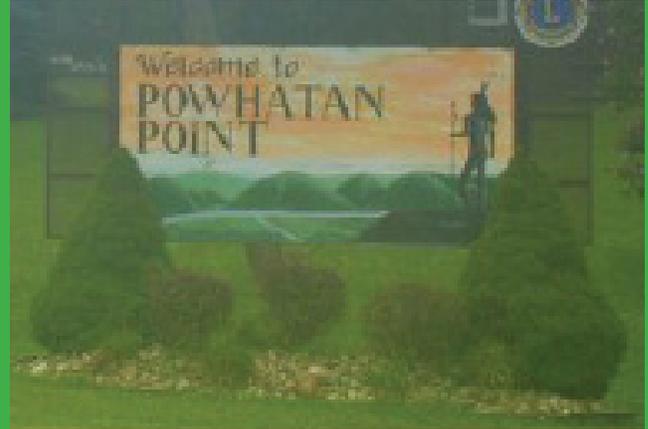


Powhatan Point Revitalization Program Charrette Review Process



**HISTORIC
TRANSITION
TO THE
FUTURE**

**COMMUNITY DESIGNED AND
CONTROLLED REVITALIZATION**

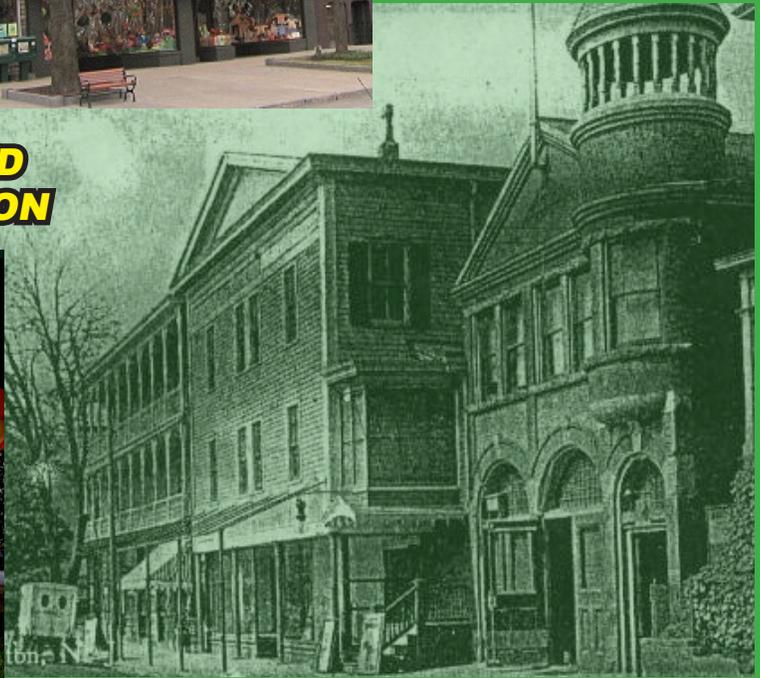




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POWHATAN POINT REVITALIZATION ASSOCIATION PROGRAM CHARRETTE REVIEW PROCESS

POWHATAN POINT REVITALIZATION ASSOCIATION (PPRR) MISSION

“The Powhatan Point Revitalization Association Mission is to revitalize the commercial districts of the community, establish a business model that creates a unique destination community for cultural arts business environment; marries historic legacy with today’s energy technology innovation; and an open space and recreation lifestyle, striving to promote, expand, and produce a customer-centered environment to attract patronage.”

POWHATAN POINT COMMUNITY URBAN REDEVELOPMENT PLAN GOALS

“To achieve an effective revitalization for Powhatan Point, a Powhatan Point Council Revitalization Program (CURP) must be a comprehensive community driven design, with a mixed land use approach, that serves the wider interests of all stakeholders. Objectives are defined by the community’s visions/objectives. Preservation of historic indian and natural mineral industry contributions with museum and site visits. This combined with a central cultural arts theme would make Powhatan a unique destination community for tourism and vacation home living accommodations for this region. Given past and current identity as a water crossroads, Revitalization should also focus and embrace its river heritage and access by exploiting its recreation virtues. Providing resort/hotel conference center facilities would further enhance tourism and with its location/recreational venue conference site selection. Fundamentally, Revitalization must also solve the critical concerns of reducing tax burden, infrastructure issues related to road/traffic circulation, providing residential housing for seniors/retirees and young adults, while revitalizing Powhatan’s legacy of cultural arts, and preserving/enhancing open space/recreational needs.”

This **Charrette Review Process** is sponsored/facilitated by the Powhatan Point Council Revitalization Committee. Its purpose is to stimulate dialog, as a means to derive answers and building consensus/agreement on a Powhatan Point Community Urban Redevelopment Plan. It attempts to do this in three perspectives of:

1. Review/confirm criteria for defining respective Powhatan Revitalization requirements.
2. Define Powhatan’s Revitalization requirements, its value, and potential to be achieved.
3. Develop an **Powhatan Point Community. Urban Development Plan (CURP)** that is effective and realistic.

These perspectives are applied to a **ten step process** where each step presents a dialog about the specific Revitalization subject matter. Subsequently, the reader is presented with statements that they must answer to ascertain what and how these statements should be resolved or answered. Consensus is derived by the working group at each step level that is further applied in the refinement of the preliminary Powhatan Development Plan.

Powhatan Revitalization Charrette 10 Step Review Process

- Step 1: Concurrence with Charrette Review Process for Powhatan Point Community Urban Redevelopment Plan (CURP)
- Step 2: Review/Assess Powhatan’s Economic SWOT Profile for Revitalization
- Step 3: Review/Finalize Revitalization Vision, Mission, Objectives, and Expectations
- Step 4: Review/Finalize Revitalization Strategic Issues/Goals
- Step 5: Review/Finalize Powhatan Revitalization Business and Financial Models
- Step 6: Establish Revitalization Organization, Stakeholder Participation and Responsibilities
- Step 7: Review/Refine the Revitalization Plan Outline and General Content Requirements
- Step 8: Review/Finalize CURP Implementation of the Historical/Innovative Technology/Housing/Infrastructure Objectives
- Step 9: Review/Refine an Optimum Project Plan for Each Revitalization Project
 - RP-1 School Cultural Arts Center
 - RP-2/3 Powhatan Point Hotel, Amphitheater and Riverfront Port/Marina
 - RP-4 thru 9 Downtown Extended Stay/Resort Housing
 - RP-10 Resort Conference Center
 - RP-11 Modular Manufacturing Facility (MMF)
 - RP-12 Gas Industry Office Complex
 - RP-13 Ohio Valley Indian Museum
 - RP-14 Ohio Valley Natural Mineral Energy Technology Museum
 - RP-15 Powhatan Medical Arts Complex/Townhouse Development
 - RP-16 Powhatan Murray Renaissance Shopping Complex
 - RP-17 Recreational Facility Complex for Golf/Ski/Horseback Riding/Fishing
 - RP-18 Route 7 Reconstruction
- Step 10: Develop a Powhatan Point Community. Urban Development Plan (CURP) and Implementation Process



Foreword

WHAT IS A CHARRETTE?

Charrettes take place in many disciplines, including land use planning, or urban planning. In planning, the charrette has become a technique for consulting with all stakeholders. This type of charrette (sometimes called an enquiry by design) typically involves intense and possibly multi-day meetings, involving municipal officials, developers, and residents. A successful charrette promotes joint ownership of solutions and attempts to defuse typical confrontational attitudes between residents and developers. Charrettes tend to involve small groups, however the residents participating may not represent all the residents nor have the moral authority to represent them. Residents who do participate get early input into the planning process. For developers and municipal officials charrettes achieve community involvement, may satisfy consultation criteria, with the objective of avoiding costly legal battles. Other uses of the term “charrette” occur within an academic or professional setting, whereas urban planners invite the general public to their planning charrettes. Thus most people (unless they happen to be design students) encounter the term “charrette” in an urban-planning context. The process allows the community to:

- Examine the environment in which they exist and operate
- Explore the factors and trends that affect the way Powhatan businesses/community operates
- Seek to meet the Powhatan vision/objectives and fulfill the PPRA mission
- Frame/resolve the strategic issues effecting the plan
- Form a consensus on the means/structure/site plan approach that is reflected in a final plan

The benefits of a charrette are numerous. An organization can increase effectiveness and efficiency; improve understanding through wider dialog; make better decisions; enhance organizational capabilities; resolve differences and provide guidance; improve communication and public relations; and increase political support.

THREE PHASES OF THE NCI CHARRETTE SYSTEM™

The NCI Charrette System™ is a three-phase, holistic, collaborative planning process (see Figure 1) during which a multiple-day charrette is held as the central transformative event. The process commences with the Charrette Preparation Phase, followed by the NCI Charrette acting as a fulcrum at the middle phase, and closes with the Plan Implementation Phase. See their website YouTube Channel to view videos on the NCI Charrette System™, and references to other communities, who have applied the charrette process in their respective community planning and development programs.

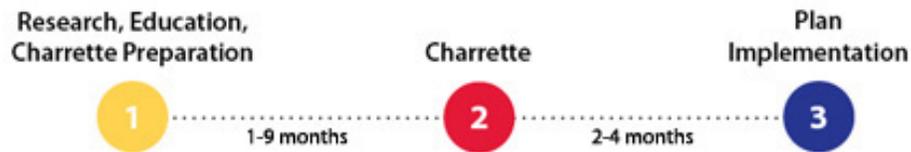


Figure 1. NCI Charrette System™ Three Phase Program

BENEFITS OF THE NCI CHARRETTE SYSTEM™

Compared to conventional planning processes that take years of endless meetings, the NCI Charrette System™:

Saves time and money through

- Reduced rework via short design feedback loops
- Time-compressed work sessions
- Creation of broad support from community members, professionals, and staff

Increases probability for implementation through

- An integrated team design process
- An integrated team design process
- Early focus on engineering and finance
- Bringing all decision makers together for a compressed period of time



Promotes trust between citizens and government through

- Meaningful public involvement and education in which input may effect the outcome
- The building of long-term community goodwill
- Broad stakeholder involvement – no one takes over

Results in the best sustainable design through

- Integrating all viewpoints throughout design
- Uninterrupted, focused team design sessions
- Design based on shared guiding principles

What happens at a NCI charrette?

The Charrette (Phase 2) is the transformative event of the NCI Charrette System and occurs after the completion of the Research, Education and Charrette Preparation Phase 1. The goal of the three phase charrette process is to iterate refinement processes at each phase (illustrated in *Figure 2*), to ultimately produce a feasible plan with minimal follow-on rework and benefiting from the support of all stakeholders through its implementation. This is facilitated by the process to incrementally transform the mind sets of a diverse stakeholder community. (See blog discussion on charrettes for sustainable community design.)

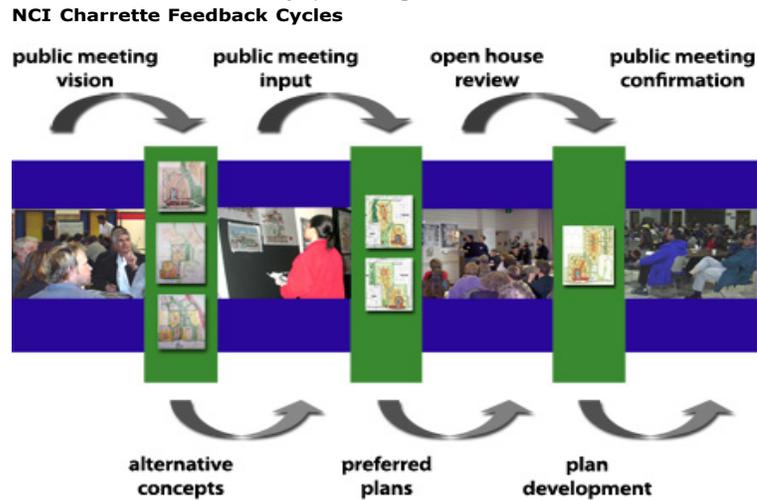


Figure 2. NCI Charrette System™ Refinement Process

NCI CHARRETTE SYSTEM™ STRATEGIES

The following key strategies are essential to a successful NCI Dynamic Planning Process and NCI charrette

Work collaboratively

All interested parties must be involved from the beginning. Having contributed to the planning, participants are in a position both to understand and support a project’s rationale.

Design cross-functionally

A multi-disciplinary team method results in decisions that are realistic every step of the way. The cross-functional process eliminates the need for rework because the design work continually reflects the wisdom of each specialty.

Compress work sessions

The charrette itself, lasting at least four days, is a series of meetings and design sessions that would traditionally take months to complete. This time compression facilitates creative problem solving by accelerating decision making and reducing unconstructive negotiation tactics. It also encourages people to abandon their usual working patterns and “think outside of the box.”

Communicate in short feedback loops

During the charrette, design ideas are created based upon a public vision, and presented within hours for further review, critique, and refinement. Regular stakeholder input and reviews quickly build trust in the process and foster true understanding and support of the product. A feedback loop occurs when a design is proposed, reviewed, changed, and re-presented for further review.

Study the details and the whole

Lasting agreement is based on a fully informed dialogue, which can only be accomplished by looking at the details and the big picture concurrently. Studies at these two scales also inform each other and reduce the likelihood that a fatal flaw will be overlooked in the plan.



Produce a feasible plan

To create a feasible plan, every decision point must be fully informed, especially by the legal, financial, and engineering disciplines. The focus on feasibility brings a level of seriousness and rigor to the process for everyone involved. Apply conceptual designs to achieve a shared vision and create holistic solutions

Design is a powerful tool for establishing a shared vision

Drawings illustrate the complexity of the problem and can be used to resolve conflict by proposing previously unexplored solutions that represent win/win outcomes.

Include a multiple day charrette

Charrettes require a minimum of four days, allowing for three feedback loops. The more difficult the problem, the longer the charrette.

Hold the charrette on or near the site

Working on site fosters the design team's understanding of local values and traditions, and provides the necessary easy access to stakeholders and information. Therefore, the studio should be located in a place where it is easily accessible to all stakeholders and where the designers have quick access to the project site.

POWHATAN REVITALIZATION CHARRETTE REVIEW PROCESS (CRP) APPROACH

The Powhatan Revitalization Charrette Review Process (CRP) was developed through the Powhatan Point Council Revitalization Committee (PPRA), applying the techniques recommended by the National Charrette Institute (NCI), that are further described on their website: <http://www.charretteinstitute.org/>. The blueprint template of the *NCI Charrette System™* is being applied to the Powhatan Revitalization Charrette Review Process (CRP), to form a **three phase program that would begin with EDA Award**. The NCI Charrette System™ is intended through Phase 1 research and pre-planning development approach and a Phase 2 series of workshops, to formalize the **Powhatan Point Community Urban Redevelopment Plan (CURP)** for final review and acceptance by the Powhatan Town Council. Phase 3 is the implementation effort to apply the CURP.

Core Design Team (CDT)

A Core Design Team representing stakeholders, engineering, business and finance members would be established to support further Phase 1 refinement of the earlier research to create a preliminary plan. This plan would then be shared in the stakeholder and government/private agency conversation meetings to further mature the plan for the workshop session, Phase 2. Prior to the workshop the CDT would prepare presentational/reference/workbook materials that will be used in the charrette. Much of this could also be used with Phase 1 meetings. During the Phase 2 charrette the CDT members will serve as subgroup coordinators and data collectors from their respective group, from which daily refinement of the plan can occur from the session results. At the completion of the work sessions, the CDT will finalize the plan and submit it forward for formal government final review and approval.

Phase 1

NCI Charrette System™ Phase 1 will likely cover 18 months, in which research of other community Revitalizations, discussions and advise from Revitalization consultants, state and private industry reviews, finance institutes, all contributors of lessons learned/realistic opportunities weighed. An assessment of the community using consensus data, first/second hand analysis of the community to derive current and future potential, Revitalization area definition and qualification. This refinement process is intended to derive a fundamental approach to Revitalization. This is expected to be further enhanced through conversations/feedback with the principle stakeholders of the community, and more specifically effected local/state/federal government agencies.

Phase 2

Phase 2 of the NCI Charrette System™ represents the active charrette work session process in which the community stakeholders/residents under a ten-step workshop process, constructively critique/comment on the preliminary plan. More specifically, the charrette workshop over two weeks/ eight work sessions will address all Revitalization aspects for the community including: **(a) strengths/weaknesses/opportunities/threats-challenges (SWOT); (b) visions; (c) implementation strategies; (d) recommended business/financial models and organization to manage Revitalization; (e) historical/technology themes; (f) historic site restoration; (g) recreation and open space development; (h) arts and science development; (i) infrastructure improvements; and (j) suggested Revitalization Projects and designs**. Through a statement-response process a consensus is developed for how, what, and where Revitalization should occur as defined by a Revitalization Program.



An overall planning process for Revitalization entails several stages as described in *Figure 3*, of which only only a portion has been completed. The Charrette will extend the Initiation and Formulation stages to create a **Powhatan Point Community Urban Redevelopment Plan (CURP)**, that can be further refined by the interaction of the government agencies and the community. Upon adoption by the local government the plan must be initiated. Implementation is Phase 3 of the **NCI Charrette System™**, that will see real activities occurring for the community, with the final stage seeing real revenue benefits to the town.

Utilizing the **NCI Charrette System™** approach will assure the community that the **Powhatan Point Community Urban Redevelopment Plan (CURP)** has addressed the necessary issues for formal review and acceptance by the public and stakeholders of the community.

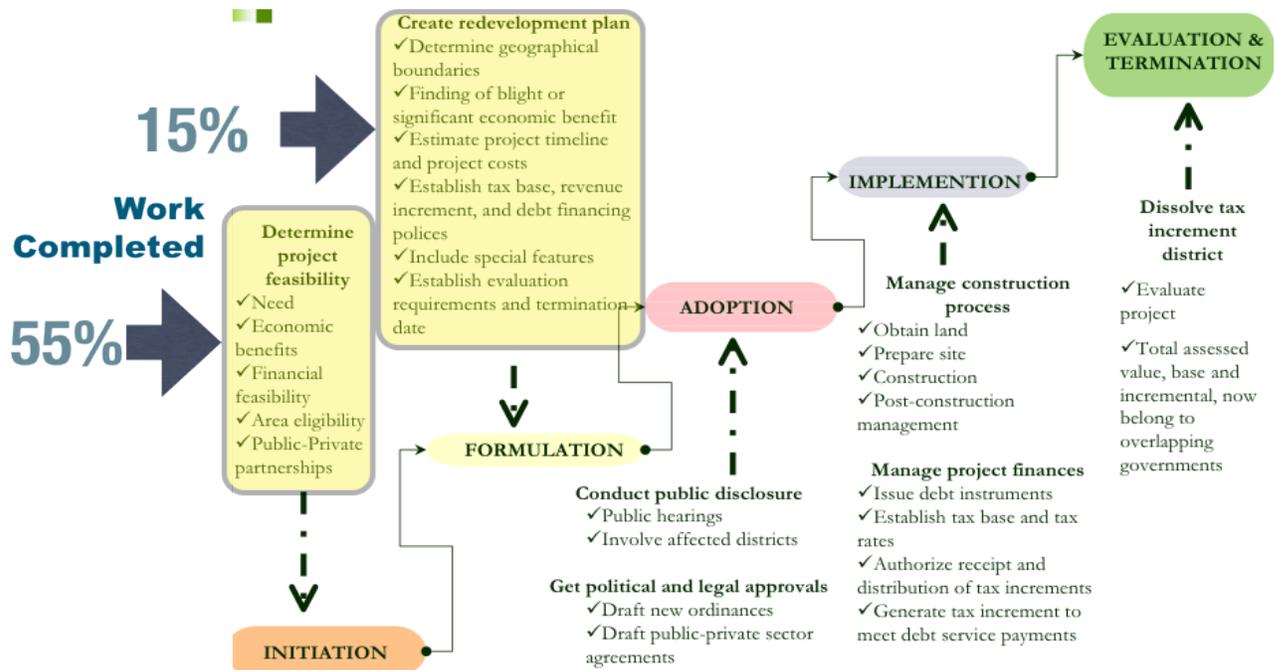


Figure 3. Powhatan Point Community Urban Redevelopment Planning Process To Reach Implementation Phase

Phase 3

Phase 3 of the NCI Charrette System™ represents the formal review and acceptance by the Town of Powhatan Planning Board, and the Town Council of the formal Powhatan Point Revitalization Plan (CURP), and its related implementation. During these reviews additional modifications are expected, although they should be relative to technical/policy/statute conflicts. Prior to final acceptance by the Town Council, a public hearing should be held to provide the community with another opportunity to express their respective views before voting for the plan were conducted. This would also include any modifications to the plan since submittal by the Phase 2 charrette process.

Once approved, **Phase 3** also functions as the start-up effort to begin applying the plan's recommendations with regards to organizational structure, ordinance/funding applications, pre-planning of the plan process and project priorities. These processes would be described in the implementation section of the **Powhatan Point Community Urban Redevelopment Plan (CURP)**, as agreed to under the charrette process.



STEP 1: CONCURRENCE WITH CHARRETTE REVIEW PROCESS FOR THE POWHATAN POINT POWHATAN POINT COMMUNITY URBAN REDEVELOPMENT PLAN (CURP)

“Each session involves a workbook that is divided into ten process review steps in which each step presents data applied in the preliminary Powhatan Point Community Urban Redevelopment Plan (CURP) to the participants. The participants are to analyze that data and then respond to statements regarding the topic and asked in no particular order of importance whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree. The purpose is derive agreement of the majority by accepting the premise statement of modifying it to suit the group, which in turn will be applied by the Core Design Team (CDT) as a change to the CURP”.

The purpose of **Step 1** is to determine if the Charrette Review Process would be an effective way for the community to determine how and what Revitalization should be done. It involves defining:

- Purposes of the effort
- Desired outcomes of the effort
- Expectations of participants
- Resources needed to complete the effort
- A process time line

1.1 PURPOSES OF THE CHARRETTE PROCESS REVIEW (CRP)

The purpose of the CRP is to facilitate a workshop effort called a “Charrette” that facilitates a gathering of interested stakeholders and community participants to assess Powhatan’s current business environment and determine a revitalization approach for Powhatan. **To facilitate the charrette dialog a year of research was undertaken involving local stakeholders, current property assessments, property owners, business owners, residents, community surveys, economic development experts/developers, various/city/community planners/Revitalization organizations, county/state/federal agencies to provide reference materials and a strawman CURP .**

The **Charrette Review Process** will introduce participants to the previous research reference materials, expanded revitalization visions, goals and objectives, preliminary revitalization programming, and the process they will use to derive a **Preliminary Powhatan Point Community Urban Redevelopment Plan (CURP)**. The **Charrette Review Process covers a two week, six-day, eight sessions workshop process, in which participants can attend and participate at their availability and contribute to its outcomes at any session.** Each session will be segmented into a step process/strategy development that are described within this document.

Through the means of debate, consensus building, and refinement, the participants will reconfirm, modify or delete elements of a recommended strategy/design/structure approach for each of the ten steps described herein. These recommendations will support a refinement process to complete a Powhatan Point Community Urban Redevelopment Plan (CURP), that will be compiled from the working sessions by a **Core Design Team (CDT), made up of stakeholders, responsible for producing the formal submission of the Powhatan Point Community Urban Redevelopment Plan.** These refinements will be presented to the charrette group in the next subsequent session review to confirm their recommendations have been implemented and assure final acceptance of the final CURP by the group.

1.2 DESIRED OUTCOMES OF THE EFFORT

The CRP will facilitate a community participation and consensus building process on how revitalization should be done for the Town of Powhatan. This participation will apply current knowledge, references and general sensitivities of the community objectives/interests to derive outcomes that serve as recommendations on what, where, how and when Revitalization should occur. The group will revisit the vision, goals, and objectives and subsequent efforts by the stakeholders to form a Preliminary PPRA.

Each step of the CRP focuses the group on specific Revitalization issues and establish limits on debate, deriving a consensus to the most effective result. Each step presents premises based upon a year long research effort involving dialog with economic development experts, Revitalization company executives and community representatives involved with Revitalization. These premises were further reviewed against Powhatan’s current strengths and weaknesses, opportunities and threats to derive some strategic assumptions that if implemented could have significant benefits to Powhatan. The charrette process discusses these premises and those visions established by the participants to derive a conclusion that reflects the community’s Revitalization Program.



Although, it does not mean that the results can not be further refined, it does assure all steps are completed over the review process. The **Core Design Team (CDT)** will serve to further refine the results and integrate those results into the overall plan. This integration process conducted by the CDT can further impact the outcomes where conflicts can occur between core visions and objectives. This ultimately results in recommendations by the CDT, that are agreed to or modified further by the participants.

Sub groups within each session can and are encouraged to discuss off-line any unresolved issues to assure review schedules are met and results can still be achieved. The final outcome of the Charrette Review Process is a formalized document of the **Powhatan Point Community Urban Redevelopment Plan (CURP)** for submission to the town government for review, refinement and acceptance.

1.3 WHO ARE PARTICIPANTS AND EXPECTATIONS BEING ASKED OF THEM

Participation in the **Charrette Review Process** is open to all interested parties of the community, including government officials/staff, business owners, property owners, employees of the town businesses, residents, and interested parties. It represents a structured workshop program covering a two week/six-day period, conducted in eight separate work sessions, in which participants can attend and participate in any session at their availability and contribute to its outcomes at any session. It also allows government officials to attend in separate sessions to avoid any quorum implications.

The participants of the Charrette Review Process are asked to do some homework to get familiar with the process by accessing the **PPRA Website**, to review this document and the suggested **Powhatan Point Community Urban Redevelopment Plan**. They will be asked to bring their concerns, recommendations to the CRP to discuss and build consensus among the participants. For those unable to attend and wish to make their perspectives heard, an email address will be setup on the **PPRA Website** to submit you views, as well as any comments from the readers. Each session outcome will be presented on the web site to keep all informed of the progress and respective session outcomes.

Each step of the CRP focuses the group on specific revitalization issues and establish limits on debate, deriving a consensus to the most effective result. Each step presents premises-trade offs regarding the topic and asks in no particular order of importance whether the responder agrees, disagrees, or considers it to be conditional. The responder is then asked to identify why they disagree or believe it needs conditions and how they would make it possible for them to agree. This serves as a refinement process for both the issues being discussed and the implication on the overall CURP. Consensus is derived through majority of the group accepting the final derived results, that in-turn define what and how Revitalization should be done.

Responders are asked to be objective to the process and accepting of the majority of interests in order to derive a fair outcome to the plan. The difficulty in any community effort is the wide differences of opinion must reach a compromise that serves the better good of the community. These are not easy for many strong will advocates, but each will have the opportunity to be heard.

It should be recognized that any long-term CURP would evolve as new factors develop affecting the plan. It is for this reason, that a principal objective to any plan is communication and the need to quarterly review the plan under a formal Town Council/Community Report and Feedback process will assure those communications avenues are open.

1.4 RESOURCES NEEDED TO COMPLETE THE EFFORT

The resources for this effort include: (1) facilities to support the session meetings; (2) Core Design Team staff; (3) Charrette Review Process and preliminary Powhatan Point Community Urban Redevelopment Plan documents; (4) research and reference materials related to the review/plan efforts. Announcements and website access will prepare the way for hosting the review process and alert interested parties.

1.5 A PROCESS TIME LINE

The Charrette Review Process workshop program is initially covered over a three month internet exchange, where participants would complete the process by answering the questions posed and commenting where necessary, that are submitted to the PPRA address. These results will be accumulated and shared in a group community gathering over a two week period, on six separate days, that involve eight separate work sessions, in which participants can attend and participate in any session at their availability and contribute to its outcomes at any session. This will allow anyone interested to either express their views through mail in submittals or both attend any one session, whether they attended previous sessions or not. Each session is intended to stand-alone and address specific elements of the revitalization efforts and work to get agreement on each.



1.6 SCHEDULE

A schedule illustrated in **Table 1**, provides the time lines for conducting the workshop review process and events pre- and – post the workshops. Combination of weekday evenings and weekends were selected to maximize participants availability. In between those sessions, the Core Design Team (CDT) will collect the workshop data and refine those effected areas of the preliminary CURP into a formalized document.

In the final session, the refined Powhatan Point Community Urban Redevelopment Plan will be reviewed and further recommendations made to reach a formal document. The CDT will make final changes and published on the website. The CURP will also be submitted to the stakeholder organizations to include several government committees for further review. Follow-up face-to-face discussions may be conducted with those organizations to clarify and refine the document.

When all inputs are gathered, the CDT will complete a formal document for submission to the Powhatan Town Council for final review and acceptance. Implementation will be conditioned upon the final CURP approved by the Town Council.

Table 1. Charrette Review Process Workshop Program

Day One – Saturday Morning - Session 1

9:30-11:00	Introduction, Agenda, Timeline; Step 1: Concurrence with Charrette Review Process for the PPRA
11:00-12:00	Step 2: Review/Finalize Revitalization Vision, Mission, Objectives, and Expectations
12:00-12:30	Lunch Break
12:30- 2:30	Step 3: Review/Assess Powhatan’s Economic SWOT Profile for Revitalization

Day One – Saturday Evening - Session 2

6:00 - 6:30	Introduction, Agenda, and Review of Session 1
6:30 - 8:00	Step 4: Review/Finalize Revitalization Strategic Issues/Goals
8:00 – 8:30	Break – Snacks/Refreshments
8:30 – 10:00	Step 4: Review/Finalize Revitalization Strategic Issues/Goals

Day Two – Sunday Evening - Session 3

4:00 - 4:30	Introduction, Agenda, and Review of Session 1/2
4:30 - 6:00	Step 5: Address/Establish the Strategic Issues for Revitalization
6:00 – 6:30	Break – Snacks/Refreshments
6:30 – 8:00	Step 6: Review/Finalize How the Historical/Innovative Technology/Housing/Infrastructure Objectives Could Be Integrated To Revitalize the Community

Day Three – Wednesday Evening - Session 4

6:00 – 6:30	Introduction, Agenda, and Review of Session 1/2/3
6:30 – 8:00	Step 7: Establish Revitalization Organization, Stakeholder Participation and Responsibilities
8:00 – 8:30	Break – Snacks/Refreshments
8:30 – 10:00	Step 8: Review/Refine an Optimum Project Plan for Each Revitalization Project

Day Four – Saturday Morning - Session 5

9:30-11:00	Introduction, Agenda, Timeline; and Review of Session 1-4
11:00-12:00	Step 9: Review/Finalize Preliminary Revitalization Project Concepts, RA-1
12:00-12:30	Lunch Break
12:30- 2:30	Step 9: Review/Finalize Preliminary Revitalization Project Concepts, RA-2

Day Four – Saturday Evening - Session 6

6:00 – 6:30	Introduction, Agenda, and Review of Session 1-5
6:30 – 8:00	Step 9: Review/Finalize Preliminary Revitalization Project Concepts, RA-3
8:00 – 8:30	Break – Snacks/Refreshments
8:30 – 10:00	Step 9: Review/Finalize Preliminary Revitalization Project Concepts, RA-4

Day Five – Sunday Evening - Session 7

4:00 - 4:30	Introduction, Agenda, and Review of Session 1-6
4:30 - 6:00	Step 9: Review/Finalize Preliminary Revitalization Project Concepts, RA-5
6:00 – 6:30	Break – Snacks/Refreshments
6:30 – 8:00	Step 9: Review/Finalize Preliminary Revitalization Project Concepts, RA-6

Day Six – Wednesday Evening - Session 8

6:00 - 6:30	Introduction, Agenda, and Review of Session 1-7
6:30 - 8:00	Step 10: Develop an Effective Implementation Process
8:00 - 8:30	Break – Snacks/Refreshments
8:30 -10:00	Charrette Review, Next Steps Forward and the Participation Involvement



STEP 2: REVIEW/FINALIZE REVITALIZATION VISION, MISSION, OBJECTIVES AND EXPECTATIONS

“Each session involves a workbook that is divided into ten process review steps in which each step presents data applied in the preliminary Powhatan Point Community Urban Redevelopment Plan to the participants. The participants are to analyze that data and then respond to statements regarding the topic and asked in no particular order of importance whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree. The purpose is derive agreement of the majority by accepting the premise statement of modifying it to suit the group, which in turn will be applied by the CDT as a change to the CURP”.

The purpose of **Step 3** is to provide a platform for developing a vision for the future of the revitalization effort in Powhatan. It involves defining:

- Vision of what the business community will look like when revitalization has been successfully implemented.
- Desired outcomes of the effort or goals at a point in the future.
- Discussed need for a formal organization to manage the effort and who would make that organization.
- Formal and informal objectives required to complete the effort.

Step 3 attempts to describe a vision in the future where all objectives have been accomplished. Such a vision can be extremely important for establishing the revitalization goals, objectives and related strategies and for implementing a community supported plan. To fulfill those visions the community must come to the realization that it has limited opportunities and real estate to produce tax revenue to preserve its way of life (meet its financial obligations), its schools, its municipal needs for public safety, maintenance of its streets and roads. Given the town government’s financial state, funding for these visions can only be derived through Revitalization of existing real estate.

2.1 PRELIMINARY CURP RECOMMENDATIONS/VISIONS

The current vision is reflected in those objectives of the CURP. These are summarized below in four categories:

2.1.1 LAND USE	A	D	C
2.1.1.1 Redevelop and revitalize Powhatan Point’s Downtown Project into a mixed land use of hotel, retail, office and condos, with a focus on cultural arts as a foundation for economic development efforts.	○	○	○
2.1.1.2 Convert current mining slate dumps/glob piles into mixed land use for retail, office and condo structures to support community and oil and gas exploration growth requirements.	○	○	○
2.1.1.3 Create a community strategy to define the community as a special destination location for recreation getaways, conference site for business/training/special venue hosting, unique cultural/performing arts visitor attraction, cruise line/river boating tourism stop, historical museums/Indian site identity, and time-share/retirement condo identity.	○	○	○
2.1.1.4 Develop a Modular Manufacturing Facility (MMF) to support production of low-cost housing/office/retail modules to meet CURP project and regional needs.	○	○	○
2.1.1.5 Develop a Medical Arts Center to support special medical professionals and out-patient needs.	○	○	○
2.1.2.6 Develop senior citizen assisted living facilities for our aged 24/7 needs.	○	○	○
2.1.2.7 Provide new employment opportunities through on-line community recruitment, worker retraining programs and government assistance in commercial entity/facility development.	○	○	○
2.1.1.8 Coordinate local, county and state planning			
2.1.2 OPEN SPACE AND RECREATION			
2.1.2.1 Preserve and protect important river/creek/park natural features	○	○	○
2.1.2.2 Develop/enhance river, creek, and hill trails applying programs such as: rails with trails, Appalachian Mountain hiking trail plans in support of hiking, biking, boating by individual and tour groups	○	○	○
2.1.2.2 Expand passive and active recreational opportunities for golfing, boating, fishing, water/snow skiing, hunting, horse back riding, river rafting/canoeing, quad/snow-mobile riding, and others	○	○	○
2.1.2.3 Identify and acquire remaining open spaces in Powhatan for both recreation and conservation	○	○	○
2.1.2.4 New development provide improvement to the physical and aesthetic qualities of roadways			
2.1.3 HISTORIC PRESERVATION			
2.1.3.1 Identify, preserve, restore and establish museums of past Indian and natural mineral/energy legacies that reflect upon the unique character of the town.	○	○	○
2.1.3.2 Restore and protect the landmark Powhatan High School as community asset for use as a municipal administration and police offices, worker/community training center, physical wellness center, and performing arts center, while preserving the past of its alumni.	○	○	○
2.1.3.3 Development strategies that are consistent with and preserve the architectural and historical integrity.	○	○	○



2.1.4 CIRCULATION

A D C

- 2.1.4.1 Develop Route 7 improvement plan to widen to limited access four lane highway and routing configuration to enhance downtown and commercial access and improved safety. ○ ○ ○
- 2.1.4.2 Develop plan for river front access, walk/bikeway streetscapes, sternwheeler/boating mooring docks and boat fueling facilities. ○ ○ ○
- 2.1.4.3 Pursue programs with state and county agencies that encourage hiking/biking trails development, sternwheeler river cruise line docking/tourism opportunities. ○ ○ ○

2.2 REAFFIRMATION OF THE CURP VISIONS AND CURRENT TRENDS

The participants are to analyze the previous data and then respond to expert consultation assessments, in no particular order of importance, whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree.

To reaffirm the vision and objectives and what specific criteria, influence and need applies.

2.2.1 Review/confirm criteria the community uses to define its visions.

- 2.2.1.1 CURP/Expert Analysis adequately defines the visions for the community. ○ ○ ○
- 2.2.1.2 Historic theme and historical preservation goals are in sync with community support. ○ ○ ○
- 2.2.1.3 Described visions do reflect stakeholders desires. ○ ○ ○
- 2.2.1.4 Discussions and feedback from government/stakeholder representatives confirm these visions. ○ ○ ○
- 2.2.1.5 Revitalization vision does not impact negatively existing businesses, retainment and/or expansion. ○ ○ ○
- 2.2.1.6 Community visions do appeal to our personal well-being. ○ ○ ○

2.2.2 Assess/validate the Revitalization requirement, it's value, and potential to be achieved.

- 2.2.2.1 Balanced land use development serving retail, office, housing and recreation is a national trend. ○ ○ ○
- 2.2.2.2 Revitalization visions meet the financial goals of tax reduction/infrastructure improvements. ○ ○ ○
- 2.2.2.3 Visionary guidance and recommendations provide goals of the Revitalization. ○ ○ ○

2.2.3 Review/confirm implementation means is effective and realistic.

- 2.2.3.1 Current visions provide a framework or guideline for the CURP. ○ ○ ○
- 2.2.3.2 Historic vision for the community is achievable and sustainable. ○ ○ ○
- 2.2.3.3 Revitalization does have a positive job creation impact. ○ ○ ○
- 2.2.3.4 Rules and regulations adherence is required to implement the vision. ○ ○ ○

2.3 FORMAL OBJECTIVES OF REVITALIZATION

- 2.3.1.1 Develop a community designed CURP, as reviewed, certified and adopted under the Town Council and Ohio Commerce laws. ○ ○ ○
- 2.3.1.2 Establish a Revitalization organization structure that could implement the CURP vision, purpose, goals, objectives, responsibilities, organizational relationships and operating guidelines. ○ ○ ○
- 2.3.1.3 Conduct assessment to qualify identified areas for Town Council ordinance approval as Revitalization Zones, to facilitate state/federal funding and credit assistance. ○ ○ ○
- 2.3.1.4 Establish a Business Model that supports Powhatan's visions/objectives for Revitalization. ○ ○ ○
- 2.3.1.5 Establish a Financial Model to support financial CURP requirements. ○ ○ ○
- 2.3.1.6 Develop a community owned/directed non-profit organization dedicated to Powhatan Revitalization. ○ ○ ○
- 2.3.1.7 Maximize revenue generation and minimize liabilities to the community. ○ ○ ○

2.3.2. Review/confirm criteria for the formal objectives.

- 2.3.2.1 Get public opinion as to whether these formal objectives are correctly defined and applicable. ○ ○ ○
- 2.3.2.2 Conduct discussions with and feedback from other economic development agencies/representatives. ○ ○ ○
- 2.3.2.3 Validate that the community supports the need for community owned revitalization organization. ○ ○ ○
- 2.3.2.4 Confirm necessity for a Powhatan Point CURP and its related organizational structure. ○ ○ ○
- 2.3.2.5 Confirm need for balanced mixed use development serving retail, office, housing and recreation. ○ ○ ○

2.3.3. Assess/validate the formal objective requirement, it's value, and potential to be achieved.

- 2.3.3.1 Necessity for a structured, controlled and managed Revitalization government/private organization. ○ ○ ○
- 2.3.3.2 Assure the financial goals of tax reduction and infrastructure improvements are achieved. ○ ○ ○
- 2.3.3.3 Pre-define site plan/construction design that will meet community interests/financial objectives. ○ ○ ○
- 2.3.3.4 Validate business/financial model is neither a risk, or liability, & that benefits are community directed. ○ ○ ○
- 2.3.3.5 Communicate to stakeholders that CURP is meeting their interests on quarterly basis. ○ ○ ○
- 2.3.3.6 Revitalization efforts should employ local agencies, organizations and societies responsible for certain tasks to to apply current available local expertise and knowledge, reduce costs to community and enhance those respective groups under funded task/responsibility. ○ ○ ○



2.3.4. Review/confirm formal objective implementation means is effective and realistic.	A	D	C
2.3.4.1 Report quarterly that CURP expectations are being met under the implementation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4.2 Confirm grant/credit/loan financial support is being received and/or current status.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4.3 Report impact on existing businesses, their retainment, and/or expansion for new retail/office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4.4 Assess quarterly if strategies and actions defined by the community are working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4.5 Conduct quarterly reviews to assure community awareness and feedback are maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4.6 Report and advise community on the CURP performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 INFORMAL OBJECTIVES: (EXPECTATIONS)

Powhatan stakeholders expect the Powhatan Revitalization to address all economic issues to promote area Revitalization, business revitalization, tax revenue generation, job creation, parking and traffic issue resolution, main street makeover, and safe community protection.

The participants are to analyze the previous data and then respond to statements, in no particular order of importance, whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree.

2.4.1 Informal Objectives List

2.4.1.1 Revitalization should be a community designed effort that is completed by the stakeholders, that is reviewed and approved by the town government.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.2 Revitalization should not be piecemeal but instead represent comprehensive Plan that addresses the entire commercial Project, and a pre-planned approach to shape community Revitalization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.3 The community stakeholders should determine the most effective way to implement Revitalization, to assure that the communities interests are assured.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.4 Revitalization must address and implement infrastructure requirements as part of site Revitalization projects, including municipal parking, new and widen roads, bridges, rooftop municipal recreation, open space river basin walks/falls overview, utilities, and pedestrian access (pedestrian street and riverwalks/boardwalks/mini-malls).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.5 All Revitalization must include municipal parking, serving both the tenants and community needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.6 Revitalization should implement a historic theme/identity/promotion within all new building construction and provide funding assessment to support historic museum-historical site-historic retail centers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.7 Community should consider a tourism model as means to enhance its historic legacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.8 Revitalization should implement in its business model a research technology element for energy and green technology to contrast against our historical identity and provide a marketing theme for tenant attraction for research space, including academia relationships (Ohio University/Belmont Tech).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.9 Revitalization should apply maximum use of green technology to preserve resources, lower costs to tenants, and provide a living lab for the embedded community research technology program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.10 Revitalization should maximize roof top areas for municipal recreation use/access.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.11 Revitalization should assure Powhatan's cultural arts and science legacy be preserved through designation of a Project devoted to arts and science to complement current Powhatan Performing Arts Center/theater/current arts and electronics media/library and planned technology research centers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.12 Revitalization should assist in relocating business/residents in designated development areas, provide assistance and financial support for adjacent Revitalization businesses/property owners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.1.13 Revitalization should utilize stakeholder business/organizations/volunteer residents to implement Revitalization requirements to maximum extent possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



STEP 3: REVIEW/ASSESS POWHATAN’S ECONOMIC SWOT PROFILE FOR REVITALIZATION

“Each session involves a workbook that is divided into ten process review steps in which each step presents data applied in the preliminary Powhatan Point Community Urban Redevelopment Plan to the participants. The participants are to analyze that data and then respond to statements regarding the topic and asked in no particular order of importance whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree. The purpose is derive agreement of the majority by accepting the premise statement of modifying it to suit the group, which in turn will be applied by the CDT as a change to the CURP”.

The purpose of Step 2 is to review and assess Powhatan’s economic profile and related implications on Revitalization. It involves defining:

- Strengths
- Weaknesses
- Opportunities
- Threats/Challenges

Step 2 attempts to profile the Powhatan’s Strengths and Weaknesses in Revitalization, along with the external Opportunities and Threats. The analysis of these four elements, known by the acronym “SWOT”, is very useful in clarifying the conditions within which Revitalization operates. A SWOT analysis provides valuable clues about probable effective strategies, since every strategy builds on strengths and takes advantage of opportunities, while it overcomes or minimizes the effects of weaknesses and threats. The following identifies a preliminary set of internal strengths and weaknesses as well as external opportunities and threats.

3.1 STRENGTHS:

What are the strengths of Powhatan’s current economic profile and potential for Revitalization. What strengths are exploited in the Revitalization approach that help Powhatan accomplish its objectives or mission and enhance to achieve a successful outcome for revitalizing the community.

The participants are to analyze the previous data and then respond to statements, in no particular order of importance, whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree.

3.1.1 Strengths of the Town of Powhatan

	<u>A</u>	<u>D</u>	<u>C</u>
3.1.1.1 Powhatan is central to rural communities and given the closest major shopping centers (Moundsville and St.Clairsville) that are 5-15 miles away, is an attractive retail center.	○	○	○
3.1.1.2 Powhatan is at major link of Route 7 roadway, which is a remaining piece to the reconstruction along the Ohio Valley river corridor, which offers easy access to and from the downtown Project.	○	○	○
3.1.1.3 Powhatan has historical roots that reflect an unique historical identity for industry, arts and residents within the state and the USA.	○	○	○
3.1.1.4 Powhatan Point is a single name sake, which originated from its Native-American heritage and related folklore.	○	○	○
3.1.1.5 Commercial Project is isolated from the residential areas, that permits development and external access without impacting the community.	○	○	○
3.1.1.6 Ohio River and Captain Creek tributaries a-fronts downtown business corridor that uniquely offers an attractive stimulus/ambiance for Revitalization.	○	○	○

3.1.2 Recommended Strengths Needed for Any Powhatan Revitalization Approach

3.1.3.1 Proactive comprehensive plan be developed through joint government/stakeholders community effort.	○	○	○
3.1.2.2 Plan should be based upon accepted community visions/objectives.	○	○	○
3.1.2.3 Approach should solve major concerns for access, circulation, and road/parking infrastructure.	○	○	○
3.1.2.4 A mixed land use strategy should be applied to maximize community-centered living trends that combine retail, office, residential housing, recreation/entertainment, pedestrian and parking access.	○	○	○
3.1.2.5 A business model that controls and defines Revitalization under a joint government/community-owner-ship approach to assure Revitalization is controlled and benefits maximized.	○	○	○
3.1.2.6 A financial model that produces significant tax dollars and increased revenue from facility leases, city room/conference/exhibit tax, and historical site museum tourist tax, which could offer resident rebates.	○	○	○

3.1.3 Recommended Strengths Needed for Any Powhatan Revitalization Approach

3.1.3.1 Financial model should apply tax abatement/credits/loan incentive programs to support gap financing, loan down payment requirements without direct community investment.	○	○	○
3.1.3.2 Financial model should apply for all grants, low-cost loans, and tax credits to assist in development.	○	○	○



	A	D	C
3.1.3.3 Financial model should implement a Land Bank and Limited Liability Corporation (LLC) Plan to incentivize land owners in utilizing their effected property value as an investment portfolio in the Revitalization resulting in revenue from the Revitalization leases that far exceeds value of the property.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.3.4 Town Council, and Revitalization Agency (formed with Bd of Ed, Municipal Depts, Historic Preservation Commission, Recreation Commission, and assigned residents) and Local Finance Board should be directly involved in the Revitalization, as well as have final review/approval authority to assure the community interests are maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.3.5 The establishment of a Non-Profit Corporate entity that is dedicated to Powhatan's Revitalization should be a key element to any business model.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.3.6 The corporate entity must be directed by stakeholder representatives who should reflect a business diversity and experience to assure decisions are fully explored and effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.3.7 Revitalization must offset impact on adjacent businesses, tenants and employees through compensation, relocation provisions, new built residences/business office/retail space discounts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.2 WEAKNESSES:

What are the weaknesses of Powhatan's current economic profile and potential for Revitalization. What weaknesses must be addressed in the Revitalization approach that help the Powhatan accomplish its objectives or mission. What elements of Revitalization resolve Powhatan's weaknesses and ability to have a successful outcome for revitalizing the community, as well as those weaknesses of the Revitalization that should be identified and the planned preventive counter-actions.

The participants are to analyze the previous data and then respond to statements, in no particular order of importance, whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree.

3.2.1 Weaknesses of the Town of Powhatan

3.2.1.1 Lack of a proactive Revitalization program or organization, which places the town at mercy of downward economic pressures or self-interested developers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.2 Continued funding expenses by the Town government place burden upon business landlord and resident tax payers that prevents renewal of existing businesses or government funding support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.3 Community downtown is suffering under economic deterioration and flooding factors, that are unusable in current condition. Existing or potential retail moving away from downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.4 Town visions and revitalization objectives are non-existent and require active engagement by the community to resolve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.5 River frontage centerpiece to community is treated as inaccessible/unusable site by town.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.6 Town government has limited or no financial resources for Revitalization/infrastructure support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.7 Lack of communication to increase the citizen's awareness of any Revitalization initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.8 No significant grant/tax credit/low-cost loan effort to seek funding assistance for brownfield/housing/green technology/arts/infrastructure-road/bridge needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.9 No effective funding vehicle with local/Ohio banks to facilitate community/Revitalization funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.10 Historic interests lacks funding to maintain and restore existing sites..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.11 Housing for professionals, youth, seniors and empty-nest couples is severely limited.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.12 Arts and sciences have a strong need for facilities to support there interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.1.13 Powhatan is losing its identity as a vibrant community of Belmont County.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.2.2 Weaknesses That Should Be Avoided in Any PPRA

3.2.2.1 The inability to address the commercial Project in a comprehensive manner create problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2.2 Revitalization Program or organization created by consultants without community or town government involvement has limited understanding and ownership to the outcome.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2.3 Proposed Projects that present significant change for the town identity and current status quo create discomfort or apprehension, without the community involvement in the design.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2.4 If funding resources, investors and banking relationships are not in place, funding issues will occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2.5 Historic site restoration/Revitalization that does not get design and funding involvement from both local and state historic preservation agencies will not get approval.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2.6 Inability of government representatives and community stakeholders to work together is seen by outsiders as unworkable program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



3.3 THREATS/CHALLENGES:

What are the threats to Powhatan’s current economic profile and potential for Revitalization. What threats should be identified and planned preventive counter-actions considered in the Revitalization approach that help the Powhatan accomplish its objectives. This list is in no particular order of importance and should be determined by the responder as a statement that they can agree, disagree, or defined as a conditional answer. Identify why you disagree or have conditions and how you would make them agreeable.

The participants are to analyze the previous data and then respond to statements, in no particular order of importance, whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree.

3.3.1 Threats/Challenges to the Town of Powhatan

A D C

- 3.3.1.1 Increasing municipal budgets by the town government place continued burden upon business land-lord and resident taxpayers that prevents renewal of existing businesses, further reducing budgets. O O O
- 3.3.1.2 Business economics/flooding risk issues prevent attracting product stores and adds to Powhatan’s downtown deterioration. O O O
- 3.3.1.4 Complacency by government/many residents fail to recognize the threat of slow business decay. O O O
- 3.3.1.5 Tourism presents problems for the community regrading traffic circulation and unknown elements entering the community. O O O
- 3.3.1.6 Continued downtown housing deteriorations invites low income, section 8 subsidies, and foreign immigration that impacts downtown overall development, increases crime and is unattractive to buying public/product stores/professional offices. O O O

3.3.2 Threats/Challenges to the Powhatan Point Community Urban Redevelopment Plan

- 3.3.2.1 Inability of the community and local government to entertain and/or participate in a proactive Revitalization initiative. O O O
- 3.3.2.2 Community prefers to have Revitalization be managed only by the Government vs. joint government/grass roots approach, to reduce overall administration of the process. O O O
- 3.3.2.3 Revitalization should be limited in scope to meet only immediate interests. O O O
- 3.3.2.4 Funding resources, investors and banking relationships are not in place and represent significant risk to completing any proposed Revitalization. O O O
- 3.3.2.5 Government or Stakeholders unwillingness to support Revitalization and commitment to serve on a Revitalization separate entity Board of Directors. O O O
- 3.3.2.6 Uncontrolled short-term in-fill development could disrupt a more effective Revitalization Program. O O O
- 3.3.2.7 Unwillingness to classify Projects under Revitalization zoning status. O O O
- 3.3.2.8 Community acceptance to change in either proportionality or comprehensiveness of an overall Revitalization Program is unwavering in the face of tax, historical, augmented business, housing, recreation, arts and infrastructure improvements. O O O
- 3.3.2.9 Special negative Revitalization interests become the rule then a positive majority desiring a plan. O O O

3.4 OPPORTUNITIES:

What are the opportunities for Powhatan’s current economic profile and potential for Revitalization. What opportunities must be addressed in the Revitalization approach that help the Powhatan accomplish its objectives or mission. What elements of the PPRA/PPRA enhance Powhatan’s opportunities and ability to have a successful outcome for revitalizing the community, as well as those opportunities for the PPRA/PPRA that should be identified and exploited. This list is in no particular order of importance and should be determined by the responder as a statement that they can agree, disagree, or defined as a conditional answer. Identify why you disagree or have conditions and how you would make them agreeable.

The participants are to analyze the previous data and then respond to statements, in no particular order of importance, whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree.

3.4.1 Opportunities of the Town of Powhatan Point

A D C

- 3.4.1.1 Powhatan’s central location to local/rural communities provides ready purchasing power that with attractive retail center would compete handily against major shopping centers. O O O
- 3.4.1.2 Current development trends and existing commercial Project are ideally suited for Revitalization as mixed land use for business, industry, retail, housing and services which enhances adjacent business, property values and employment, while minimizing risk thru shared use of the development. O O O



	A	D	C
3.4.1.3 Powhatan’s historical roots offer an unique historical identity that if enhanced thru historical theme marketing, indian and energy museum development, and dedicated cultural arts Project could make Powhatan a national historic tourist stop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.4 Revitalization offers considerable expansion of municipal recreation facilities (physical workout rooms; multi-functional gym, swimming pool).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.5 Ohio river bank cultural arts Project boardwalk, overlooking river pedestrian walkways serves as quality life streetscape for residents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.6 Hotel resort with recreational facilities for golf, snow/water skiing, horse back riding, boating and fishing would bring additional vacation and conference visitors attracted by both the recreational and downtown cultural arts Project and river front appeal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.7 Topography and availability of slate dump real estate offers real opportunities to extend the business Project with mixed retail/office/condo use above parking with minimum impact on the surrounding residents and maximize retail and office space, while supporting housing requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.8 Ohio River and Captain Creek tributaries afronts downtown business corridor that uniquely offers an attractive stimulus/ambiance for Revitalization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.9 Establishing a dedicated cultural arts Project in a mixed use design of retail/office/condo could expand overall town-centered growth and dramatic enhancement to ratable value and long-term lease revenue, while also potentially funding infrastructure improvements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.1.10 Seeking Ohio Department of Ohio funding for Route 7 reconstruction will enhance access to the community and finalize its route to avoid speculation and effect on development planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2 Opportunities of a Potential Powhatan Point Revitalization Approaches			
3.4.2.1 Revitalization should be a proactive comprehensive pre-defined plan developed through joint government and community stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.2 Based upon accepted community visions/objectives the strawman CURP and related project concepts should fully embrace their respective goals and expanded for community benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.3 Revitalization approach should develop a Modular Manufacturing Facility to meet retail/office space and residential housing that can be integrated in a low-cost/timely manner utilizing factory assembly methods with minimum labor contain.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.4 Revitalization should support/fund major infrastructure improvements for alternate downtown circulation and river road development to increase access/circulation, and municipal parking for all projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.5 Revitalization approach should expand retail/office space and residential housing in an attractive environment-controlled mall-like setting gets people out of their cars and into a walking senario.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.6 Revitalization should embrace energy technology innovation by establishing shared training and incubator technology research facilities, to attract perspective high tech firms and academia collaboration to fill office and condo space, while giving Powhatan an interesting contrast of both a historical identity and future technology research.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.7 Revitalization should apply innovative energy efficient technology to achieve a Platinum Green Rating, using recycled materials, energy efficient heating/cooling/insulation, natural light use thru atrium utility, embedded structure solar and wind generation, water collection, wastewater treatment on-site using cruise line facilities, reuse of purple water for flushing/non-potable water needs, and waste recycling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.8 Applying Economic Development and Smart Growth Grant, Community Block Grant, Tax Increment Financing (TIF), Green Energy, Historic/Cultural Arts/Infrastructure/DOT Grants-Credits, offers up front funding without local investment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.9 Applying Land Bank Assembly and Real Estate Investment Trust (REIT) methods, to incentivize land owners in utilizing their respective effected property value as project investment shares in return for a shared revenue from the Revitalization leases that far exceeds the value of the property, supports loan down payment requirements without direct community investment or financial liability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.10 Soliciting grant, low-cost loans, and tax credits provides additional means to support loan down payment requirements without direct community investment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2 Opportunities of a Potential Powhatan Revitalization Approaches			
3.4.2.10 Developing a historic theme, building historic code, historic site restoration plan, to assure Powhatan is an attractive identity to benefit tourism revenue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.11 Optimum revitalization projects should involve large scale revitalization of six story structures that are sufficient to support mixed use space for retail/office/condo and municipal parking underneath, while also representing sufficient cumulative funding scale to meet infrastructure contribution fee to cover improvements and associated historic theme investment requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.12 Town Planning Board and other government committees and community organizations would be directly involved in the CURP to oversee and have final review/approval authority to assure the community interests are maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	<u>A</u>	<u>D</u>	<u>C</u>
3.4.2.13 Revitalization must consider impact on adjacent businesses, tenants and employees through compensation, relocation provisions, new built residences/business office/retail space discounts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.14 Revitalization should maximize through directive, use of local businesses and organizations to implement any plan, including management, legal, environmental, design, construction, business recruiting, sales, security, maintenance and utilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.15 Powhatan Planning Board organization should play a critical role in defining revitalization and as a funded resource to manage the marketing, business recruitment, lease space/condo sales with realtors, facility environment/security/maintenance/parking operations, business education, event programs, and overall theme for the communities interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.16 Establishment of a Powhatan Historical/Cultural Arts Society would provide direct representation in policy and direction for all historic site facilities/sites and operations, as well as the design and construction of new facilities to meet historic theme objectives in architecture and interior designs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.17 Establishment of a Housing Authority would serve to develop policy and direction for all housing to include luxury condo, townhouse, subsidized low-income condos/townhouses and adult senior/youth housing for the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.18 Establishment of a Recreational Department and Open Space Organization to develop and manage policy and direction for all recreation/entertainment/parks facilities and operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2.19 Establishment of a Planning Board as a proactive direct agent for the community to participate in the revitalization programming, zoning, environment review, and design to assure efforts are meeting the technical requirements of the government policies/regulations and those related federal/state/adjacent community impact issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



STEP 4: REVIEW/FINALIZE REVITALIZATION STRATEGIC ISSUES/GOALS

“Each session involves a workbook that is divided into ten process review steps in which each step presents data applied in the preliminary Powhatan Point Community Urban Redevelopment Plan to the participants. The participants are to analyze that data and then respond to statements regarding the topic and asked in no particular order of importance whether they agree, disagree, or consider it to be conditional. Should the attending responder (session participant or on-line interaction) disagree or feel it is conditional, they are asked why and how they would make it possible to agree. The purpose is derive agreement of the majority by accepting the premise statement of modifying it to suit the group, which in turn will be applied by the CDT as a change to the CURP”.

The purpose of **Step 4** is to address the strategic issues/goals necessary for the revitalization mission, which is to: *Promote, Attract, Stimulate, Rehabilitate and Revitalize Commercial Areas in Powhatan.* It involves defining:

- Community designed CURP, community owned revitalization authority, and government organizational relationships.
- Pre-define, plan, and zone CURP Projects (see **Figure 4** for overview).
- Tax deferment policy and private capital funding means to implement Revitalization.
- Infrastructure/historical improvements included in project financing and construction.
- Historical theme as strategic goal
- Technology innovation as strategic theme
- Arts and science support under Revitalization
- Recreation and open space under development

4.1 STRATEGIC ISSUES/GOALS

Strategic issues/goals are a fundamental implementation of the Revitalization mission and objectives, product or service level and mix, clients or users, costs, financing, organization or management. The identification of strategic issues/goals is the heart of the strategic planning process.

The following is a list of the strategic issues/goals that were applied in this Revitalization initiative are described with associated pros and cons.. This list is in no particular order of importance and should by reviewed as agree, disagree, or as a conditional answer. Identify why it is disagree or conditional and how you would make it agree.

	<u>A</u>	<u>D</u>	<u>C</u>
4.1.1 Strategic Issue/Goal 1: Establish a community designed Powhatan Point Urban Redevelopment Plan (CURP) and implementation under a dedicated community Powhatan Point Riverfront Resort (PPRR) organization	○	○	○
4.1.2 Strategic Issue/Goal 2: Form joint partnership between Town Council and the PPRA to achieve a coordinated/successful CURP implementation.	○	○	○
4.1.3 Strategic Issue/Goal 3: Pre-define Revitalization Projects, trade-off land use applications and designation by specific town government ordinance.	○	○	○
4.1.4 Strategic Issue/Goal 4: Implement a multi-revenue source, incentive-based land acquisition and means to assist/ benefit existing businesses/tenants	○	○	○
4.1.5 Strategic Issue/Goal 5: Establish fund solicitation for revitalization that applies government and private grants/credits/investment/loans.	○	○	○
4.1.6 Strategic Issue/Goal 6: Require infrastructure improvements to be embedded and contribution paid by all projects, except dedicated housing.	○	○	○
4.1.7 Strategic Issue/Goal 7: Restore historic legacy, develop historic theme/sites/museums/exhibits/trolley through revitalization.	○	○	○
4.1.8 Strategic Issue/Goal 8: Merits and added benefit of hotel/convention centers in support of historic and tourism theme.	○	○	○
4.1.9 Strategic Issue/Goal 9: Support arts and science interests with a dedicated Revitalization Project.	○	○	○
4.1.10 Strategic Issue/Goal 10: Apply innovation technology in Revitalization design/research centers.	○	○	○
4.1.11 Strategic Issue/Goal 11: Provide the roof recreation and open space under Revitalization costs.	○	○	○
4.1.12 Strategic Issue/Goal 12: Provide the low income/community resident housing	○	○	○
4.1.13 Strategic Issue/Goal 13: Develop framework/platform/facade construction building block methods to support off-site production and on-site low-cost integration.	○	○	○
4.1.14 Strategic Issue/Goal 14: Minimize authority staffing by utilizing local businesses/volunteers.	○	○	○



POWATHAN POINT COMMUNITY URBAN REDEVELOPMENT PLAN

The Powhatan Point Community Urban Development Plan (CURP) describes the visionary approach for creating a sustainable destination community based upon "Smart Growth" strategies. It blends commercial exploitation of its strengths and builds on the short-term opportunities created by the current gas/plastics/energy sector. Long-term the Plan transitions to revenue producing enterprises, that offers its residents a richly endowed community with ideal services, isolated from the commercial segments. The redevelopment areas shown cover all areas of the community.



Powhatan Community Center renovates/modifies the old school facility to accommodate: (1) hotel conference center; (2) fitness/rehab center w/multi-use gym/indoor swimming pool, sauna/hot tub/spa; (3) fine and performing arts center/auditorium/stage/theater; (4) PPRA offices; and (5) Powhatan Point Historical Society Museum.

Town House Complex Multi-Unit Blocks(13) of One (8) Two (20) Bedrooms per Block, totaling 104 one bedroom and 260 two bedroom luxury units with two car garages. Each block offers secure central courtyard with outdoor cooking, pool, and playground facilities.

The **Powhatan Point Resort Recreational Area** offers recreational facilities for a 16 hole golf course, miniature golf driving putting ranges, tennis courts, skiing run slope, ball/bo/w/paint ball ranges, horse back riding stable and trails, captina creek/ Rte 148 biking /walking trails, charter fishing boat, water park, and go-cart track, that will create an attractive destination driven recreation patronage. The clubhouse/ski lodge/overlook restaurant would also provide food/banquet/conference/retail sales and special event offerings. The riverfront resort hotel/extended stay rooms and downtown cultural arts district/museum sites complement the recreational facilities.

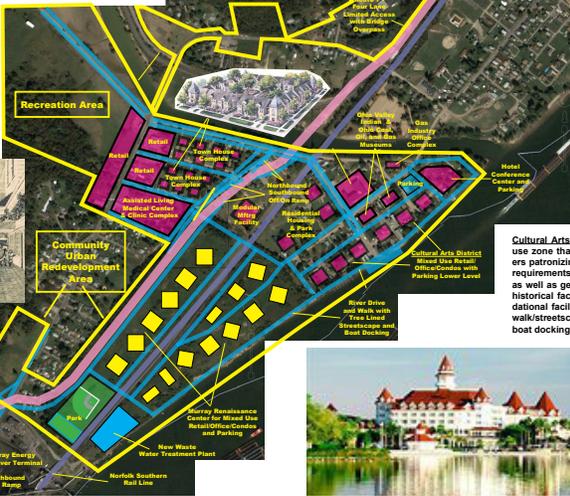
Medical Center, Clinic and Assisted Living Complex provides an integrated generic medical facility that serves: emergency-out patient surgical care; family-specialist medical treatment doctor offices; pharmacy; short term medical-delivery-rehabilitation rooms and support facilities; and longer term assisted living rooms and facilities.

The **Murray Renaissance Center** utilizes the unproductive slate dump as ready community real estate, that offers an extension of the downtown center with mixed land use benefits for Retail, Office and Condo complex. Construction would be done in a multi-story structure in a village like setting with historic architecture facades. Each of these village block segments would provide retail on ground level, office and condos floors above building facilities. The shopping retail can be both specialties stores or typical franchise product stores found in the Ohio Valley or highlands malls that would serve the local and regional needs of the area. The ability to configure the structure for office or condominium needs provides flexibility to marketing the space for the most viable user.

Built upon existing dump sites provides the community with low cost incentive for the developers and significant property tax revenue. The river road/walkways/bikeways would extend from downtown to enhance the river streetscape park, that could also include a boardwalk overlook river view at the building levels.

Infrastructure Improvements support the redevelopment with new utilities (power/communication/sewer/water) hidden below ground, new street widening/surfaces, new water treatment center, water filtration plant, new parks, community recreation center/indoor pool/basketball/volley ball courts, and residential streets/sidewalks/utilities/bus service.

Critical to the federal government's "smart growth" policy and funding opportunities is development of quality of life environments where individuals (primarily young and senior adult couples) can live, work, shop and play without commuting). As our seniors retire, many are downsizing to condominiums offering the esthetics of a coastline, mountains, river front or resort community, that also has access to local shopping to meet their needs (ie. the getaway to Florida, Maine, Vermont, etc.). This approach exploits that trend and Powhatan's location, river and resort attributes as a destination community.



One Way Service Road Southbound and Off Ramp



One Way Service Road Northbound and On Ramp



Two Way Service Road Southbound



Two Way Service Road Northbound

Route 7 Highway reconstruction is a minimum intrusive approach that would expand current roadway to four lanes with limited access and realign its route along rail line which offers maximum access to N. Main Street/Resort/Murray Renaissance. The road would be raised above flood stage via earth works, bridges and use of the old site dump site. The roadway entering Powhatan from north will be segregated from adjacent service roads and lowered below grade to facilitate overpass at upper Main Street. Multiple exits and on ramps support safe egress to and from the highway along the corridor.

A **Riverfront Resort and Cultural Arts District** would represent the downtown area involving 13 structures supporting hotels, condos, retail, and office. The combination of 400 hotel rooms and with conference room/exhibit space and 720 rental condos will attract broad constituency for conferences, recreation and business. Historical facade design promotes historical theme and reinforces the cultural arts identity. The building would be constructed over a parking garage to facilitate parking and meet flood plane concerns.



The **Ohio Valley Indian Museum** serves to identify Powhatan's native habitants heritage and reflect their migration and treatment in those developing years.

Ohio Valley Coal Oil & Gas Museum recognizes the contribution that has and is being made by the Ohio Valley mineral resources industry.

Powhatan Point Historic Society Museum showcases the history of the community and historic legacy of the community, its educated classes, and the "Who's Who" that evolved from the generations of families.

Cultural Arts District designation would establish a Smart Growth-Quality of Life mixed use zone that focuses on arts and cultural retail as destination theme to attract consumers patronizing this retail sector. Office and Condominiums augment construction funding requirements and supports needed office space and condominium housing for this area, as well as generate revenue for the community. The building design would be done with historical facades and village-like multiple structures, employing parking garage as foundational facilities below/above grade to counter threat to flooding. Attractive pedestrian walk/streetscape/boardwalk, provide overlooks of the river road, walkways, bikeways and boat docking.



Figure 4. Powhatan Point Community Urban Redevelopment Plan ((CURP)