



## **BLUEPRINTS FOR SUCCESS: FORD BLOCK ONEONTA**

MOHAWK VALLEY BROWNFIELDS DEVELOPER SUMMIT


APRIL 25, 2023

# MRB GROUP AND SMARTERLOCALGOV

MRB Group has been serving local governments for nearly a century.

SmarterLocalGov was established in 2011 as the firm's local government management services division.

Today, we support local governments around New York State in their planning, economic development, management, finance, and grant needs.



MENU SMARTERLOCALGOV

Maximize efficiency.  
Minimize costs.

SmarterLocalGov.com  
The Municipal Services Division of MRB Group

**INNOVATION STARTS HERE.**

**IT ALL STARTS WITH COMMUNITY**

SmarterLocalGov is an initiative of MRB Group; a multidisciplinary firm with over a century of service to local government. After working with over 100 communities around the country, our principals identified common themes that communities are struggling with. We began to assemble the best and brightest local government minds in the hopes of advancing total community health—the financial, social, and environmental sustainability and resilience of our communities.

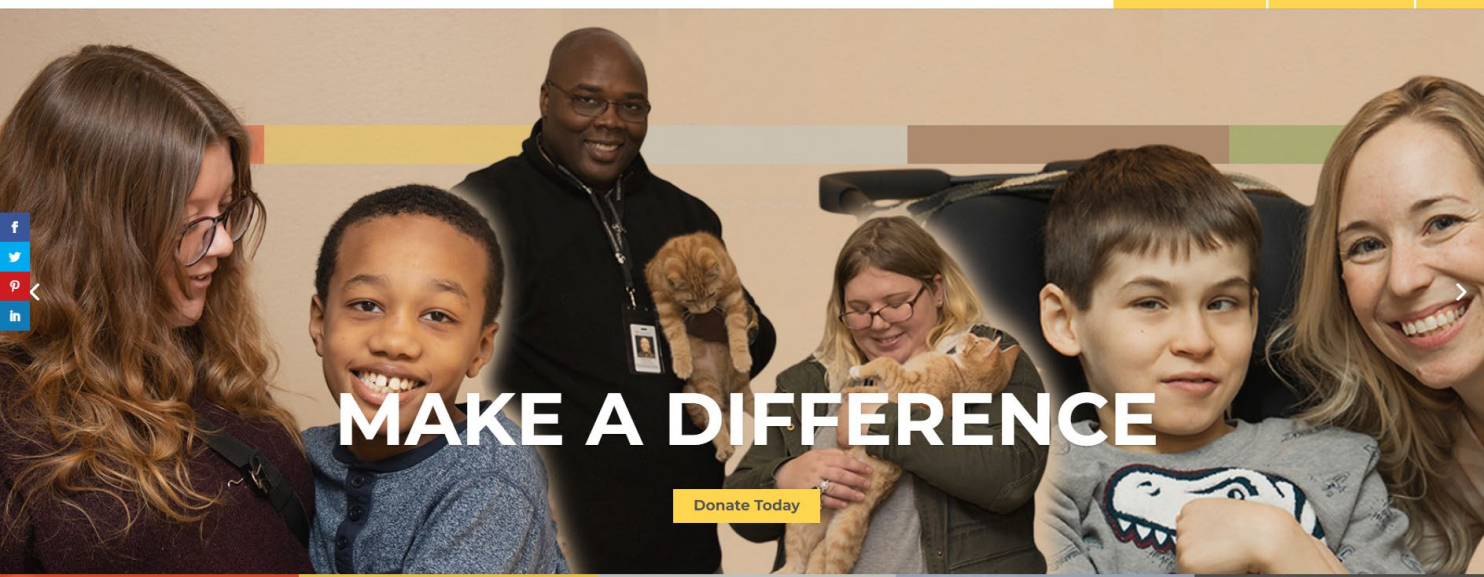


# THE FORD BLOCK


# The Ford Block History


- Built 100+ years ago
- Upper 2 stories vacant for decades
- Stalled renovation in the 1990's
- 2016 – Oneonta's big \$10mm win!
- No one could make it work
- But ... a few "failed" DRI projects = money left over
- Springbrook to the rescue!








- Developmental disabilities
- 90 years
- 1,300 employees
- HQ Oneonta
- “Employer of Tomorrow”





 SELF DIRECTED SERVICES


 GEMS RESIDENTIAL & DAY SCHOOL


 TOM GOLISANO CENTER FOR AUTISM


 HCBS


 KIDS UNLIMITED PRESCHOOL

 HOUSING NAVIGATION SERVICES

 EMPLOYMENT SERVICES

 CAPSTONE DAY HABILITATION

 COMMUNITY HOMES

 ADDITIONAL THERAPEUTIC SUPPORTS

# PROJECT SIGNIFICANCE

- Integrated housing
- Employment opportunities
- Need for affordable housing for young/new professionals
- Contribute to the revitalization of Downtown Oneonta
- Springbrook is committed to the growth and needs of Otsego County and Oneonta.



# CHALLENGES SPRINGBROOK HAD TO OVERCOME

- Built 100+ years ago
- Upper 2 stories vacant for decades
- Odd agglomeration of spaces, fit outs, floor heights
- No elevator, sprinklers, modern systems
- Historic rehabilitation (!!!)
- Lukewarm marketplace
- Existing sub-priced commercial tenants
- Walkthrough public space and DPW use of basement space
- Zero lot outside of building footprint



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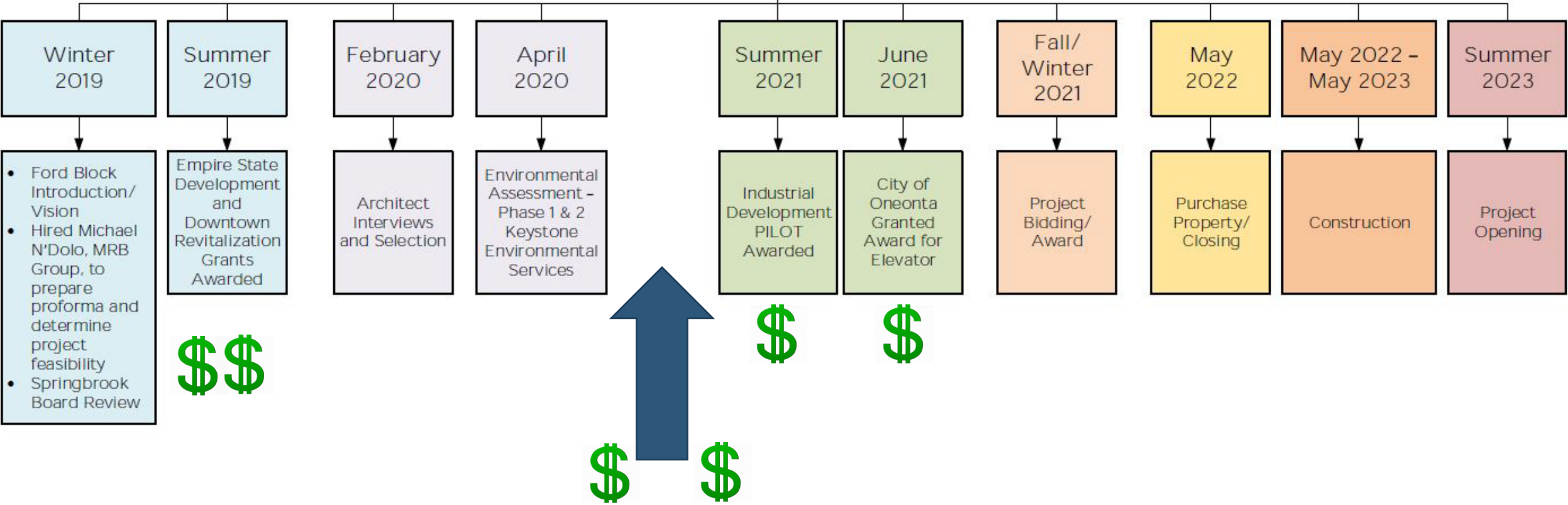


- Incredibly expensive!!!
- \$5.5 million project became a ~\$9 million project
- ~\$400,000 unit





# Ford Block Timeline



HCR – Small Building Participation Loan Program  
Community Preservation Corp Loan Program

# THE CAPITAL STACK

Sources	
Type	Amount
Historic Tax Credit (est)	\$2,111,814
SB Equity	\$21,331
SB Bridge Loan	\$1,139,114
SB Bridge Loan Repayment	-\$1,139,114
SB Loan	\$3,309,996
CPC Loan	\$2,600,000
HCR Loan	\$1,200,000
Return of pension fund deposit	\$26,000
Income during rent-up	\$90,394
Deferred Developer Fee	\$159,532
<b>Total</b>	<b>\$9,519,067</b>

+ IDA Support

Cash Flows back to SB	
CFA	\$261,000
Elevator Reimbursement	\$411,758
DRI	\$600,000
Foundation	\$400,000

+ A last-minute need for an extra \$1 million cash bridge for 4 months



## THE LESSONS – FOR COMPLEX PROJECTS

- You need a “Champion” that has a vested interest
- Your “Champion” must have a LOT of capital available, if only for floating the project during pre-development and construction
- Beg, borrow and steal for the rest
- Turn every rock over
- Focus on your capital stack
- Be flexible in your ultimate vision



**MRB** | *group*

# Thank You!

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