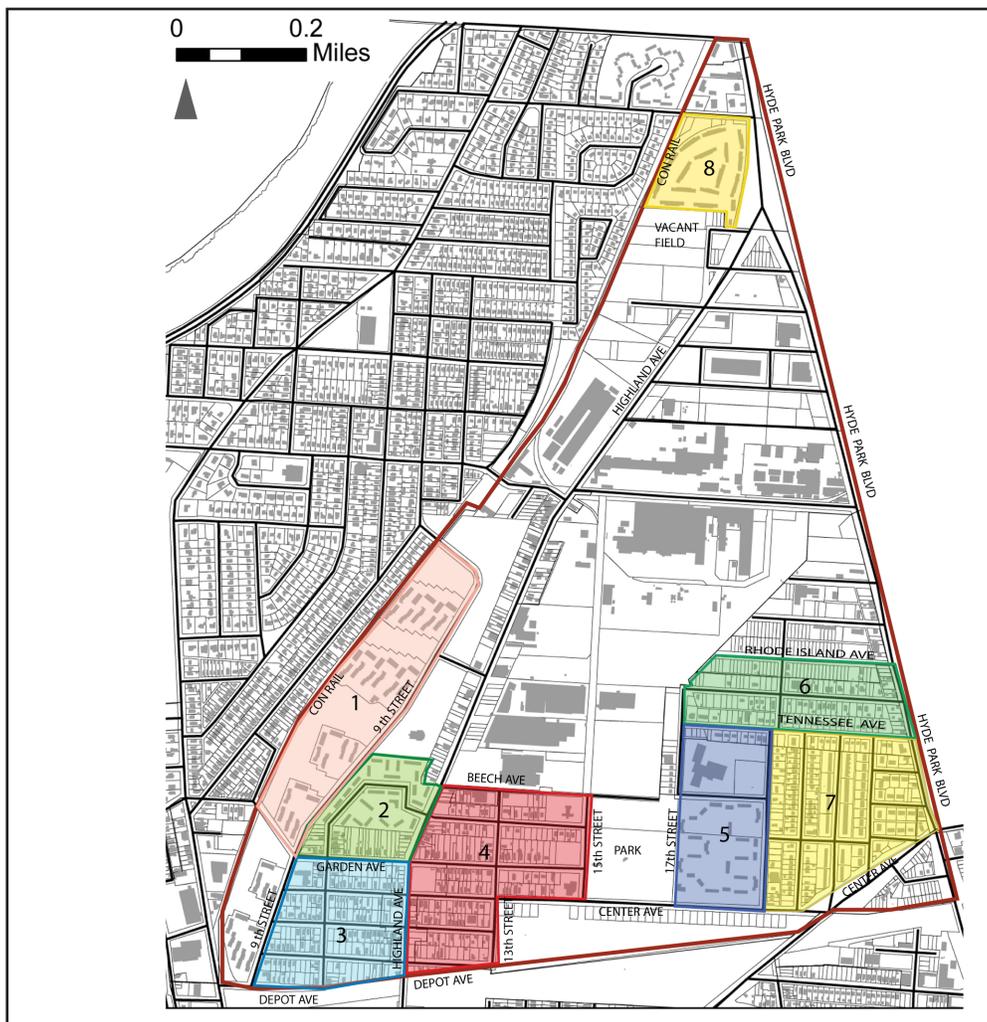


Highland Avenue Public Participation Plan

»Brownfield Opportunity Area Program

»Step 2 Nomination Study

»Niagara Falls, New York



A proposal submitted by:
Dr. Henry Louis Taylor, Jr.

 **Center for Urban Studies**
University at Buffalo The State University of New York

Department of Urban and Regional Planning
University at Buffalo School of Architecture and Planning

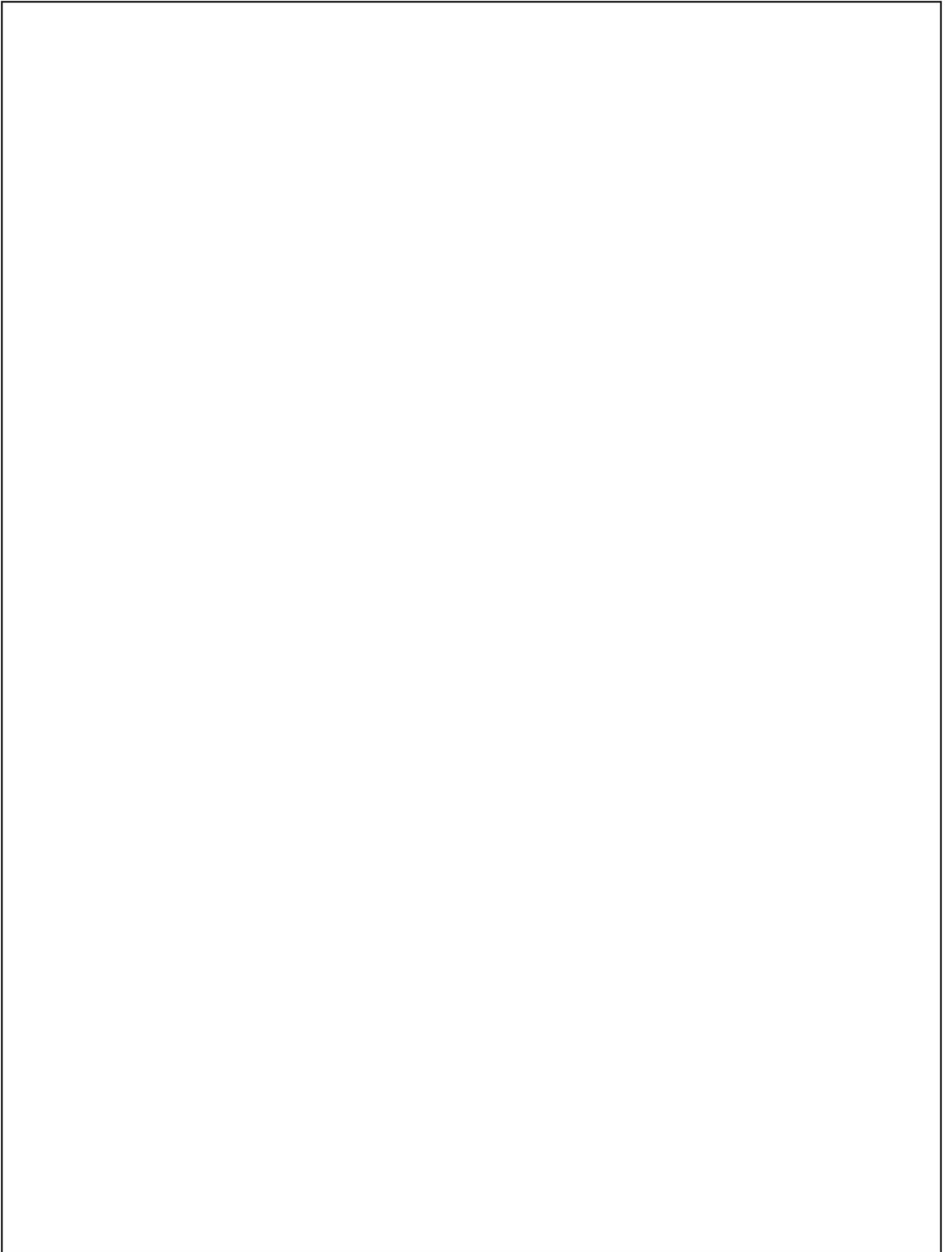
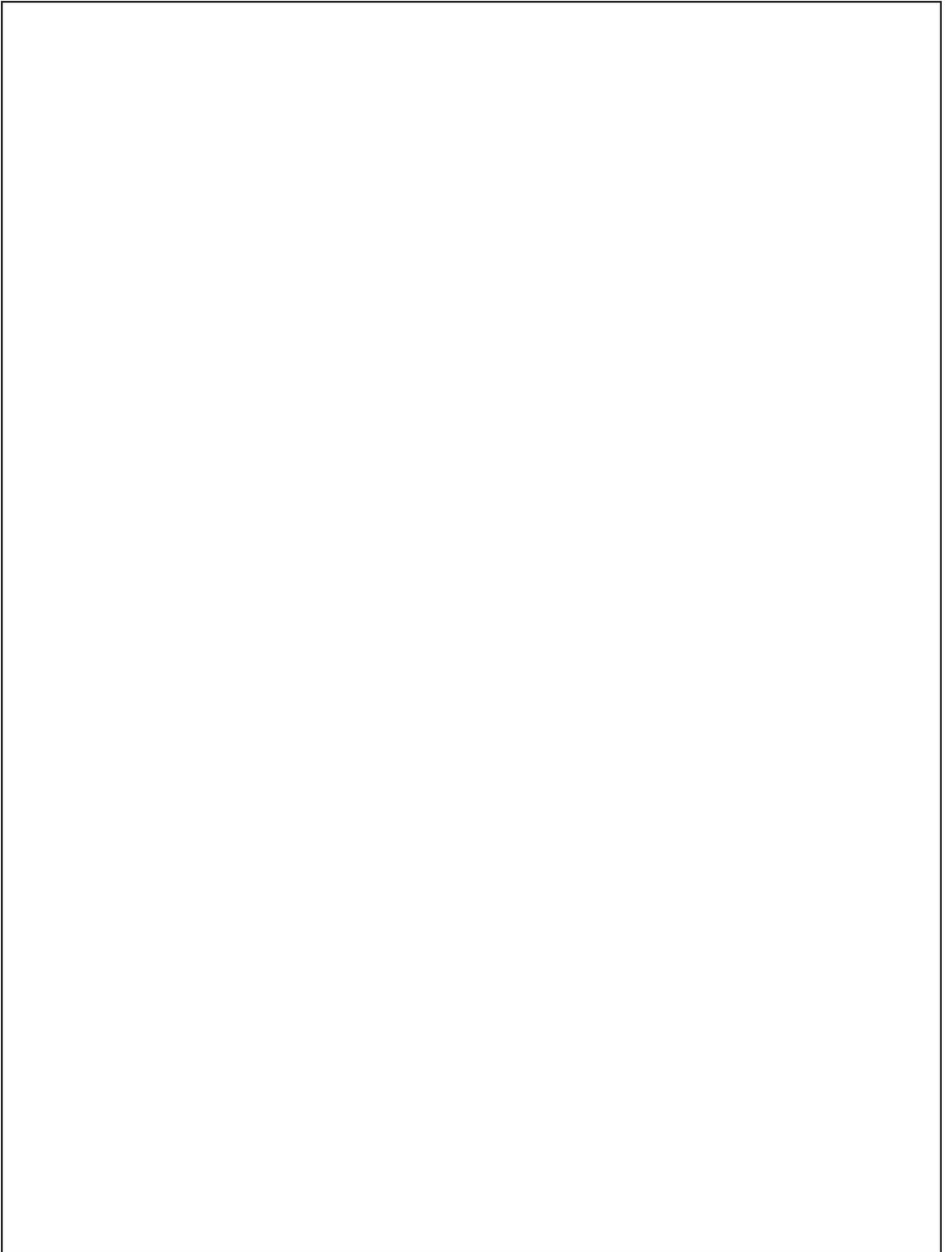


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Introduction

This is a proposal to the City of Niagara Falls to develop and implement a public participation plan for the **Highland Avenue Brownfield Opportunity Area Step 2 Nomination Study**. Dr. Henry Louis Taylor, Jr., director of the UB Center for Urban Studies, will lead the project team. The amount requested for the project is \$60,000.

This proposal is composed of three parts. The first part discusses the qualifications of the Center for Urban Studies and describes the key personnel who will work on the project. The second part describes the proposed scope of services and the timetable for completing task, while the final part outlines the budget and provides a justification for all items. In addition to this information, an appendix contains supportive documents. Upon agreement between both parties on the scope of services and project budget, the University at Buffalo will issue a research agreement that will outline the terms and conditions of the contract. In addition, the fiscal administrator at the university, on behalf of the Center for Urban Studies, will be identified.

Qualifications of the Center for Urban Studies

The Center for Urban Studies (CENTER) is located at the University at Buffalo in the Department of Urban and Regional Planning, in the School of Architecture and Planning. Established in 1987, the mission of the Center for Urban Studies to help find solutions to problems facing central cities and their metropolitan regions. The CENTER works with residents, community-based organizations, and local governments to solve or ameliorate urgent problems facing distressed neighborhoods and to engage in action-orientated research.

Since its inception, the CENTER has worked on dozens of projects related to neighborhood planning, the evaluation of programs in the public and nonprofit sector, and applied research focusing on community development and housing in Western New York. Over the past five years, the CENTER produced over twenty technical reports and plans on community development in the Buffalo metropolitan region. For example, in 2000, the CENTER conducted a study that revealed a relationship between the poor health status of African Americans and neighborhood conditions (*The Health Status of the Near East Side Black Community: Wellness and Neighborhood Conditions*, Buffalo, New York, 2000).

Between 2000 and 2005, the CENTER developed comprehensive neighborhood plans for the Emslie and Old First Ward neighborhoods in the southeast corridor of Buffalo, the Masten Councilmanic District and the Main Street Neighborhood in the Village of Depew. In the summer of 2002, the CENTER worked with the Local Initiative Support Corporation (LISC), the University at Buffalo Law School's Community Economic Development Clinic, and a group of ministers to secure a \$120,000 grant from the Department of Commerce to initiate a business incubator on a major commercial strip in the African American community. In

2005, the Center for Urban Studies, along with Chan Krieger & Associates, received the Western New York Section of the American Planning Association Best Implementation Plan for a plan to improve the two inner city transit stations, which service the Fruit Belt neighborhood. In that same year, Dr. Taylor received the Distinguished Leadership, Michael J. Krasner Professional Planner Award, from the New York State Upstate Chapter of the American Planning Association. Moreover, in 2005, the Center produced the a report (The Housing Service Agency Structural Definition Report) for the Buffalo Branch of the Federal Reserve Bank of New York, the Margaret L. Wendt Foundation, and the City of Buffalo's Office of Strategic Planning.

Since 2000, the CENTER has also worked closely with the City of Buffalo's Good Neighbors Planning Alliance, and the Fruit Belt and Martin Luther King, Jr. neighborhoods to develop comprehensive neighborhood plans incorporated into the City's Master Plan. Over the past three and half years, the CENTER worked with Fruit Belt residents to produce three interrelated neighborhood plans (Development of a Fruit Belt Turning Point Scenario: A Strategic Plan and Action Agenda for the Fruit Belt/Medical Corridor, January 2001; The Fruit Belt Site Plan: Preliminary Report, May 2002, and The Fruit Belt/Niagara Medical Campus Tax Increment Finance District, January 2003). During this period, the CENTER also engaged in traditional community organizing work in the Fruit Belt. Most recently, the CENTER received the prestigious Community Outreach Partnership Center grant from the U.S. Department of Housing and Urban Development (HUD) to continue its work in the Fruit Belt and Martin Luther King, Jr. neighborhoods.

The CENTER is deeply committed to public participation in the neighborhood planning and development process. Over the years, it has created strong community outreach components for all of its projects. For example, in its study of *The Health Status of the Near East Side Black Community: Wellness and Neighborhood Conditions*, Buffalo, New York, 2000, it established a project steering committee to oversee the health study. Focus groups of community residents and physicians were set up to review the study's progress and make critical comments. In the Fruit Belt neighborhood, the CENTER developed a community outreach plan that involved residents in all phases of the planning process, including the setting up of a group to spearhead implementation of the plan.

In developing the Masten Neighborhood Plan, the CENTER established a neighborhood planning committee to participate fully in all aspects of the planning and development process. In addition, the CENTER held focus groups and a district wide community fair, where residents had an opportunity to review and comment on a draft of the final report. Most recently, the CENTER has been working with St. John Baptist Church to develop a community outreach program for its \$54 million neighborhood redevelopment project. Moreover, over the past year, the CENTER has been working with the Highland Avenue community to help them unify the community and refashion their existing community vision and neighborhood plan.

Personnel

Robert M. Silverman

(B.S. Arizona State University, M.P.A. Arizona State University, Ph.D. University at Wisconsin-Milwaukee)

has been a Senior Research Associate at the Center for Urban Studies and an Associate Professor in the Department of Urban and Regional Planning at the University at Buffalo since 2003. He was co-principal investigator for the Housing Service Agency Structural Definition Report, co-investigator for the Main Street Revitalization Plan for the Village of Depew, and co-principal investigator for the HUD Community Outreach Partnership Center Grant received by the University at Buffalo. He is an expert in community development, housing, and public finance. Dr. Silverman teaches courses in community development, public finance, nonprofit management, and research methods at the University at Buffalo.

Henry Louis Taylor, Jr.

(B.S. Tennessee A&I University, M.S. University of Tennessee, Ph.D. University at Buffalo)

is a full professor in the Department of Urban and Regional Planning and Director of the Center for Urban Studies. Over the past years, Professor Taylor has been involved in about twenty neighborhood planning and research projects in metropolitan, including the development of community development plans for Masten District in Buffalo, Emslie Neighborhood, the Fruit Belt, and the Village of Depew, New York. His study on the Health Status of the Near East Side Community led to the formation of the East Side Health Coalition and other neighborhood-based health reforms in Buffalo's minority community. In 2001, his paper on the Fruit Belt, written with Sam Cole, presented at the Association of Collegiate Schools of Planning Conference, won the Fannie Mae Foundation Award for the best paper on practice-based learning in housing or community development. In 2005, the New York

Upstate Chapter of the American Planning Association awarded Professor Taylor the Michael J. Krasner Professional Planner Award for his contributions to the field. Also in 2005, he was part of the planning team that received the Outstanding Planning Award: Planning Implementation, from the Western New York Section of the American Planning Association.

Jeffery A. Kujawa

(B.A. Canisius College, MUP University at Buffalo)

is a neighborhood planner and has been assistant director of the CENTER since 2000. Kujawa has managed in excess of \$1.9 million in grants and contracts during this time. He is a collaborating researcher on the CENTER's HUD Community Outreach Partnership Center Grant, and is co-director and work placement coordinator for the HUD Community Development Work Study Program. Recently, Kujawa served as project manager/collaborating researcher for the Main Street Revitalization Plan for the Village of Depew (2005). Prior to joining the CENTER, Kujawa served as executive director of Broadway-Fillmore Neighborhood Housing Services, Inc., an agency located in one of the city's distressed neighborhoods, where he developed expertise in housing, neighborhood planning, and community organizing.

Christopher Crawford

(B.S. SUNY at Cortland, MUP University at Buffalo, Ph.D. University at Massachusetts)

is an environmentalist and specialist in Geographic Information Systems (GIS). While working on his doctorate, Crawford worked as a graduate assistant in the Boston Environmental, Coastal, and Oceans Science Program and worked as the GIS coordinator for the Waquoit Bay National Estuarine Research Reserve. Most recently, he served as an environmental specialist for the Department of

Planning & Natural Resources, Frederiksted, Virgin Islands. He was responsible for the institutionalizing GIS in the agency, environmental project management, and for coordinating activities designed to decrease pollutant loadings to coastal waters.

Frida R. Ferrer
(B.S. St. Paul College, Philippines)

has experience in international rural development, and she has been involved in project management for ten years with the Center for Urban Studies. She has extensive experience coordinating activities with local government, neighborhood groups and organizations, and assisting in all phases of project management and development, including monitoring activities, staff training, report preparation

Gina M. Maramag
(B.S. University of the Philippines, MUP University at Buffalo)

is a neighborhood planner and graphic design specialist. As a graduate research assistant at the Center for Urban Studies, she worked on the design of community educational materials and supervised the graphic design for all planning projects at the Center for Urban Studies. Currently, Ms. Maramag is a community marketing and design specialist at the Center for Hospice and Palliative Care in Buffalo. She is responsible for helping improve access to minority, underserved populations for Hospice Buffalo, and coordinates all graphic design work and website development for the Hospice.

Scope of Services

The purpose of this public participation project is to involve actively residents and stakeholders in the preparation of a Nomination Study for the Highland Avenue community, which has 15 brownfield sites situated on 560 acres. The goal is to ensure that residents and stakeholders will substantially participate in the development of a plan to regenerate the brownfields in a manner that compliments the community's vision and the City of Niagara Falls Strategic Master Plan.

The project will consist of two interactive components. The goal of the first component is to prepare residents to participate fully in the Step 2--Nomination Study and to produce a vision statement, along with goals and objectives, to guide the work of consultants for the nomination study. The second phase of the public participation project involves the active participation of residents and stakeholders in the Step 2--Nomination Study by ensuring that they continually interact with the consultants. At key milestones, in the Step 2--Nomination Study, there will be informational town meetings to discuss the study's progress relative to existing brownfield conditions, findings, problems, identification of priority sites, and recommendations. The culminating event for the second component will be a town meeting to review and comment on the consultant's final report.

Community participation is one of the most important elements in a successful brownfield redevelopment project. Residents and stakeholders must be included in all phases of the planning process and given complete access to information about contamination, clean-up and developmental options, so they can make their views known and make informative recommendations on future land-use, economic development, environmental protection, and neighborhood regeneration options.

The community participation process is more challenging in distressed African American communities than it is in white middle-class neighborhoods. Broken promises, previous disappointments, and a sense of powerlessness, combined with a disconnection between established leaders and ordinary citizens, erect a formidable barrier to civic engagement. Therefore, in distressed neighborhoods, developing a program of effective community participation in brownfield redevelopment is a taxing process. Thus, community participation in these settings requires a very aggressive approach to getting residents involved in the brownfield redevelopment planning process.

Part One:

Creating Awareness and Capacity Building

Task 1: Establish a Project Steering Committee and Provide the Committee with Technical Assistance

Work with the Highland Community Revitalization Committee and the Niagara Improvement Association to establish a Project Steering Committee to oversee the Step 2--Nomination Study in collaboration with City of Niagara Falls and the study consultants. This task will also involve providing the Steering Committee with technical assistance (TA). The goal of TA is to help steering committee members understand the technical issues involved in the nomination study so they can provide it with effective oversight. Within this context, we will serve as the liaison between the City of Niagara Falls and the consultants for the Nomination Study. This involves attending meetings of the Project Steering Committee and working closely with the consultants for the nomination study.

Products:

1. A Project Steering Committee composed of residents and stakeholders. A List of these members will be prepared and distributed.
2. Attendance at and participation in all meetings of the Project Steering Committee

Task 2: Developing a Decentralized Strategy of Community Participation

Although only about 2,700 people live in Highland Avenue, the community nonetheless has a complex residential structure. It is composed of four neighborhood clusters, which differ in terms of organization, structure, and leadership. One cluster is located east of 17th Street, while a second is sandwiched between 15th Street and Highland Avenue. A third cluster is situated between Highland Avenue and the Conrail tracts, while the fourth is located in the northern tip of the Highland community, between Hyde Park Boulevard and the Conrail tracks. This complexity makes it necessary to create a decentralized strategy to succeed in involving the residents. Members of the Niagara Improvement Association and the Center for Urban Studies split the four neighborhood clusters into eight Community Participation Zones (CPZ--Map 1).

1. The community participation zones will be the building blocks for the public participatory process, and the venues where outreach and other activities take place. In each zone, the project team will develop a contact list of residents and stakeholders.
2. Each area will have zone captains, who are responsible for linking the project team to residents in that locale and for assisting in raising awareness of the BOA project and getting people involved.
3. A resident will be identified and hired in each of eight CPZ to serve as zone captain. Two additional residents will be hired in each CPZ to assist in literature drops and going door to door to let residents know about the town meetings and other project activities. Both the zone captains and neighborhood workers will be given training in brownfield redevelopment and Brfield

Opportunity Area program so that they will be able to answer questions raised by neighborhood residents.

Products:

1. Eight well-organized Community Participation Zones
2. A Map of the Community Participation Zones
3. The hiring of eight zone captains
4. The hiring of sixteen literature distributors

Task 3: Creating Awareness and Support for the Step 2 Nomination Study

Highland Avenue residents are busy and have priorities other than participation in community development projects. As a result, they will not take part in these types of activities unless they believe the events are important and that their involvement will be meaningful. Therefore, Task 2 has three objectives. The first is to make the residents aware of the BOA project and the nomination study, while the second is to demonstrate that the successful implementation of this initiative will turn Highland Avenue into a better place to live, work, play and raise a family. The third objective is to convince residents that their substantial participation in the initiative is crucial to its success. The awareness and spectacularizing campaign will be an ongoing activity that lasts throughout the duration of the initiative.

- a. Establish a sub-committee of the Project Steering Committee to assist in developing and implementing the awareness and spectacularizing strategy.
- b. Develop and distribute colorful informational flyers house to house

- c. Develop and place posters in strategic locations in the community. The poster will be changed each month.
- d. Meet with all community leaders, including ministers and organizational heads, to gain their help in getting the word out.
- e. Develop an online contact database of residents and stakeholders.
- f. Set up phone banks for contacting people regarding meetings.
- g. Bulk mailings
- h. Establish community bulletin board in strategic locations in the community.

Products:

1. A highly efficient community communication system that makes the majority of residents aware of the Nomination Study and its importance
2. Report of the activities involved in the communication campaign, which includes the number of participants in all meetings and project activities

Task 4: Develop Communication Link with Residents and Stakeholders

1. **Establish a Newsletter.** The newsletter is the vehicle for communicating regularly with residents and stakeholders. It will be a one-pager—front and back-- that is delivered door-to-door to neighborhood residents and mailed to stakeholders

that do not live in the community. The newsletter will summarize progress, outline issues of concerns, celebrate victories, and highlight important milestones.

2. **Community bulletin boards** will be set up in key decentralized locations to complement the newsletter. The bulletin boards will have a function similar to that of the newsletter.

Products:

1. A regularly published newsletter
2. Community bulletin boards established in a minimum of five separate locations

Task 5: Kick-Off Meeting to Explain the Brownfield Opportunity Area Program and the Step 2 Nomination Study

This meeting will explain the Brownfield Opportunity Area Program and the Step 2--Nomination Study and outline the project's intent and scope, and stress the importance of the community's active participation in the initiative. The meeting will also provide the residents with an opportunity to raise issues and voice their concerns.

Product:

1. Presentation by the Consultants and the City
2. Participation in the meeting by residents and stakeholders

Task 6: Establish a Mini-Course on Brownfield Redevelopment and the BOA Initiative

To participate fully in the nomination study, a common knowledge base and language must exist between residents and the

consultants. Only then, will the residents be able to generate their ideas about brownfield and community redevelopment and communicate them effectively. To achieve this goal, we will conduct a six-week mini-course on brownfield redevelopment. The seminar will meet weekly for two hours and will provide residents with an introduction to brownfield redevelopment, knowledge of the best practices in brownfield redevelopment, insight into the specific issues of brownfield redevelopment in the Highland Avenue community, and provide them with an overview of the BOA Program and the nomination study. The mini-course will be held at a central location. However, recapitulations will be held at decentralized location for those who were unable to attend main class.

Products:

1. A Curriculum for the Mini-Course
2. Six centralized classes
3. Eighteen Decentralized classes
4. A Bus Tour of the Highland Avenue Brownfields

Task 7: Establish a Document Repository

The repository will contain all information relevant to the nomination study and general information on brownfield redevelopment. An online version of the document repository will be set up to facilitate access to information for those with internet access.

Products:

1. A Hard Copy Document Repository
2. An Electronic Document Repository

Task 8: Community Vision and Goals and Objectives

The purpose of the vision session is to flesh out the goals and objectives of brownfield redevelopment in Highland, to determine the

relationship of brownfield redevelopment to community regeneration, and to unite residents and stakeholders around a singular vision of brownfield and community redevelopment. The goal is to generate a vision statement that captures the ideas and interests of residents and stakeholders and that shows the relationship of brownfield redevelopment to Highland's existing community vision and current redevelopment plans and Niagara Falls' strategic master plan. The vision statement will provide a framework to guide the work of the consultant.

1. Holding vision workshops (2): Workshops will be held in each of the Community Participation Zones.
2. A planning charette will integrate the work of the various workshops and produce a vision statement, along with goals and objectives. All workshop participants will come to a centralized location to reach a consensus on vision statement and the goals and objectives, which will then be presented to the entire community at a vision fair.
3. The Community Vision Fair will be the culminating exercise for the visioning process.
4. Hold community fiesta to celebrate completion of the visioning process: pizza and chicken wing party open to all neighborhood residents [we anticipate approximately 300 residents].

Products:

1. Two vision workshops
2. A Planning Charette
3. A community vision fair
4. A report on the outcome of the visioning process

Part Two:

Community Participation in the Step 2 Nomination Study

Task 9: Public Information Town Meetings

These meetings will be held whenever the step 2 nomination study reaches key milestones. The purpose of these meetings will be to provide residents and stakeholders with progress reports on the step 2 nomination study and to obtain input on the relevant issues related to that particular phase of the project. The outcomes of these meetings will also be discussed in small group sessions held in the community participation zones.

Products:

1. Regularly scheduled public information town meetings
2. Presentations by the project consultants

Task 10: Review Town Meeting: Review and Comment on Final Report

This meeting will provide the residents with their final opportunity to review and comment on the consultant's report. The review meeting will consist of three components. In the first segment, the consultant's will present their final report. In the second segment, facilitators will divide the residents into small groups to discuss and further comment on the report. In the final segment, the residents will present their comments to the consultants, who will be given an opportunity to respond.

Products:

1. A formal presentation by the project consultants
2. Small group sessions to critique the draft report
3. Report that outlines the residents and stakeholders response to the report

Part Three: Budget Outline

PROJECT BUDGET

CATEGORY	12-Month Costs	UB Share
SALARIES		
PRINCIPAL INVESTIGATOR Dr. Henry L. Taylor (\$65.04/hr x 160.9 hours)	\$ 10,465.00	\$ 12,755.00
CO-PRINCIPAL INVESTIGATOR Dr. Robert Silverman (\$49.77 x 28.03 hours)	\$ 1,395.00	\$ 3,880.00
RESEARCH ASSOCIATE Jeffrey A. Kujawa (\$25.47/hr x 27.4 hours)	\$ 698.00	\$ 1,136.00
PROJECT/ADMINISTRATIVE SUPPORT Frida Ferrer (\$19.18/hr x 139.5 hours)	\$ 2,677.00	\$ 1,198.00
INDEPENDENT CONTRACTOR Environmental Consultant (\$33.33/hr x 150 hours)	\$ 5,000.00	
INDEPENDENT CONTRACTOR Graphic Design and Public Relations (\$20/hr x 125 hours)	\$ 2,500.00	
INDEPENDENT CONTRACTORS Eight (8) Neighborhood Resident "Zone Captains" (\$1,000 per zone captain)	\$ 8,000.00	
INDEPENDENT CONTRACTOR Sixteen (16) Residents to assist with literature drops (\$500 per resident)	\$ 8,000.00	
INDEPENDENT CONTRACTORS Six (6) Resident Facilitators for Community Workshops (\$100 per facilitator)	\$ 600.00	
STUDENT ASSISTANTS Ten (10) Students to record comments at workshops (\$60 per student)	\$ 600.00	
RESEARCH PROJECT ASSISTANT - 2006-2007 Academic Year (\$10/hr x 35 hours per pay period x 20 pay periods)	\$ 7,000.00	
Sub-Total Salaries	\$ 46,935.00	\$ -
FRINGE		
State Employees @ 43.34%	\$ 5,442.00	
RF Employees @ 34.5%	\$ 923.00	
Students @ 10.5%	\$ 735.00	
Sub-Total Fringe	\$ 7,100.00	\$ -
SUB-TOTAL PERSONNEL	\$ 54,035.00	\$ -
SUPPLIES/MATERIALS		
Report Printing	\$ 1,500.00	
Photocopying	\$ 1,100.00	
Posters	\$ 700.00	
Brochures (Project descriptions, 1,000 pieces)	\$ 1,000.00	
Bus Rental for Neighborhood Tour	\$ 800.00	
Sound Truck Rental for Project/Event Communication	\$ 600.00	
Food for Celebration (300 people)	\$ 1,000.00	
SUB-TOTAL SUPPLIES/MATERIALS	\$ 6,700.00	\$ -
UB SHARE		\$ 18,969.00
PROPOSED FUNDING	\$ 60,735.00	
TOTAL PROJECT COST		\$ 79,704.00

Budget Justification

Personnel

Senior Personnel

The personnel cost is based on both hourly rates and flat rates for particular activities. The personnel costs listed for senior personnel employed by the University at Buffalo were set in accordance with Cost Accounting Standards, the University at Buffalo and the Research Foundation of SUNY, report faculty and staff effort on research projects in terms of a percentage of total effort. The estimated hours are based on a standard of 37.5-hour workweek. The hourly rates are derived by dividing the individual's annual salary by the number of hours in a standard work year. The hourly rates are derived by dividing the individual's annual salary by the number of hours in a standard work year (i.e. 1950 hours for calendar year appointments, 1463 hours for academic year appointments. One Summer Month –162 hours. We used the same formula to calculate the hourly rate for consultants that will participate in the initiative.

Dr. Henry Louis Taylor, Jr. [project director] is a specialist in neighborhood planning and community economic development and will be responsible for overseeing all aspects of project development and implementation, including the writing of reports. Dr. Taylor will be the primary liaison between the City of Niagara Falls and the Step- 2 Nomination Study team and the Steering Committee and the Highland Avenue community.

Dr. Robert Silverman [planner] is a specialist in neighborhood planning and community development. He will lead all research activities, including the identification of best practices in brown-field redevelopment and will oversee the visioning workshops and the planning charrettes. Dr. Silverman will also be responsible for

leading the effort to determine ways in which various brownfield redevelopment strategies can be linked to Highland's community development plan and the development priorities on the Niagara Frontier.

Mr. Jeffery Kujawa [planner] specializes in housing and residential development and urban finance issues. Mr. Kujawa also has experience in conducting visioning workshops and planning charrettes. His primary responsibilities will be to explore the various housing and residential development options and to assist in the design and implementation of the planning. Mr. Kujawa will also oversee grants and contract issues related to the project.

Ms. Frida Ferrer [project manager] will manage the day-to-day operations of the project. She will be responsible for all project communications, including follow-up telephone calls and the logistics of literature distribution. She will assist in report writing, record keeping, and all logistical activities, including the appointment of all personnel.

Consultants

Dr. Christopher Crawford [brownfield specialist and project associate director] is an urban planner and specialist in brownfield redevelopment with experience working in distressed communities in the United States, as well as in third world countries. Dr. Crawford will serve as project associate director and will be responsible for developing the curriculum in brownfield redevelopment and teaching the course. Dr. Crawford will also work closely with the Steering Committee and will serve as its technical specialist.

Gina Maramag [graphic design/public relations specialist] is a

planner who specializes in the design and development of visual materials for community educational purposes. Ms. Maramag will be responsible for the design and development of all visuals and educational materials used in this project.

In calculating the time required for completing each activity, travel time was included in the calculation. In determining travel time, we used Buffalo, New York as the departure time. In calculating time for participation in meetings, we used a standard two-hour meeting time for meetings and four hours for the workshops and planning charrettes, and five hours for the Brownfield bus tour.

Support Personnel

We will hire support personnel for this project based on a flat rate fee.

The fees for the zone captains, neighborhood literature distributors, and neighborhood facilitators are honorariums that we will pay to residents to recognize their participation in this important project. The pay will not begin to cover the actual time we expect them to spend on the distributing information in the neighborhoods and convincing residents to participate. Moreover, by paying some residents for their participation, we hope to reinforce the project's commitment to involving residents in meaningful engagement in this initiative.

We will pay the graduate research assistant (GRA) at an hourly rate of \$10.00 and will work a total 520.4 hours on the project. The GRA will assist in all aspects of the project, including research, developing and maintaining the documents repository, the community bulletin boards, and other support activities.

Ten recorders will be hired at a flat rate of \$50 to work in the visioning workshops, the planning charrettes, and the final review meeting for the Nomination Study. These recorders will be graduate students in the Department of Urban and Regional Planning at the University at Buffalo. They will be responsible for recording and writing reports on comments at the small group sessions.

Non-Personnel

Supplies and Materials

The supplies and materials purchased for the project will include those items needed for the development of posters, newsletters, flyers, and other announcements and educational materials.

Bus and Truck Rentals

We will rent a large bus seating at least sixty people, with air conditioning, restroom, and loudspeaker system, for the bus tour. To help get people out for the community-visioning fair and the final review meeting, we will rent a sound truck to canvass neighborhoods.

Consumables

We will purchase pizza, chicken wings and soft drinks for a celebration of the completing of the community-visioning fair. We will cap participation in this event at 300 people, on a first come, first serve basis.

Appendix A

An Introduction to Brownfields Highland Avenue Community

U.B. Center for Urban Studies

The goal of the introductory course on Brownfields is to create a common knowledge base and language between city officials, consultants for the Step 2 Nomination Study and the residents of the Highland Avenue community. A secondary goal of the course is to provide residents will a deeper understanding of possibilities for brownfield redevelopment in the Highland Avenue community and for developing insights into the ways that brownfield redevelopment can be linked to Highland’s broader community development plan.

Week One: Introduction to Brownfields

1. What are brownfields?
2. Why is their redevelopment critical to neighborhood regeneration?
3. What are the issues involved in brownfield redevelopment?

Week Two: Assessment, Contamination, and Clean-up of Brownfields

This unit will focus on the technical aspects of brownfield remediation and will discuss the role of the federal and state government in brownfield reclamation. This unit, in particular, will focus on a range of problems involved in brownfield redevelopment, including issues of acquisition of land and the complex liability questions.

Week Three: A Review of the Highland Avenue Plan

This unit will review the existing Highland Avenue Plan with the goal of determining which elements should be retained and which should be revised or updated.

Week Four: Redeveloping Brownfields

This unit will explore the best practices in brownfield redevelopment and examine the issues involved in financing and marketing brownfield redevelopment. This segment will examine a variety of different developmental options and will include a discussion of the specific urban and market context in which these options took place.

This section will also focus on discussions of the various issues affecting redevelopment choices, such as markets for different types of projects, complimentary to existing Niagara Region development projects, relationship to broader Highland Avenue community development plan. This unit will also include a general discussion of development in Niagara Falls USA and Canada

Week Five: Bus Tour of Brownfields in the Niagara Region Community

The bus tour will focus on brownfield sites in the Buffalo Avenue area, Love Canal, and developments in Niagara Falls, Ontario, Canada and St. Catherine, along with the Highland Avenue area.

Week Six: Discussion of the BOA and the Nomination Study

This unit will involve a discussion of the BOA and the Nomination Study within the context of the City of Niagara Falls Strategic Master Plan and the current Highland Avenue Plan.

Appendix B

**Work Plan and Time Table
Community Participation Initiative**

U.B. Center for Urban Studies

Tasks	Activity	Assignment	Timetable
<p>Task 1: Establish a Project Steering Committee and Provide Technical Assistance</p>	<p>Work with the Highland Community Revitalization Committee and the Niagara Improvement Association to establish a Project Steering Committee to oversee the Step 2--Nomination Study in collaboration with City of Niagara Falls and the study consultants. This task will also involve providing the Steering Committee with technical assistance (TA).</p>	<p>Henry Louis Taylor, Jr. Christopher Crawford</p>	<p>9 months</p>
<p>Task 2: Develop a decentralized strategy of community development</p>	<p>Develop and Map Community Participation zones, hire personnel to distribute literature and bolster participation, and training the personnel.</p>	<p>Henry Louis Taylor, Jr. Frida Ferrer Robert Silverman Chris Crawford Graduate Student</p>	<p>Within the first 2 weeks of the project</p>

Task	Activity	Assignment	Timetable
Task 3: Develop Communication Link with Residents and Stakeholders	Establish newsletter and community bulletin boards	Gina Maramag, Henry Louis Taylor, Jr., graduate student	
Task 4: Creating Awareness and Support for the Step 2 Nomination Study	Make the residents aware of the BOA project and the Step 2 Nomination Study and demonstrate that their participation is essential to the project's success.	Henry Louis Taylor, Jr. Gina Maramag Frida Ferrer Graduate Student	9 months
Task 5: Formal kick-off of the Brownfield Opportunity Area Program and the Step 2 Nomination Study	The meeting will explain the purpose of the project, its goals and objectives, and the importance of the community's participation.	Henry Louis Taylor, Jr. Christopher Crawford Robert Silverman Jeffery Kujawa Gina Maramag Graduate Student	4th week of the project
Task 6: Establish a Mini-Course on Brownfield Redevelopment and the BOA Initiative	Conduct a six-week course on Brownfield Redevelopment. Will hold Classes weekly for two-hour duration.	Crawford, Taylor, Silverman, Kujawa, Ferrer	Starts the 5th week of project and runs six weeks

<p>Task 7: Community Vision and Goals and Objectives</p>	<p>Assist the residents in formulating a vision statement, along with a set of goals and objectives to guide the Nomination Study.</p>	<p>Taylor, Crawford, Silverman, Kujawa, Maramag, Ferrer</p>	<p>Starts the 11th week of the Project: 4 weeks</p>
<p>Task 8: Establish a Document Repository</p>	<p>Set up a Document Repository in one location and establish an online repository as well.</p>	<p>Ferrer, graduate student, Taylor, Crawford</p>	<p>Establish in 11 week and maintain through 9th month.</p>
<p>Task 9: Public Information Town Meetings</p>	<p>Hold town meetings to update residents on the progress of the Nomination Study. These will be held at critical milestones in the development of the study.</p>	<p>Taylor, Crawford, Silverman, and Kujawa</p>	<p>TBA</p>
<p>Task 10: Final Review Meeting</p>	<p>Comment and review final report</p>	<p>Taylor, Crawford, Silverman, and Kujawa</p>	<p>TBA</p>