Project as an Empire Development Zone. This will provide eligible components of the Project with valuable tax exemptions and credits (i.e. sales tax; sales and use tax; and real property tax credits; tax reduction credits; wage tax credits; investment tax credits; employment incentive credits; utility rate savings; zone capital credit; and real property tax abatements) and allow these municipalities to be reimbursed for those taxes by the State. Infrastructure improvements can be funded by the creation of a sewer district that can access state and federal funding resources and assess property owners.

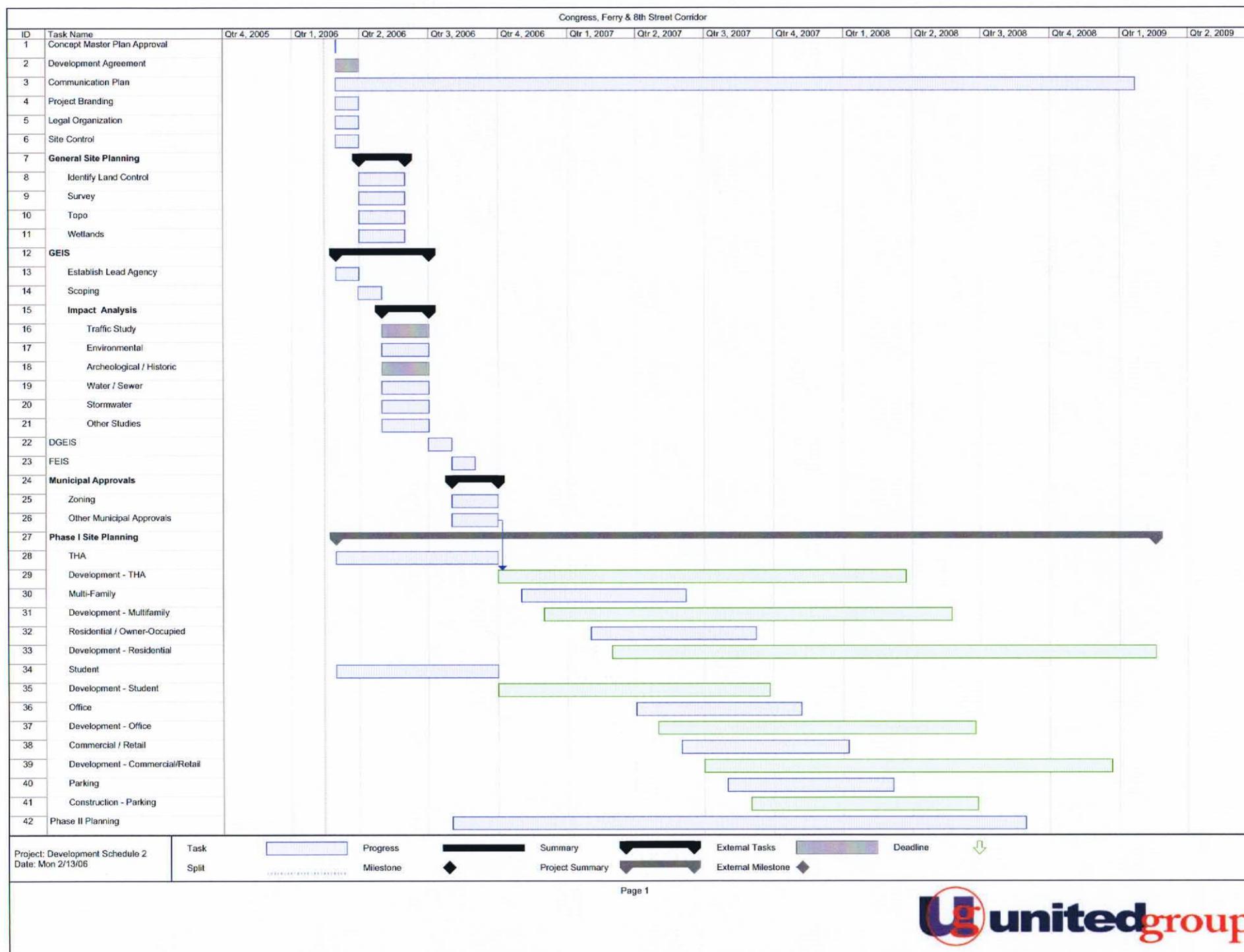
A qualified Community Development Entity ("CDE") must be created in order to be eligible to compete for an allocation of New Market Tax Credits, that would encourage private investment in the project by providing a 30% (present value) tax credit for the amount of the investment. Other tax credit programs that may be applicable include Brownfield Redevelopment Tax Credits; Historic Tax Credits; and Green Building Tax Credits. There are a variety of potential State and Federal funding sources that might be available for the development of the Project. Most of these funds are available to municipalities only, not private developers. If using a private corporate structure, such would then have to then be contractually contributed to the Project to the extent permitted by law. Some examples include the following:

Community Development Block Grants; Hudson Valley Greenway programs; NYS Empire State Development funds and programs; the NYS Legislature's Community Enhancement Facility Borrowing Program and other legislative allocations; NYS Council on the Arts Architecture, Planning and Design program; various Brownfield funding sources; Federal transportation and community enhancement grant funds; NYSERDA and other efficient energy grant funds; NYS Office of Parks, Recreation and Historic Preservation grant funds; affordable housing assistance funds including those administered by the NYS Affordable Housing Corporation, the NYS Housing Trust Fund Corporation and the NYS Housing Finance Agency; water, sewer and infrastructure grant sources including the NYS Water and Sewer Infrastructure Co-Funding Initiative; and the NYS Environmental Facilities Corporations' Clean Water and Drinking Water State revolving funds, respectively, among others.

WHITEMAN
OSTERMAN
& HANNA LLP



SECTION 4
program schedule





SECTION 5
communication plan

Communication Plan

The communications team for the Corridor Project is:

Jeff Buell, City of Troy
David Brown, Sawchuk Brown Associates
John D Ball, The United Group of Companies

The standard protocol for collateral materials, releases and press reporting will be as follows:

Outgoing Communication: thru **Jeff Buell**, City of Troy

Incoming Inquiries: thru **David Brown**, Sawchuk Brown Associates

Supporting Inquiries: **John D. Ball**, The United Group of Companies

Any/All written communication will be approved by **Jeff Buell** on behalf of the stakeholders before it is released or discussed publically.

The intent and goals of the first 90 days of communications will primarily be in outreach to the local community through public meetings and neighborhood group sessions. Print media will be used in controlled fashion to discuss strategic benefits of the project as well as to re-mark the project name, location and public appeal.

The following is an action plan task list running from February through May, 2006:

1. Develop calendar for community outreach presentations (*February*).
2. Develop handout and materials for public meetings (*February*).
3. Prepare media materials and graphics (*March*).
4. Brief stakeholders on communications program (*March*).
5. Hold press briefing and/or interviews linked to public meetings (*March*).
6. Establish information Website with information and room for public comment (*March-April*).
7. Presentation to Troy 20/20 group (*March*).
8. Opinion article in support of the plan (*April*).
9. Public Meetings (*April*).
10. Explore opportunity for billboards and other public awareness (*April*).

Branding and message development:

11. Naming area projects (*March thru May*).
12. Mapping messages and proof points (*March thru May*).
13. Creating a “look” (*April*).





SECTION 6
sample financial projections

Project Financing

Several fundamental concepts underpin the financing of the proposed improvements:

1. Funding for each development component should utilize the available resources to structure a self-supporting, viable and reasonable financing plan.
2. The development components, where practical, should be designed to serve as economic contributors to the City and County, through property taxes, PILOTS, residual cash flow, fees for services, jobs, sales tax, and general commerce.

The RFP identified the resources the Stakeholders expect to make available as Project Support:

- \$6 million DOT Funding
- Sites
- THA Capital Funds
- Tax-exempt Bonds
- Low-income Housing Tax Credits
- RPI Lease Guarantees
- Parking Leases

In addition, United believes additional resources are likely to also be available:

- New Market Tax Credits
- Empire Zone Programs
- Brownfield Redevelopment Tax Credits
- Green Building Tax Credits
- Affordable Home Ownership Development Programs
- NYS Affordable Housing Corp. Grants
- NYS Housing Finance Agency Grants
- NYS Division of Housing and Community Renewal Grants

It is assumed that the \$6 million in DOT funds are sufficient to accomplish the planned Ferry and Congress Street realignment and construction. However, other infrastructure improvements in the project area (*roads, water, sewer, sidewalks, landscaping, etc.*) that are not part of the DOT plan or are not directly related to a specific project offer an additional financing challenge. We therefore, propose pursuing a tax structure specific to the project area that will function similar to a Tax Increment Financing (TIF) program. TIF's are difficult to implement in New York, however a Payment in Lieu of Taxes (PILOT) program may be utilized to achieve a similar result. This would entail pledging a portion of the future PILOT payments to paying for project-wide improvements in the development area. Based our assumptions and pro formas, we project that approximately \$4 million could be funded if one-third of the property tax revenue at base year levels were dedicated to the TIF financing. Timing, however, will be a consideration, as the revenue streams need to be in place to fund the borrowing, and the majority of the property tax revenue would be generated by the commercial uses.

The overriding concept in structuring the financing for the project development is that each component should have identified funding sources that work within the framework of the available resources and the proposed project elements.

Congress, Ferry and 8th Street Corridor

FINANCIAL PROJECTIONS

Student Housing Undergraduate & Graduate				Apartments 80% Market Rate / 20% Affordable				THA Apartments 140 New Units				Commercial Office Single-Tenant Building				Commercial Mixed-Use Office / Retail				Parking Garages			
TOTAL - PHASE I & II		Pct.	Per SF	Per Unit	Pct.	Per SF	Per Unit	Pct.	Per SF	Per Unit	Pct.	Per SF	Per Unit	Pct.	Per SF	Per Unit	Pct.	Per SF	Per Unit	Pct.	Per SF	Per Unit	
SOURCES & USES																							
SOURCES																							
Bonds	\$ 23,300,000	95.5%	\$155.33	\$233,000	\$ 27,100,000	64.4%	\$86.03	\$112,917	\$ -	0.0%	\$0.00	\$0	\$ -	0.0%	\$0.00	\$ -	0.0%	\$0.00	\$ 17,000,000	93.4%	\$47.22	\$14,167	
Capital Funds	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	5,000,000	28.6%	\$29.83	\$35,714	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Conventional Financing	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	41,550,000	90.2%	\$138.50	9,200,000	93.9%	\$115.00	-	0.0%	\$0.00	\$0	
Credits	-	0.0%	\$0.00	\$0	8,888,000	21.1%	\$28.22	\$37,033	10,200,000	58.4%	\$60.85	\$72,857	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Earnings	310,000	1.3%	\$2.07	\$3,100	-	0.0%	\$0.00	\$0	10,000	0.1%	\$0.06	\$71	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Other	-	0.0%	\$0.00	\$0	948,000	2.3%	\$3.01	\$3,950	1,250,000	7.2%	\$7.46	\$8,929	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Land	800,000	3.3%	\$5.33	\$8,000	1,440,000	3.4%	\$4.57	\$6,000	1,000,000	5.7%	\$5.97	\$7,143	4,500,000	9.8%	\$15.00	600,000	6.1%	\$7.50	1,200,000	6.6%	\$3.33	\$1,000	
Development Fee	-	0.0%	\$0.00	\$0	3,694,000	8.8%	\$11.73	\$15,392	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Total	\$ 24,410,000	100.0%	\$162.73	\$244,100	\$ 42,070,000	100.0%	\$133.56	\$175,292	\$ 17,460,000	100.0%	\$104.16	\$124,714	\$ 46,050,000	100.0%	\$153.50	\$ 9,800,000	100.0%	\$122.50	\$ 18,200,000	100.0%	\$50.56	\$15,167	
USES																							
Finance Costs	\$ 794,000	3.3%	\$5.29	\$7,940	\$ 2,230,000	5.3%	\$7.08	\$9,292	\$ 218,000	1.2%	\$1.30	\$1,557	\$ 691,000	1.5%	\$2.30	\$ 78,000	0.8%	\$0.98	\$ 364,000	2.0%	\$1.01	\$303	
Capitalized Interest	2,019,400	8.3%	\$13.46	\$20,194	1,976,000	4.7%	\$6.27	\$8,233	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	680,000	3.7%	\$1.89	\$567	
Development Fee	1,220,000	5.0%	\$8.13	\$12,200	3,694,000	8.8%	\$11.73	\$15,392	1,781,640	10.2%	\$10.63	\$12,726	2,303,000	5.0%	\$7.68	260,000	2.7%	\$3.25	910,000	5.0%	\$2.53	\$758	
A&E Fees	1,422,000	5.8%	\$9.48	\$14,220	1,502,000	3.6%	\$4.77	\$6,258	731,000	4.2%	\$4.36	\$5,221	2,340,000	5.1%	\$7.80	240,000	2.4%	\$3.00	290,000	1.6%	\$0.81	\$242	
Other Soft Costs	266,000	1.1%	\$1.77	\$2,660	150,000	0.4%	\$0.48	\$625	103,000	0.6%	\$0.61	\$736	180,000	0.4%	\$0.60	20,000	0.2%	\$0.25	73,000	0.4%	\$0.20	\$61	
Marketing	30,000	0.1%	\$0.20	\$300	64,000	0.2%	\$0.20	\$267	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Hard Costs - Const.	16,500,000	67.6%	\$110.00	\$165,000	29,926,000	71.1%	\$95.00	\$124,692	13,745,000	78.7%	\$82.00	\$98,179	36,000,000	78.2%	\$120.00	4,000,000	40.8%	\$50.00	14,400,000	79.1%	\$40.00	\$12,000	
Hard Costs - FF&E	1,200,000	4.9%	\$8.00	\$12,000	52,000	0.1%	\$0.17	\$217	50,000	0.3%	\$0.30	\$357	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Hard Costs - Other	80,000	0.3%	\$0.53	\$800	72,000	0.2%	\$0.23	\$300	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	120,000	0.7%	\$0.33	\$100	
Land	800,000	3.3%	\$5.33	\$8,000	1,440,000	3.4%	\$4.57	\$6,000	140,000	0.8%	\$0.84	\$1,000	4,500,000	9.8%	\$15.00	600,000	6.1%	\$7.50	1,200,000	6.6%	\$3.33	\$1,000	
Reserves	50,000	0.2%	\$0.33	\$500	948,000	2.3%	\$3.01	\$3,950	683,000	3.9%	\$4.07	\$4,879	-	0.0%	\$0.00	-	0.0%	\$0.00	120,000	0.7%	\$0.33	\$100	
Other	28,600	0.1%	\$0.19	\$286	16,000	0.0%	\$0.05	\$67	8,360	0.0%	\$0.05	\$60	36,000	0.1%	\$0.12	2,000	0.0%	\$0.03	43,000	0.2%	\$0.12	\$36	
Total	\$ 24,410,000	100.0%	\$162.73	\$244,100	\$ 42,070,000	100.0%	\$133.56	\$175,292	\$ 17,460,000	100.0%	\$104.16	\$124,714	\$ 46,050,000	100.0%	\$153.50	\$ 5,200,000	53.1%	\$65.00	\$ 18,200,000	100.0%	\$50.56	\$15,167	
CASH FLOW																							
Revenues																							
Rents	\$ 2,880,000	100.0%	\$19.20	\$28,800	\$ 3,088,800	100.0%	\$9.81	\$12,870	\$ 534,600	100.0%	\$3.19	\$3,819	\$ 6,000,000	100.0%	\$20.00	\$ 720,000	100.0%	\$9.00	\$ 1,344,000	100.0%	\$3.73	\$1,120	
Vacancy	(144,000)	-5.0%	(\$0.96)	(\$1,440)	(154,400)	-5.0%	(\$0.49)	(\$643)	(26,700)	-5.0%	(\$0.16)	(\$191)	(300,000)	-5.0%	(\$1.00)	(36,000)	-5.0%	(\$0.45)	336,000	25.0%	\$0.93	\$280	
Other Income	86,000	3.0%	\$0.57	\$860	169,800	5.5%	\$0.54	\$708	16,000	3.0%	\$0.10	\$114	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0	
Total	\$ 2,822,000	98.0%	\$18.81	\$28,220	\$ 3,104,200	100.5%	\$9.85	\$12,934	\$ 523,900	98.0%	\$3.13	\$3,742	\$ 5,700,000	95.0%	\$19.00	\$ 684,000	95.0%	\$8.55	\$ 1,680,000	125.0%	\$4.67	\$1,400	
Expenses																							
Management Fee	\$ 112,000	3.9%	\$0.75	\$1,120	\$ 124,000	4.0%	\$0.39	\$517	\$ 56,000	10.5%	\$0												

Congress, Ferry and 8th Street Corridor

FINANCIAL PROJECTIONS

PHASE I	Student Housing Undergraduate & Graduate				Apartments 80% Market Rate / 20% Affordable				THA Apartments 140 New Units				Commercial Office Single-Tenant Building				Commercial Mixed-Use Office / Retail				Parking Garages						
	Budget		Pct.	Per SF	Per Unit	Budget		Pct.	Per SF	Per Unit	Budget		Pct.	Per SF	Per Unit	Budget		Pct.	Per SF	Per Unit	Budget		Pct.	Per SF	Per Unit		
	SOURCES & USES				75,000 50				157,500 120				167,625 140				300,000 -				40,000 -				360,000 1,200		
SOURCES																											
Bonds	\$ 11,650,000	95.5%	\$155.33	\$233,000		\$ 13,550,000	64.4%	\$86.03	\$112,917		\$ -	0.0%	\$0.00	\$0	\$ -	0.0%	\$0.00	\$ -	0.0%	\$0.00	\$ 17,000,000	93.4%	\$47.22	\$14,167			
Capital Funds	-	0.0%	\$0.00	\$0		-	0.0%	\$0.00	\$0		5,000,000	28.6%	\$29.83	\$35,714	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Conventional Financing	-	0.0%	\$0.00	\$0		-	0.0%	\$0.00	\$0		-	0.0%	\$0.00	\$0	41,550,000	90.2%	\$138.50	4,600,000	88.5%	\$115.00	-	0.0%	\$0.00	\$0			
Credits	-	0.0%	\$0.00	\$0		4,444,000	21.1%	\$28.22	\$37,033		10,200,000	58.4%	\$60.85	\$72,857	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Earnings	155,000	1.3%	\$2.07	\$3,100		-	0.0%	\$0.00	\$0		10,000	0.1%	\$0.06	\$71	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Other	-	0.0%	\$0.00	\$0		474,000	2.3%	\$3.01	\$3,950		1,250,000	7.2%	\$7.46	\$8,929	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Land	400,000	3.3%	\$5.33	\$8,000		720,000	3.4%	\$4.57	\$6,000		1,000,000	5.7%	\$5.97	\$7,143	4,500,000	9.8%	\$15.00	600,000	11.5%	\$15.00	1,200,000	6.6%	\$3.33	\$1,000			
Development Fee	-	0.0%	\$0.00	\$0		1,847,000	8.8%	\$11.73	\$15,392		-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Total	\$ 12,205,000	100.0%	\$162.73	\$244,100		\$ 21,035,000	100.0%	\$133.56	\$175,292		\$ 17,460,000	100.0%	\$104.16	\$124,714	\$ 46,050,000	100.0%	\$153.50	\$ 5,200,000	100.0%	\$130.00	\$ 18,200,000	100.0%	\$50.56	\$15,167			
USES																											
Finance Costs	\$ 397,000	3.3%	\$5.29	\$7,940		\$ 1,115,000	5.3%	\$7.08	\$9,292		\$ 218,000	1.2%	\$1.30	\$1,557	\$ 691,000	1.5%	\$2.30	\$ 78,000	1.5%	\$1.95	\$ 364,000	2.0%	\$1.01	\$303			
Capitalized Interest	1,009,700	8.3%	\$13.46	\$20,194		988,000	4.7%	\$6.27	\$8,233		-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	680,000	3.7%	\$1.89	\$567			
Development Fee	610,000	5.0%	\$8.13	\$12,200		1,847,000	8.8%	\$11.73	\$15,392		1,781,640	10.2%	\$10.63	\$12,726	2,303,000	5.0%	\$7.68	260,000	5.0%	\$6.50	910,000	5.0%	\$2.53	\$758			
A&E Fees	711,000	5.8%	\$9.48	\$14,220		751,000	3.6%	\$4.77	\$6,258		731,000	4.2%	\$4.36	\$5,221	2,340,000	5.1%	\$7.80	240,000	4.6%	\$6.00	290,000	1.6%	\$0.81	\$242			
Other Soft Costs	133,000	1.1%	\$1.77	\$2,660		75,000	0.4%	\$0.48	\$625		103,000	0.6%	\$0.61	\$736	180,000	0.4%	\$0.60	20,000	0.4%	\$0.50	73,000	0.4%	\$0.20	\$61			
Marketing	15,000	0.1%	\$0.20	\$300		32,000	0.2%	\$0.20	\$267		-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Hard Costs - Const.	8,250,000	67.6%	\$110.00	\$165,000		14,963,000	71.1%	\$95.00	\$124,692		13,745,000	78.7%	\$82.00	\$98,179	36,000,000	78.2%	\$120.00	4,000,000	76.9%	\$100.00	14,400,000	79.1%	\$40.00	\$12,000			
Hard Costs - FF&E	600,000	4.9%	\$8.00	\$12,000		26,000	0.1%	\$0.17	\$217		50,000	0.3%	\$0.30	\$357	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	\$0			
Hard Costs - Other	40,000	0.3%	\$0.53	\$800		36,000	0.2%	\$0.23	\$300		-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	120,000	0.7%	\$0.33	\$100			
Land	400,000	3.3%	\$5.33	\$8,000		720,000	3.4%	\$4.57	\$6,000		140,000	0.8%	\$0.84	\$1,000	4,500,000	9.8%	\$15.00	600,000	11.5%	\$15.00	1,200,000	6.6%	\$3.33	\$1,000			
Reserves	25,000	0.2%	\$0.33	\$500		474,000	2.3%	\$3.01	\$3,950		683,000	3.9%	\$4.07	\$4,879	-	0.0%	\$0.00	-	0.0%	\$0.00	120,000	0.7%	\$0.33	\$100			
Other	14,300	0.1%	\$0.19	\$286		8,000	0.0%	\$0.05	\$67		8,360	0.0%	\$0.05	\$60	36,000	0.1%	\$0.12	2,000	0.0%	\$0.05	43,000	0.2%	\$0.12	\$36			
Total	\$ 12,205,000	100.0%	\$162.73	\$244,100		\$ 21,035,000	100.0%	\$133.56	\$175,292		\$ 17,460,000	100.0%	\$104.16	\$124,714	\$ 46,050,000	100.0%	\$153.50	\$ 5,200,000	100.0%	\$130.00	\$ 18,200,000	100.0%	\$50.56	\$15,167			
CASH FLOW																											
Revenues																											
Rents	\$ 1,440,000	100.0%	\$19.20	\$28,800		\$ 1,544,400	100.0%	\$9.81	\$12,870		\$ 534,600	100.0%	\$3.19	\$3,819	\$ 6,000,000	100.0%	\$20.00	\$ 720,000	100.0%	\$18.00	\$ 1,344,000	100.0%	\$3.73	\$1,120			
Vacancy	(72,000)	-5.0%	(\$0.96)	(\$1,440)		(77,200)	-5.0%	(\$0.49)	(\$643)		(26,700)	-5.0%	-\$0.16	-\$191	(300,000)	-5.0%	(\$1.00)	(36,000)	-5.0%	(\$0.90)	336,000	25.0%	\$0.93	\$280			
Other Income	43,000	3.0%	\$0.57	\$860		84,900	5.5%	\$0																			

Congress, Ferry and 8th Street Corridor

FINANCIAL PROJECTIONS

PHASE I	Student Housing Undergraduate & Graduate	Apartments 80% Market Rate / 20% Affordable	THA Apartments 140 New Units	Commercial Office Single-Tenant Building	Commercial Mixed-Use Office / Retail	Parking Garages
ASSUMPTIONS						
UNIT MIX						
Rents / SF						
4-br/2-bft	\$600	1,200	75,000	50		
2-br/1-bft	\$1,000	900	54,000	48		
afford.	\$700	900	13,500	12		
3-br/2-bft	\$1,300	1,200	72,000	48		
afford.	\$825	1,200	18,000	12		
TOTAL	Total	75,000	50	Total	120	-
SOURCES						
Bonds	interest rate	6.500%				
Capital Funds	interest rate					
Conventional Financing	interest rate					
Credits						
Earnings		4.000% \$0.82 / sale price				
Other	interest rate	0.000%				
Land	sub. ground lease or mortgage					
Development Fee	BSPRA	as equity				
USES						
Finance Costs	3.25% / fin. amt.					
Capitalized Interest	16 mos.	5.30% / fin. amt.				
Development Fee	5.00% / proj. cost	14 mos.				
A&E Fees	8.00% / hard cost	10.00% / proj. cost				
Other Soft Costs	1.50% / hard cost	5.00% / hard cost				
Marketing	\$300 / unit	0.50% / hard cost				
Hard Costs - Const.	\$110.00 / SF	\$270 / unit				
Hard Costs - FF&E	\$12,000 / unit	\$95.00 / SF				
Hard Costs - Other	\$800 / unit	\$220 / unit				
Land	\$8,000 / unit	\$300 / unit				
Reserves	\$500 / unit	\$6,000 / unit				
Other		3.50% / mortgage amt.				
CASH FLOW						
Revenues						
Rents						
Vacancy	5.00% / rents					
Other Income	3.00% / rents	5.00% / rents				
		5.50% / rents				
		3.00% / rents				
Expenses						
Management Fee	4.00% / revenue					
Operating Expenses	\$3,200 / unit	4.00% / revenue				
Utilities	\$1,800 / unit	\$2,600 / unit				
Taxes - PILOT	\$500 / unit	\$50 / unit				
Reserve	\$200 / unit	\$500 / unit				
Debt Service	30 / years	0.60% / hard cost				
		\$435 / unit				
		- / years				

Congress, Ferry and 8th Street Corridor

FINANCIAL PROJECTIONS

PHASE II	Student Housing Undergraduate & Graduate				Apartments 80% Market Rate / 20% Affordable				THA Apartments 0 Units				Commercial Office Single-Tenant Building				Commercial Mixed-Use Office / Retail				Parking Garages				
	Budget	Pct.	Per SF	Per Unit	Budget	Pct.	Per SF	Per Unit	Budget	Pct.	Per SF	Per Unit	Budget	Pct.	Per SF	Per Unit	Budget	Pct.	Per SF	Per Unit	Budget	Pct.	Per SF	Per Unit	
SOURCES & USES																									
SOURCES																									
Bonds	\$ 11,650,000	95.5%	\$155.33	\$233,000	\$ 13,550,000	64.4%	\$86.03	\$112,917	\$	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00
Capital Funds	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Conventional Financing	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	4,600,000	100.0%	\$115.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Credits	-	0.0%	\$0.00	\$0	4,444,000	21.1%	\$28.22	\$37,033	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Earnings	155,000	1.3%	\$2.07	\$3,100	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Other	-	0.0%	\$0.00	\$0	474,000	2.3%	\$3.01	\$3,950	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Land	400,000	3.3%	\$5.33	\$8,000	720,000	3.4%	\$4.57	\$6,000	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Development Fee	-	0.0%	\$0.00	\$0	1,847,000	8.8%	\$11.73	\$15,392	-	0.0%	\$0.00	\$0	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	-	0.0%	\$0.00	
Total	\$ 12,205,000	100.0%	\$162.73	\$244,100	\$ 21,035,000	100.0%	\$133.56	\$175,292	\$	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$ 4,600,000	100.0%	\$115.00	\$	-	0.0%	\$0.00	
USES																									
Finance Costs	\$ 397,000	3.3%	\$5.29	\$7,940	\$ 1,115,000	5.3%	\$7.08	\$9,292	\$	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00
Capitalized Interest	1,009,700	8.3%	\$13.46	\$20,194	988,000	4.7%	\$6.27	\$8,233	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Development Fee	610,000	5.0%	\$8.13	\$12,200	1,847,000	8.8%	\$11.73	\$15,392	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
A&E Fees	711,000	5.8%	\$9.48	\$14,220	751,000	3.6%	\$4.77	\$6,258	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Other Soft Costs	133,000	1.1%	\$1.77	\$2,660	75,000	0.4%	\$0.48	\$625	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Marketing	15,000	0.1%	\$0.20	\$300	32,000	0.2%	\$0.20	\$267	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Hard Costs - Const.	8,250,000	67.6%	\$110.00	\$165,000	14,963,000	71.1%	\$95.00	\$124,692	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Hard Costs - FF&E	600,000	4.9%	\$8.00	\$12,000	26,000	0.1%	\$0.17	\$217	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Hard Costs - Other	40,000	0.3%	\$0.53	\$800	36,000	0.2%	\$0.23	\$300	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Land	400,000	3.3%	\$5.33	\$8,000	720,000	3.4%	\$4.57	\$6,000	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Reserves	25,000	0.2%	\$0.33	\$500	474,000	2.3%	\$3.01	\$3,950	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Other	14,300	0.1%	\$0.19	\$286	8,000	0.0%	\$0.05	\$67	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Total	\$ 12,205,000	100.0%	\$162.73	\$244,100	\$ 21,035,000	100.0%	\$133.56	\$175,292	\$	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00
CASH FLOW																									
Revenues																									
Rents	\$ 1,440,000	100.0%	\$19.20	\$28,800	\$ 1,544,400	100.0%	\$9.81	\$12,870	\$	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00
Vacancy	(72,000)	-5.0%	(\$0.96)	(\$1,440)	(77,200)	-5.0%	(\$0.49)	(\$643)	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Other Income	43,000	3.0%	\$0.57	\$860	84,900	5.5%	\$0.54	\$708	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Total	\$ 1,411,000	98.0%	\$18.81	\$28,220	\$ 1,552,100	100.5%	\$9.85	\$12,934	\$	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00
Expenses																									
Management Fee	\$ 56,000	3.9%	\$0.75	\$1,120	\$ 62,000	4.0%	\$0.39	\$517	-	0.0%	\$0.00	\$0	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	\$	-	0.0%	\$0.00	
Operating Expenses	1																								

Congress, Ferry and 8th Street Corridor

FINANCIAL PROJECTIONS

PHASE II	Student Housing Undergraduate & Graduate	Apartments 80% Market Rate / 20% Affordable	THA Apartments 0 Units	Commercial Office Single-Tenant Building	Commercial Mixed-Use Office / Retail	Parking Garages
	ASSUMPTIONS	ASSUMPTIONS	ASSUMPTIONS	ASSUMPTIONS	ASSUMPTIONS	ASSUMPTIONS
UNIT MIX						
Rents / SF						
4-br/2-bth	\$600	1,200	75,000	50		
afford.	\$700	900	13,500	12		
3-br/2-bth	\$1,300	1,200	72,000	48		
afford.	\$825	1,200	18,000	12		
TOTAL						
Total		75,000	50			
Beds		200				
SOURCES						
Bonds	interest rate	6.500%				
Capital Funds	interest rate					
Conventional Financing						
Credits						
Earnings						
Other						
Land						
Development Fee	sub. ground lease or mortgage					
USES						
Finance Costs	3.25% / fin. amt.					
Capitalized Interest	16 mos.	5.30% / fin. amt.				
Development Fee	5.00% / proj. cost	14 mos.	1.25% / fin. amt.			
A&E Fees	8.00% / hard cost	10.00% / proj. cost	12 mos.	1.50% / fin. amt.		
Other Soft Costs	1.50% / hard cost	5.00% / hard cost	12.00% / proj. cost	12 mos.		
Marketing	\$300 / unit	0.50% / hard cost	5.30% / hard cost	5.00% / proj. cost		
Hard Costs - Const.	\$110.00 / SF	\$270 / unit	0.75% / hard cost	7.00% / hard cost		
Hard Costs - FF&E	\$12,000 / unit	\$95.00 / SF	- / unit	0.50% / hard cost		
Hard Costs - Other	\$800 / unit	\$220 / unit	\$82.00 / SF	\$0 / SF		
Land	\$8,000 / unit	\$300 / unit	\$360 / unit	\$120.00 / SF		
Reserves	\$500 / unit	\$6,000 / unit	- / unit	\$5 / SF		
Other		3.50% / mortgage amt.	\$1,000 / unit	\$5 / SF		
			\$4,875 / unit	\$15 / SF		
				\$0 / SF		
CASH FLOW						
Revenues						
Rents						
Vacancy	5.00% / rents	5.00% / rents	5.00% / rents	5.00% / rents	5.00% / rents	5.00% / rents
Other Income	3.00% / rents	5.50% / rents	3.00% / rents	0.00% / rents	0.00% / rents	0.00% / rents
Expenses						
Management Fee	4.00% / revenue	4.00% / revenue	\$400 / unit	4.00% / revenue	4.00% / revenue	4.00% / revenue
Operating Expenses	\$3,200 / unit	\$2,600 / unit	\$1,695 / unit	\$2.35 / SF	\$2.25 / SF	\$50 / unit
Utilities	\$1,800 / unit	\$50 / unit	\$1,200 / unit	\$1.40 / SF	\$1.40 / SF	\$30 / unit
Taxes - PILOT	\$500 / unit	\$500 / unit	\$0 / unit	\$1.75 / SF	\$1.75 / SF	\$0 / unit
Reserve	\$200 / unit	0.60% / hard cost	\$435 / unit	\$0.15 / SF	\$0.20 / SF	\$40 / unit
Debt Service	30 / years	40 / years	- / years	25 / years	25 / years	30 / years



SECTION 7
architecture

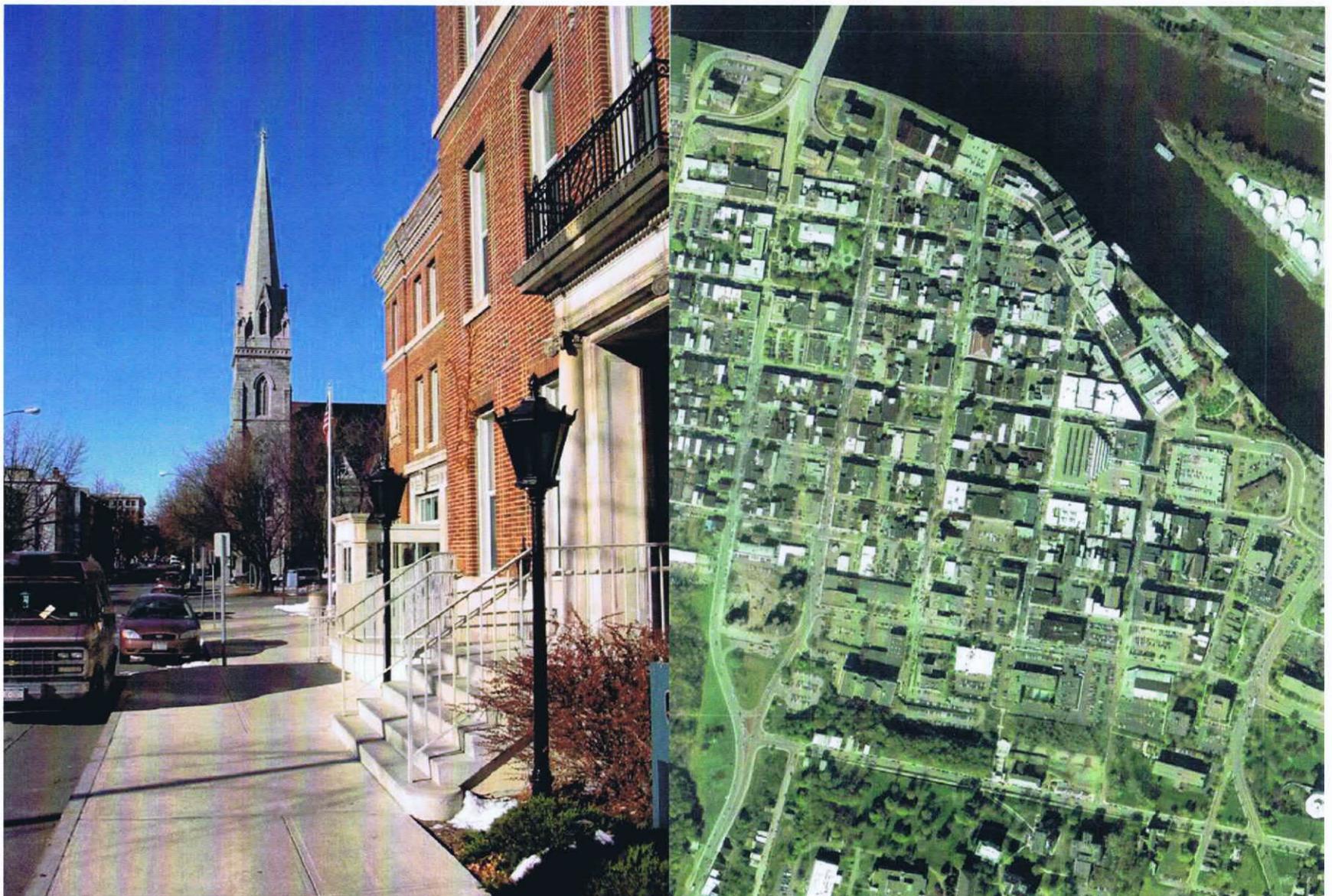
Architecture

As part of the design workshop process we reviewed the context of the City of Troy. This photographic review was not meant to be exhaustive, but rather to sample the distinctive mix of both monumental and "urban fabric" buildings that comprise the composite architectural identity of Troy.

Using the existing building context of Troy as a foundation, we collected a collage of potential images that we believe both illustrate the potential programmatic uses planned to be included in the project, as well as linking aesthetically with the building context of Troy in a harmonizing and complementary fashion.

The collage of potential images includes buildings of both traditional and contemporary materials, building sited on sloping terrains, buildings surround and address unique non-orthogonal streets and public squares as well as building in urban context that hold the street edge and are contributors to the life of the public street through the use of appropriate scaled facades, designed sidewalks with streets trees and trees.

Final architectural decisions shall be made in accordance with proper stakeholder and owner review and consideration at the time final planning is scheduled.





Building Images

Initiative
Congress, Ferry &
8th Street Corridor
Mixed-Use Redevelopment

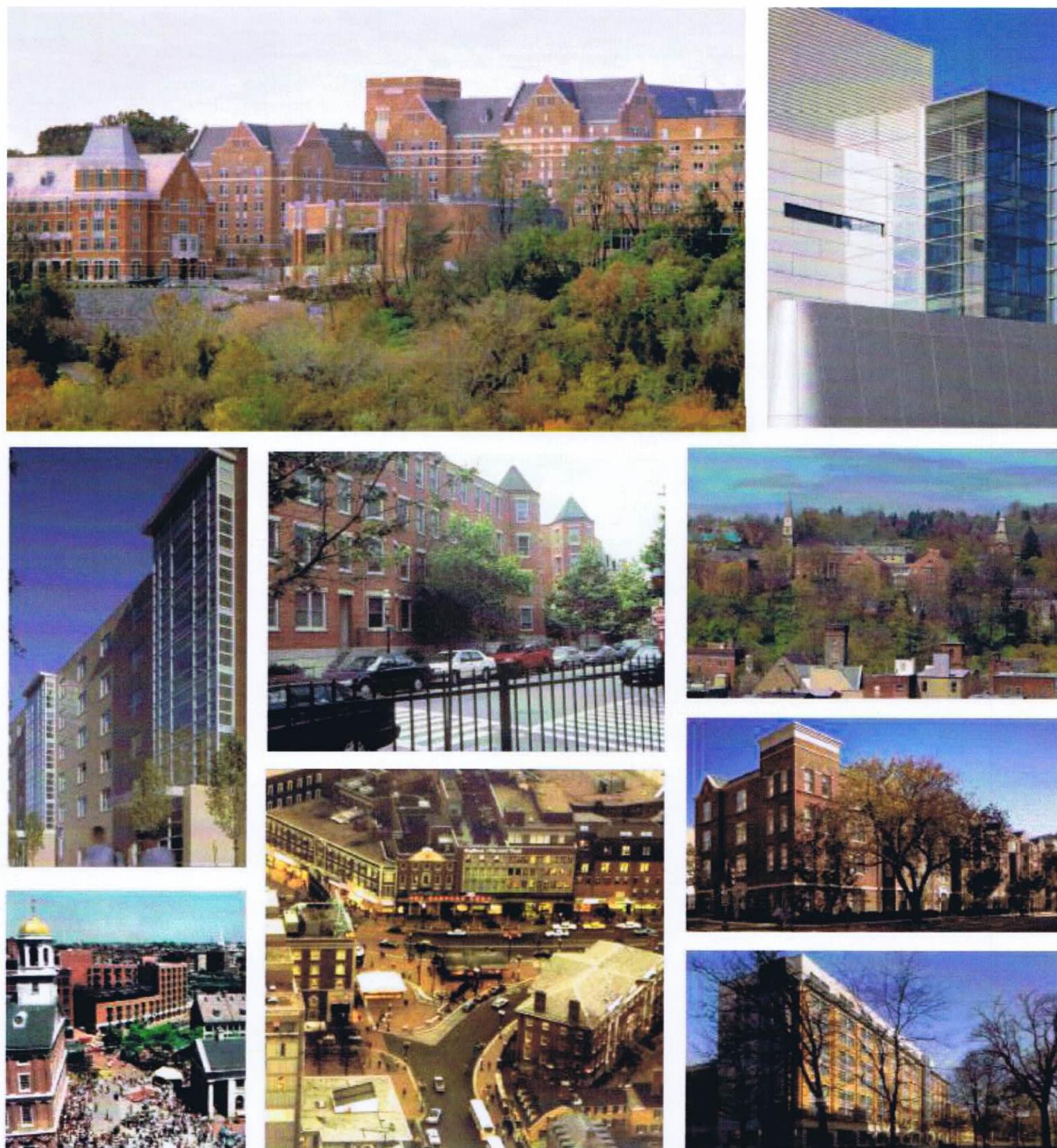
February, 2006

John J. Hedley 

 **Unitedgroup**

SARATOGA
ASSOCIATES

EYP/



Building Images

Initiative
Congress, Ferry &
8th Street Corridor
Mixed-Use Redevelopment

February, 2006

John J. Hedley 

 **United group**

SARATOGA
ASSOCIATES

EYP/