



# Downtown Revitalization Initiative

## New York State Downtown Revitalization Initiative **Final Plan Guidance for Consultants**



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## Overview

The fundamental goals of the Downtown Revitalization Initiative (DRI) are reflected in the individual Downtown Strategic Investment Plans developed for each community and the projects identified in each plan.

The Strategic Investment Plans (DRI Plans) are prepared by consultants based on guidance from the Local Planning Committee and the state. Each DRI Plan will describe the unique challenges and opportunities for revitalization of the downtown, present the community's vision for the future of the area, and propose transformative projects that may be realized with an investment of DRI funds.

All such plans shall be organized and presented in a manner determined by DOS, in consultation with the consultant. High quality writing and graphics are expected, and all plans must be professionally written and edited.

Each DRI plan shall consist of the following sections in the order presented below:

- Front Cover/Inside cover
- Table of Contents
- Foreword
- Executive Summary
- Section I: Downtown Profile and Assessment
- Section II: Community Vision, Goals and Strategies
- Section III: Downtown Management and Implementation Strategy
- Section IV: Public Involvement
- Section V: Projects Proposed for DRI Funding

This publication, developed for DRI Round Five, provides guidelines and examples for each of the required sections to assist the consultant teams in developing a complete DRI Plan for the assigned downtown. The examples from previous rounds are provided to better illustrate the desired contents of the DRI Plans. However, each DRI area is unique and each DRI Plan should be developed to reflect the unique nature of the DRI. Neither text nor layout presented in the examples should be duplicated exactly in a new DRI Plan, and editors should keep in mind that DRI Plans from previous years were developed under previous guidance.

### Submission

DRI Plans must be submitted to the state according to the schedule established by the Department of State, and all content, including the slate of proposed projects, must have been approved by the Local Planning Committee. Following submission, the state will review the document and may request additional information, clarification, or minor revisions before the plans are released to the public and project funding is announced.

Following submission of the DRI Plans, consultants must submit all material gathered as part of the DRI planning process to the Department of State. This includes all reports (e.g., retail analysis), supporting information for projects, and images used in the DRI Plan. Such images should be provided to DOS as images (i.e., PNG or PDF) not as PDFs, and should be appropriately labeled. For example, for a rendering used for a project on page 25 of the document the file name could be “pV-25\_12 Warren Street\_Rendering.jpg.” If an image requires attribution, that should be noted in the file name.

## Format

The DRI Strategic Investment Plan may be laid out in portrait or landscape format, but the pages must be standard size so that they can be printed out if desired. With the exception of oversized maps or other graphics, facing pages should not be merged into single pages in the PDF as this makes viewing on a computer screen difficult. Therefore, the online document should be formatted for single page viewing.

The DRI Strategic Investment Plan must be submitted in pdf format as well as in its native format (e.g., InDesign). Two versions of the pdf should be provided: a high-resolution file suitable for printing, and a low-resolution file that may be posted online.

The PDF should be appropriately indexed so that the page numbers of the PDF match the page numbers in the document, and the table of contents should hyperlink to the sections listed in the document.

## Front Cover

The front cover of the DRI Plan must be attractively laid out and properly branded. The front cover **MUST** contain the following items:

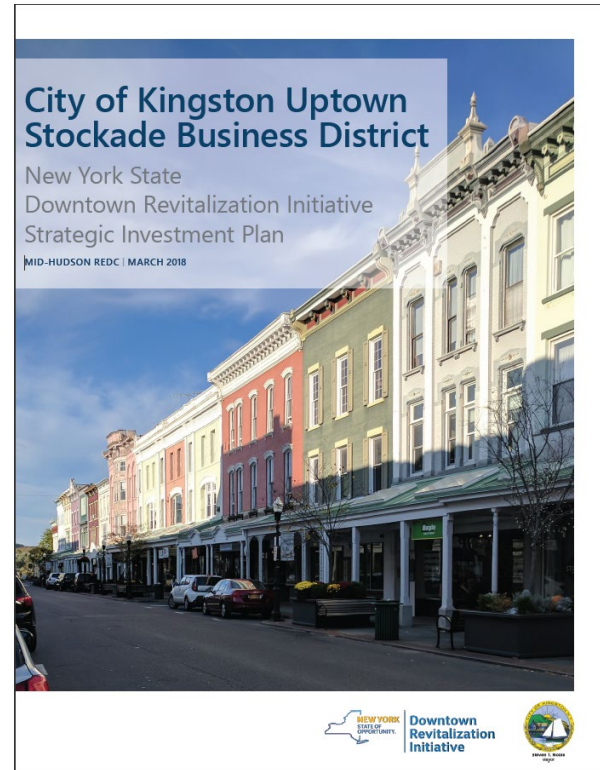
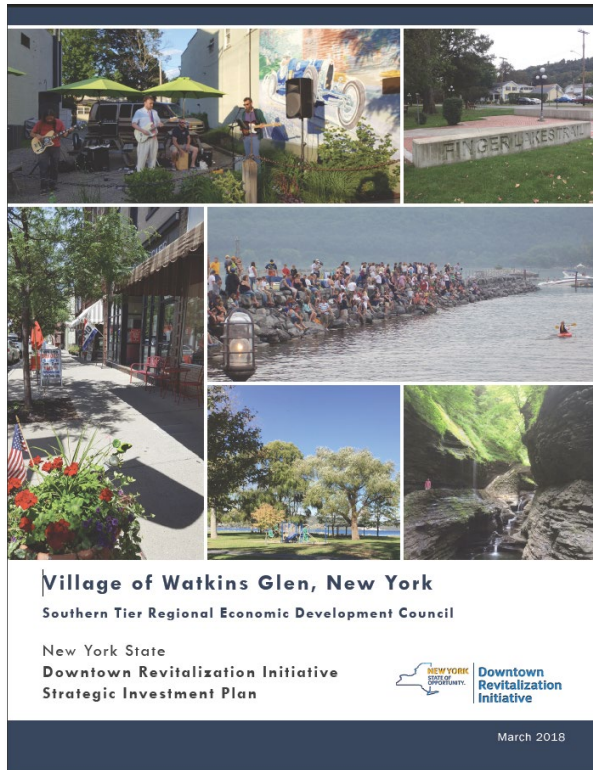
- The words “Downtown Revitalization Initiative” and “Strategic Investment Plan”
- The DRI community name
- REDC Region
- The DRI logo
- The date, as appropriate (e.g., “March 2020” or “April 2020”)

The front cover may **NOT** include logos or the name of any consulting firm.

The front cover **MAY** include the following items, as approved by the Department of State planner assigned to the community.

- Images
- Local brand or community tag line, such as, “a thriving downtown”

These covers from the Watkins Glen DRI Plan and Kingston DRI Plan include attractive images and meet the information requirements. They include the DRI logo, which was introduced in Round Two.



## Inside Front Cover

The inside front cover MUST contain the following items:

- A list of the members of the DRI Local Planning Committee. List them alphabetically by last name, with the Co-Chairs at the top. The list may include a member's title and affiliation. Municipal staff who participated as non-voting members should be identified and may be listed below the voting members.
- An attribution that says: "This document was developed by the [Community Name] Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team: [name firms]."
- The inside front cover MAY include the following:
- A modest-sized logo of the consulting firm(s)

If the image(s) used on the cover were not produced as part of the DRI contract with the consultant, please get permission to use the image and provide an attribution.



Example of a Participant  
List in the Watertown  
DRI Plan

**City of Watertown**  
**Downtown Revitalization Initiative**  
**Local Planning Committee Members**

**Acknowledgments**

<b>Hon. Joseph M. Butler, Jr., Co-Chair</b> Mayor City of Watertown, REDC	<b>Joanna Loomis</b> Executive Director Watertown Urban Mission	<b>Reginald Schweitzer</b> Executive Director Neighbors of Watertown - Affordable Housing and Historic Preservation
<b>Kylie Peck, Co-Chair</b> President/CEO Greater Watertown North Country Chamber of Commerce, REDC	<b>Colonel Mark Manns</b> Special Assistant to the Commanding General Fort Drum/10th Mountain Division	<b>Jeffrey Smith</b> Pastor Watertown First Baptist Church
<b>Brian Ashley</b> Resident	<b>Carl McLaughlin</b> Vice Chairman North Country Arts Council	<b>Dale Stehlin</b> Business Manager Bricklayers Allied Craftworkers Local #2
<b>Jeff Fallon</b> Commercial Loan Officer Watertown Savings Bank	<b>Brian Murray</b> CEO Washington Street Properties	<b>Dr. Ty Stone</b> President Jefferson Community College
<b>John Gaus</b> Owner Agbotic	<b>Rande Richardson</b> Executive Director Northern NY Community Foundation and City's Center for Philanthropy	<b>Dr. Jason White</b> Chairman Advantage Watertown
<b>Scott Gray</b> Chairman Jefferson County Legislature	<b>Donald Rutherford</b> Executive Director Watertown Local Development Corp	<b>James Wright</b> Executive Director Development Authority of the North Country and REDC
<b>Carol Loch</b> President Watertown Downtown Business Association		

**Special thanks to the City of Watertown staff and State partners:**

<b>CITY</b>	<b>Michael A. Lumbis</b> , Planning and Community Development Director <b>Jennifer L. Voss</b> , Senior Planner <b>Geoffrey T. Urda</b> , Planner <b>Michael J. DeMarco</b> , Planner <b>Elaine Giso</b> , Administrative Assistant	<b>STATE</b>	<b>Barbara L. Kendall</b> , Coastal Resources Specialist, NYS Department of State <b>Patricia O'Reilly</b> , Senior Community Developer, NYS Homes and Community Renewal <b>Stephen Hunt</b> , Regional Director, North Country Office, Empire State Development
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Example of a Participant List in the  
Batavia DRI Plan:

**DOWNTOWN REVITALIZATION INITIATIVE**  
**CITY OF BATAVIA**  
**MARCH 2018**

**Steering Committee**

**Steve Hyde, Co-chair, GCEDC, FLREDC**  
**Eugene Jankowski, Co-chair, City Council President**

Paul Battaglia, GCEDC  
John Bookmiller, Java Farm  
Patrick Burk, Batavia City School Board  
Peter Casey, DelPlato Casey Law Firm/BDC  
Pier Cipollone, BDC  
Marianne Clattenburg, Genesee County  
Erik Fix, United Way  
Maria Furgiuele, RRDC  
Julia Garver, YMCA  
Matt Gray, Eli Fish Brewing  
Tammy Hathaway, GOArt!  
Dan Ireland, UMMC  
Marty MacDonald, City Church  
John McKenna, Tompkins Bank of Castile  
Susie Ott, Lawley Insurance  
John Riter, Merrill Lynch  
James Sunser, GCC  
Tom Turnbull, Genesee County Chamber  
Mary Valle, Valle Jewelers  
Nathan Varland, BHA  
Craig Yunker, CY Farms

### Example of an Attribution in the Rome DRI Plan:



This document was developed by the Rome Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by Bergmann Associates with support from: Camoin Associates, Allieway Marketing, Ryan Biggs Associates, and Stuart Alexander and Associates.

### Example of an Attribution in the Batavia DRI Plan, including attribution for the cover photo:

This document was developed by the City of Batavia Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consultant Team:



Cover Photo: Mark Gutman

### Example of an Attribution in the Watertown DRI Plan, including attribution for document images:

*This document was developed by the Watertown Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State, NYS Homes and Community Renewal, and Empire State Development. The document was prepared by the following consulting team:*



*Unless noted otherwise, all images provided in this report were supplied by the consultant team or the City of Watertown.*

## Table of Contents

Each document should include a table of contents with each section and subsection listed. The preferred page numbering style is roman letters (e.g., i, v, x) for the Executive Summary; and section number and page number for the other narrative (e.g., I-1, 1-2, II-1, II-2).

### Examples of Table of Contents

Example of good detail and page numbering from the Saranac Lake DRI Plan:

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Example with undesirable page numbering style and lack of dot leaders.

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The Table of Contents may also include list of figures, tables, and maps. Below is an example from the Hudson DRI Plan:

<b>Figures</b>		<b>Tables</b>	
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Figure 13: BRIDGE District Resident Word Cloud	1.42		
Figure 14: Hudson DRI Priority Projects	2.9		
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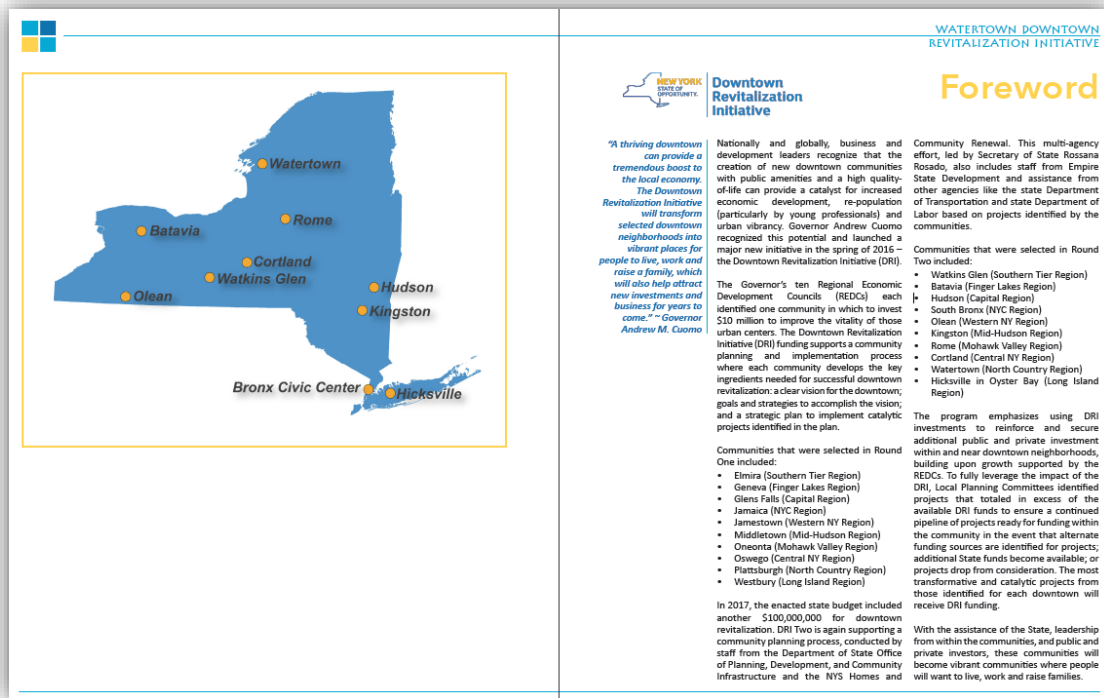
The Table of Contents may also include a list of projects with the page number of the first page of the project profile. Below is an example from the Central Islip DRI Plan. The table may also include a list of projects proposed for other funding.

<b>Section V: Projects Proposed for DRI Funding</b>	<b>V-48</b>
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Since the Strategic Investment Plans will be accessed primarily electronically or online, please provide hyperlinks to the plan sections and each project profile within the Table of Contents.

## Foreword

The NYS Department of State will provide a Foreword that describes the Downtown Revitalization Initiative. It should be located immediately following the Table of Contents and shall appear on the right-hand side of the publication. The Foreword should also include the DRI Round Five map, which will be provided by the state. For spacing purposes, an image from the community or the map of the current DRI areas may appear opposite the Foreword. Please spell “Foreword” correctly. The image below is from the Watertown DRI Plan.



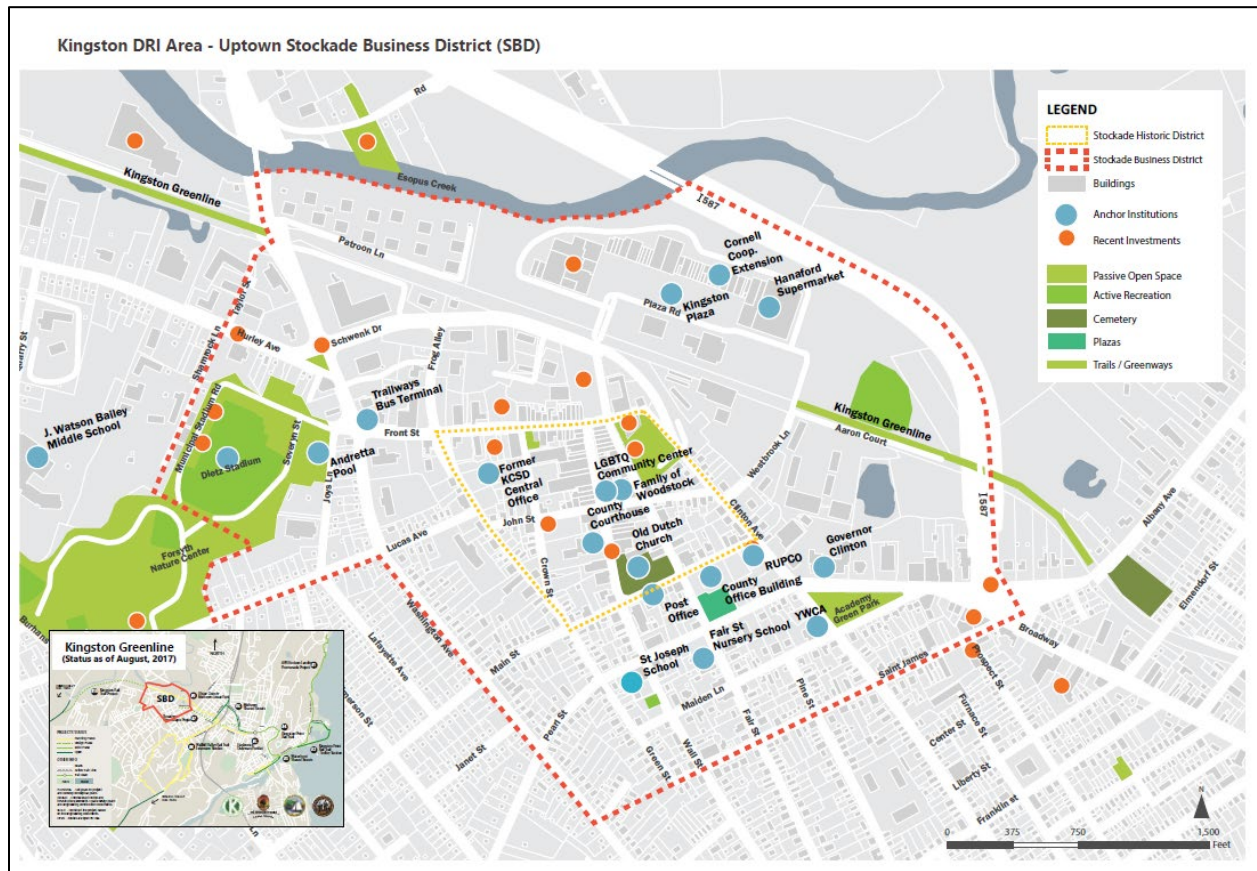
## Executive Summary

The Executive Summary will immediately follow the Foreword and may be up to ten pages in length. The Executive Summary should be presented in a visually appealing, graphic manner and should be able to stand on its own and be used separately from the plan.

Among the items that should be included in the Executive Summary are (in no particular order):

- A map of the DRI area
- An introduction
- A summary of the major challenges and opportunities
- A summary of community engagement
- The DRI vision, goals, and strategies
- A brief description of each of the projects recommended for funding
- A summary of the Management Plan section, describing how the DRI Plan will be implemented

Below is an example from the Kingston DRI Plan of a DRI Area Map showing regional context, land uses, scale, and key downtown features.



Example of Introduction to the Executive Summary from the Watertown DRI Plan:

# Executive Summary

## Downtown Watertown: Experience Exceptional



### INTRODUCTION

Momentum is building as more people experience Watertown's Downtown as an exceptional place to live, work and play. As the North Country Region's Round Two Downtown Revitalization Initiative (DRI) winner, the City of Watertown, its community members and Local Planning Committee (LPC) have recommended project investments and prepared this Strategic Investment Plan by evaluating assets; cataloging past efforts; identifying partners; setting a vision, goals and strategies; and engaging the public.

Watertown is a hub of commerce, education and services, and the primary urban center for 40,000 plus residents of Fort Drum which is less than 10 miles away. The military base is the largest employer in the North Country and New York State's largest single-site employer with over 15,000 active duty soldiers and over 3,700 civilian employees. The City accounts for approximately 40% of County employment with nearly 19,900 workers at an estimated 1,320 businesses. It attracts a growing number of visitors and seasonal residents attracted to the Thousand Islands Region each year.

Dozens of projects and ideas were submitted through the project website in response to a public call to action. Three subcommittees of the LPC evaluated the ideas using criteria including: readiness, site control status, sponsor experience, equity ratio documenting local leverage, transformational/catalytic nature of the project and community support.

The LPC recommends 21 projects to receive DRI investment across three categories:

- Eleven projects are recommended in the [New Development and Rehabilitation of Existing Structures](#) category including developing or redeveloping property for mixed use, commercial, residential, or public uses.
- Six projects are recommended in the [Public Improvement](#) category including the preservation of the City's historic resources, beautification, streetscaping and placemaking investments in parking, signage and wayfinding.
- Four projects are recommended in the [Revolving Loan and Grant Fund/ Branding and Marketing](#) category including improvements to façades, residences, sidewalks, public art and the public realm and vacant spaces, such as tenant fit-up.

Together these projects have a combined value of as much as \$42 million, including local leverage of \$25.1 million and requested DRI funds totaling nearly \$15 million, resulting in an overall leverage ratio of 2.7 to 1. These projects are projected to create nearly 370 jobs, and most are estimated to be completed by the end of 2019. Additional impacts are anticipated as follows:

- New investment in market-rate housing.
- Improved building façades.
- A more active public realm.
- A high quality experience for visitors, residents and businesses in Downtown.



## Example of Vision, Goals, Strategies in the Executive Summary from the Batavia DRI Plan:

**DOWNTOWN REVITALIZATION INITIATIVE CITY OF BATAVIA**

**A VISION TO TRANSFORM DOWNTOWN BATAVIA**

**DRI GOALS AND STRATEGIES**

**ACCESSIBILITY**

**Downtown Batavia will provide opportunities for a diverse population of all ages and abilities to live, work and play.**

- Provide activities for youth
- Support market rate housing opportunities especially for seniors and millennials
- Support services, businesses, and activities for young families
- Develop a workforce training center downtown

**SYNERGY**

**Downtown revitalization projects will be complementary with each other, leveraging synergies among a mix of businesses, properties, organizations, uses and investments.**

- Incentivize integrated redevelopment that includes a mix of uses at a Downtown Healthy Living Campus
- Ensure a critical mass of small business/property development in focus areas to maximize impact
- Encourage entertainment, arts/culture and restaurants to locate, improve or expand downtown
- Expand health and wellness activity

**CONNECTIVITY**

**Batavia's downtown will provide user friendly networks to connect downtown with neighborhoods, businesses, institutions, recreational opportunities and culture.**

- Make downtown more walkable
- Connect downtown with existing senior housing projects and adjacent neighborhoods
- Improve safety for pedestrians and bicyclists
- Enhance transit stop amenities
- Expand public services including broadband/Wi-Fi, transit & public restrooms
- Connect the medical campus with the mall property to create urban downtown campus and to maximize development opportunities

**VITALITY**

**Downtown Batavia will attract residents and businesses through marketing, branding, high quality design, amenities, and arts and culture.**

- Brand downtown
- Preserve historic structures
- Landscape and buffer downtown parking lots
- Integrate green infrastructure techniques into projects
- Upgrade Main Street facades
- Redevelop for the human scale
- Create an arts/culture district
- Integrate art into downtown development projects

**OPPORTUNITY**

**Sound investments in downtown Batavia will create catalytic opportunities for growth, entrepreneurship, and long term economic sustainability.**

- Provide opportunities for infill development on downtown parking lots
- Redevelop the mall/City Centre area
- Redevelop the former Carr's Department Store
- Encourage partnerships with developers and the private sector
- Encourage micro-retail development
- Support small businesses and develop a small business loan and/or grant fund

A new Vision for downtown Batavia, supported by Goals and Strategies, was developed by the DRI Local Planning Committee to guide the Strategic Investment Plan priorities and selection of DRI projects. The Vision captured the community's desire to facilitate the next chapter of downtown Batavia's revitalization journey with new businesses, arts, culture and a focus on health. Five goals and 28 strategies supported the Vision Statement.

**BATAVIA DRI  
VISION  
STATEMENT**

*Batavia is All In to reshape its urban core by embracing and building upon its rich entrepreneurial history, fostering cultural appreciation, and creating a healthy and vibrant community to benefit all*



## Example of Goals, Strategies in the Executive Summary from the Lockport DRI Plan

# LOCKPORT DRI GOALS AND STRATEGIES

The established goals and strategies are intended to support and advance the established vision statement and guide the priorities of the Strategic Investment Plan.

### GOAL 1: PROMOTE THE CITY'S URBAN CHARACTER THROUGH THE REVITALIZATION OF VACANT & UNDERUTILIZED BUILDINGS

**STRATEGY 1:** SUPPORT INFILL DEVELOPMENT AND THE ADAPTIVE REUSE OF EXISTING BUILDINGS

**STRATEGY 2:** PRESERVE HISTORICALLY SIGNIFICANT STRUCTURES TO MAINTAIN ARCHITECTURAL INTEGRITY AND CHARACTER

**STRATEGY 3:** ENCOURAGE THE ESTABLISHMENT OF MIXED-USE DEVELOPMENTS WITH ACTIVE STREET-LEVEL USES

**STRATEGY 4:** SUPPORT PUBLIC INFRASTRUCTURE IMPROVEMENT TO ENCOURAGE PRIVATE DOWNTOWN INVESTMENT

### GOAL 2: INCREASE THE NUMBER AND DIVERSITY OF RESIDENTIAL OPTIONS IN THE DOWNTOWN

**STRATEGY 1:** ENCOURAGE THE RENOVATION OF UPPER FLOORS TO RESIDENTIAL USES TO SUPPORT A DIVERSITY OF RESIDENTS

**STRATEGY 2:** ENCOURAGE MARKET-RATE HOUSING OPPORTUNITIES TO SUPPORT MILLENNIALS, AGING IN PLACE OPPORTUNITIES, AND EMPTY NESTERS

**STRATEGY 3:** FACILITATE THE DEVELOPMENT OF ADDITIONAL BUSINESSES AND AMENITIES, INCLUDING RESTAURANTS, RETAIL ESTABLISHMENTS, TRAILS AND PARKS, PROXIMATE TO DOWNTOWN HOUSING

### GOAL 3: ENSURE THE CITY'S STREETSCAPES AND PUBLIC SPACES ARE FUNCTIONAL AND AESTHETICALLY-PLEASING

**STRATEGY 1:** INCREASE AND IMPROVE PEDESTRIAN/BICYCLE AMENITIES TO CREATE A MORE WALKABLE, CONNECTED, USER FRIENDLY AND SAFE DOWNTOWN

**STRATEGY 2:** IMPROVE THE CITY'S SENSE OF PLACE THROUGH LANDSCAPING, GREEN INFRASTRUCTURE, PUBLIC ART, AND STREETSCAPE ENHANCEMENTS

**STRATEGY 3:** ENHANCE THE DOWNTOWN WAYFINDING SYSTEM TO IMPROVE RESIDENT AND USER NAVIGATION TO DESTINATIONS

**STRATEGY 4:** ENSURE PUBLIC SPACES ALLOW FOR YEAR-ROUND, FLEXIBLE PROGRAMMING AND EVENTS

### GOAL 4: PROMOTE EXISTING RESOURCES TO SUPPORT EXPANDED TOURISM AND ENHANCE LIVE-WORK-PLAY OPPORTUNITIES FOR RESIDENTS

**STRATEGY 1:** LEVERAGE EXISTING HISTORIC AND CULTURAL INSTITUTIONS, SUCH AS THE ERIE CANAL, TO BOLSTER TOURISM AND ECONOMIC DEVELOPMENT

**STRATEGY 2:** PROVIDE AND PROMOTE FAMILY-FRIENDLY AMENITIES, SERVICES, AND PROGRAMMING IN THE DOWNTOWN

**STRATEGY 3:** PROMOTE SMALL BUSINESSES TO ENCOURAGE ENTREPRENEURSHIP AND WORKFORCE DEVELOPMENT OPPORTUNITIES THAT SUPPORT RESIDENTS AND VISITORS

**Example of Opportunities and Challenges in the Executive Summary from the Kingston DRI Plan:**

## **Advantages, Opportunities and Critical Issues**

Based on an analysis of the SBD and the feedback received through the various public engagement activities, the DRI Consultant Team identified key advantages, opportunities and critical issues of the SBD, as follows.

### **Advantages and Opportunities**

- › The SBD is the gateway to Kingston and the Catskill Mountains.
- › The SBD has an established local identity, noted particularly for its concentration of historic resources and historic-based tourism, County Government facilities, and an eclectic mix of specialty retail.
- › Many popular events and cultural institutions are held or located within the SBD, drawing local community members and visitors to the area.
- › The City of Kingston is experiencing a commercial real estate boom despite stagnant real estate prices throughout Upstate New York.
- › There is a significant opportunity for future development in the SBD, with at least a dozen vacant residential buildings and many other commercial vacant buildings within its boundaries.
- › Even as employment and wages in some industries and occupations are declining, the City of Kingston has seen robust growth in industries and occupations with promising prospects for the future, particularly in and around the SBD. This slow and steady growth dispersed across a wide range of industries and occupations has led to a more resilient economic foundation for the City.
- › Kingston has a competitive advantage as a low-cost alternative to other locations within the metro NYC area, making it easier for existing and future employers to attract and retain the talented workforce that drives innovation and competition in the new economy.

### **Critical Issues**

- › Housing development in the SBD has been limited, and a significant percentage of renters in the SBD and surrounding area are cost burdened, spending more than 30% of their incomes on housing costs.
- › While the concentration of historic resources in the SBD is an asset, a high percentage of the area's structures and the majority of housing units were built prior to 1939, creating some challenges and expense for building maintenance.
- › Issues related to transportation in the SBD include the complexity arising from multiple public transit providers, high parking utilization in certain parking lots, and some access and circulation challenges, such as congestion at key intersections within and adjacent to the SBD.
- › The Kingston Uptown Levee no longer meets FEMA standards, and steep slopes along North Front Street and Clinton Avenue separate Kingston Plaza from the rest of the SBD.

**Example of Opportunities and Challenges in the Executive Summary from the Lockport DRI Plan:**

CHALLENGES AND OPPORTUNITIES	
Throughout the Lockport DRI process, several challenges specific to the downtown were identified. While challenges exist within Lockport, there are numerous assets and opportunities unique to the City that will progress the downtown and leverage untapped investment.	
CHALLENGES	OPPORTUNITIES
1 HIGH UNEMPLOYMENT RATE AND LIMITED JOB OPPORTUNITIES	1 LEVERAGE EXISTING HISTORIC AND CULTURAL INSTITUTIONS AND ASSETS, INCLUDING THE ERIE CANAL
2 LOW RESIDENT MEDIAN INCOME	2 RENOVATE THE HISTORIC BUILDING STOCK TO INCLUDE A DIVERSE MIX OF MARKET-RATE HOUSING, RETAIL AND SERVICE OFFERINGS
3 LACK OF PUBLIC AMENITIES	3 IMPROVE AND EXPAND PUBLIC SPACES AND ACCESS TO RECREATIONAL RESOURCES TO ATTRACT YOUNG FAMILIES AND MILLENNIALS TO DOWNTOWN
4 LIMITED HOUSING OPTIONS	4 IMPROVE ACCESSIBILITY AND WALKABILITY WITHIN DOWNTOWN AND LOCAL DESTINATIONS
5 NUMEROUS VACANT AND UNDERUTILIZED PROPERTIES	5 ADAPTIVELY REUSE EXISTING BUILDING STOCK TO CREATE NEW DOWNTOWN EMPLOYMENT OPPORTUNITIES
6 LACK OF RETAIL OPTIONS AND DESTINATIONS	6 INVEST IN STREETScape AND PUBLIC REALM IMPROVEMENTS TO ENHANCE DOWNTOWN CHARACTER
iv   EXECUTIVE SUMMARY	

## Example of Community Engagement in the Executive Summary from the Rome DRI Plan:

### COMMUNITY ENGAGEMENT

Community engagement is critical to the long-term success and revitalization of the DRI Area. Input from community members helped the consultant team identify Rome's unique needs and priorities. To maximize participation from the community, multiple opportunities for feedback were provided, including public workshops, a student engagement session, and a website presence. The project team was also informed and advised by existing planning documents, a community needs assessment, and a DRI Local Planning Committee (LPC).

Key elements of the community engagement strategy are summarized below:



#### **PUBLIC WORKSHOPS AND INFORMATIONAL MEETINGS:**

Three public meetings were held at each of the three key phases of the process- Visioning, Preliminary Project Prioritization, and Final Recommendations.



#### **LOCAL PLANNING COMMITTEE (LPC) MEETINGS:**

The LPC met six times over the course of the five-month planning process. The LPC acted as an advisory group, guiding the identification and prioritization of projects for recommendation to the State through the DRI process.



#### **PROJECT WEBSITES + ELECTRONIC SURVEY:**

The project team created a page on the City's "Rome Rises" website to feature DRI-specific information. Interested residents were encouraged to submit comments and take an electronic survey to share their ideas.



#### **STOREFRONT DROP-INS:**

The consultant team used a donated storefront in the DRI Area as an accessible location for special events and meetings to engage and inform the public and the LPC regarding the DRI process.



#### **STUDENT ENGAGEMENT:**

Students from the Rome City School District were invited to learn about different careers and were encouraged to provide feedback related to the DRI.



An attractive example of how to provide project descriptions in the Executive Summary can be found in the Batavia DRI Plan. What makes it appealing is the eye-catching images and succinct information about the projects, including both the recommended DRI funding and the total project cost.

**DOWNTOWN REVITALIZATION INITIATIVE CITY OF BATAVIA**

**SLATE OF PROJECTS** 16 projects totaling \$15,031,750 were selected by the LPC for consideration by the State for DRI Funding:



**PROJECT** Build Ellicott Station  
**COST** \$23,000,000  
**DRI FUNDING** \$425,000

Redevelopment of an underutilized brownfield site including 51 mixed income residential units, four commercial units, and a brewery/restaurant.



**PROJECT** Build Newberry Place Lofts  
**COST** \$350,000  
**DRI FUNDING** \$175,000

Development of three market rate apartments on the 3rd floor of a historic building, and construction of a patio/beer garden on Jackson Square.



**PROJECT** Revitalize the Carr's and Bank Buildings  
**COST** \$5,250,000  
**DRI FUNDING** \$1,200,000

Rehabilitation of the historic former Carr's Department store and Genesee Bank into three commercial units and 14 upper floor residential lofts.



**PROJECT** Develop Ellicott Place  
**COST** \$2,500,000  
**DRI FUNDING** \$1,150,000

Redevelop the upper floors of a former department store into 10 mixed income apartments and 10,000 sq. ft. of lower level commercial space.

This presentation of project descriptions in the Executive Summary from the Amsterdam DRI Plan is acceptable but not nearly as impactful as the previous example.

<b>Project Name / Description:</b>	<b>Total Project Cost:</b>	<b>DRI Funding Request:</b>
<b>1. Construct Pedestrian Connector to MVGO Bridge /</b> Construct a new pedestrian bridge over the railroad to connect the East Main Street commercial district to the waterfront and MVGO Pedestrian Bridge.	\$ 5,300,000	\$ 3,300,000
<b>2. Extend Chuctanunda Creek Trail /</b> Install trail upgrades, signage, and benches to enhance the Chuctanunda Creek trail.	\$ 342,300	\$ 288,728
<b>3. Install Public Realm Enhancements at Chalmers Mills Lofts /</b> Install a boardwalk, landscaping, and streetscaping improvements around the proposed development to create an improved pedestrian environment next to the MVGO Pedestrian Bridge.	\$ 750,000	\$ 522,000
<b>4. Provide Amenities for X-Squad Business Relocation /</b> Provide a waterfront dock, boat lift, and storage unit to accommodate the relocation of the X-Squad waterski business to the Amsterdam waterfront.	\$ 60,000	\$ 60,000
<b>5. Remove NYS Route 5 /</b> Provide signage, temporary barriers, road striping, and demolition of a portion of NYS Route 5 to accommodate construction of a new recreation center.	\$ 547,087	\$ 547,087
<b>6. Create Downtown Entry Gateway /</b> Create a welcoming community entrance with custom gateway signage, lighting, and landscaping at the intersection of NYS Route 30 and East Main Street.	\$1,000,000	\$1,000,000
<b>7. Construct Community Dog Park &amp; Mid-Block Connector /</b> Build a signature dog park in the Southside with a pedestrian connection to the NY Empire State Trail.	\$ 323,400	\$ 323,400
<b>8. Relocate Amsterdam Skate Park /</b> Relocate and improve the existing skate park to allow for the construction of the proposed recreation center.	\$ 93,000	\$ 93,000
<b>9. Remove Utility Poles from Bridge Street /</b> Remove utility poles and install underground power, telephone and cable utility lines to enhance the iconic view along Bridge Street.	\$ 1,252,000	\$ 939,000
<b>10. Install Bridge Street / Main Street Enhancements /</b> Install streetscape enhancements to highlight downtown's two main commercial corridors.	\$ 350,000	\$ 350,000



This example from the Saranac Lake DRI Plan lists projects according to the goal they address. It is also an acceptable presentation of recommended projects in the Executive Summary.

## PROPOSED PROJECTS FOR DRI FUNDING

TABLE I. PROJECTS PROPOSED FOR DRI FUNDING

Map ID	Project Title	Description	Total Project Cost	DRI Funding Request
DRI CATEGORY: PUBLIC IMPROVEMENT PROJECTS				
A	Extend Depot Street to Activate the Historic Depot Area	Extension of Depot Street to activate the historic Depot area and create a new connection to downtown destinations.	\$1,478,000	\$1,356,000
Gateways and Parks				
B	Berkeley Green Park and Streetscape Improvements	Improvements to Berkeley Green Park, including a new public restroom, bike and pedestrian amenities, a new stairwell to the neighborhood pocket park and landscaping.	\$629,271	\$629,271
	Ward Plumadore Park Improvements	Improvements to Ward Plumadore Park, including two terraced plazas, decorative paving, landscaping improvements and the foundation for new public art installations.	\$276,942	\$276,942
	William Morris Park Improvements	Enhancements to the park entrance to showcase the park as an important destination within downtown.	\$171,556	\$171,556
	Sub-Total		\$1,077,769	\$1,077,769
Active Transportation and Mobility				
C	Church Street Streetscape Improvements	Improvements to a key intersection at Church and Woodruff Streets to enhance pedestrian safety and overall landscape. Elements include crosswalks, street trees and pedestrian signal lighting.	\$754,816	\$754,816
	Dorsey Street Parking Lot Redesign	Redesign of the Dorsey Street Parking Lot to enhance a primary parking facility downtown. This project includes enhanced Riverwalk access and complements the rear façade improvements planned for buildings along Main Street.	\$576,629	\$576,629
	Riverwalk Completion	Completion of the final two sections of the Riverwalk and improvements to existing sections, including artwork installations and landscaping	\$904,414	\$754,414
	Broadway and Main Urban Forestry Project	Implementation of an urban forestry program to improve the Broadway and Main Street streetscapes.	\$56,843	\$56,843
	Sub-Total		\$2,292,702	\$2,142,702
D	Woodruff Street Urban Design and Streetscape Project	Transformation of the Woodruff Street corridor to enhance the streetscape, bike and pedestrian safety and improve connections to key downtown destinations. Elements include new sidewalks, on-street parking, high-visibility crosswalks, undergrounding overhead utility lines, street trees, pedestrian scale lighting and an attractive visual feature (archway or string lights)	\$2,568,664	\$1,993,664
E	Development of the Saranac Lake Whitewater Park	Development of a whitewater park on the Saranac River to provide a new recreation destination downtown.	\$440,029	\$410,616
F	Downtown Art Installation	Implementation of art installations in priority areas of downtown.	\$200,000	\$200,000
	Public Projects Totals:		\$8,057,164	\$7,180,751
DRI CATEGORY: PROPOSED NEW DEVELOPMENT & REHABILITATION OF DOWNTOWN BUILDINGS				
G	Making Arts Accessible at BluSeed Studios Creation of Play ADK: A Children's Museum	Construction of an ADA accessible elevator in the existing BluSeed Studios, enabling improved accessibility to the multi-purpose art center.	\$281,000	\$250,000

## Example of the DRI Plan Implementation summary from the Lockport DRI Plan Executive Summary:

# MANAGEMENT AND IMPLEMENTATION

Local capacity and leadership will be essential to the successful revitalization of downtown Lockport and ensure downtown goals are achieved.

## PUBLIC PROJECTS

The City of Lockport will be the local entity responsible for the coordination, management, and execution of publicly-sponsored projects. The City of Lockport will be supported by the GLDC, which works closely with the City on a daily basis on local economic development initiatives.

## PRIVATE PROJECTS

Privately-sponsored projects will be coordinated and executed by the individual project sponsor. Many of these project sponsors are individuals or organizations with documented experience and capabilities to implement these revitalization projects. All private and non-profit development projects will be required to meet local regulations and obtain required local and state permits and approvals. The City of Lockport and GLDC will offer support to assist with the facilitation of these projects where needed.

PROJECT NAME	PROJECT SPONSOR	SPONSOR TYPE	START DATE	END DATE
Lockport Harbor and Marine Center	City of Lockport	Public	Fall 2019	Fall 2020
Spalding Mill and Historic Mill Race	Historic Lockport Mill Race, Inc.	Non-profit	Fall 2019	Winter 2020
Historic Post Office	Iskalo Development	Private	Fall 2019	Winter 2020
F&M Building	Somerset Companies	Private	Fall 2019	Spring 2021
Harrison Place	GLDC	Non-profit	Fall 2019	Winter 2020
Pine Street Corridor	City of Lockport	Public	Fall 2019	Winter 2020
Tuscarora Club	Dominick Ciliberto	Private	Fall 2019	Summer 2020
Flight of Five Bridge No. 1	LHDC	Non-profit	Fall 2019	Spring 2021
Historic Palace Theatre	Historic Palace Theatre, LLC	Non-profit	Fall 2019	Fall 2021
Small Project Grant Fund	GLDC	Non-profit	Fall 2019	Until funds are expended
YMCA	YMCA	Private	Fall / Winter 2019	Fall 2021
Lock Tender Tribute	LHDC	Non-profit	Fall 2019	Winter 2020
Chestnut Street	City of Lockport	Public	Fall 2019	Summer 2020
South Street Corridor	City of Lockport	Public	Fall / Winter 2019	Fall 2020
Frontier Place	City of Lockport	Public	Fall / Winter 2019	Summer 2020

## Section I: Downtown Profile and Assessment

Working with the DRI LPC and key municipal representatives, and drawing on any existing plans and strategies, the consultant shall prepare the DRI Downtown Profile and Assessment (P&A). The P&A shall consist of a clear, concise, and compelling narrative that articulates the story of the region and the downtown and describes the future of the area and region. The profile and assessment should allow the reader to understand why this downtown will benefit from the DRI and provide a logical basis for the projects recommended. Care should be taken to provide adequate context for a reader who is not familiar with the specific downtown.

This section is intended to give the reader a sense of the downtown – its unique characteristics, its strengths and its challenges. **It is not intended to provide a comprehensive technical description of the downtown akin to what would be included in a comprehensive plan.** While the consultant is expected to collect, analyze, and evaluate the demographics, economics, and other characteristics of downtown in detail to ensure that the proposals included in the DRI plan are realistic and appropriate, only a summary is expected in this section.

To effectively tell the story of the downtown and provide the best possible understanding of the downtown, this section should include a generous sprinkling of photographs and graphics.

The narrative of the Downtown P&A should include, **as appropriate**:

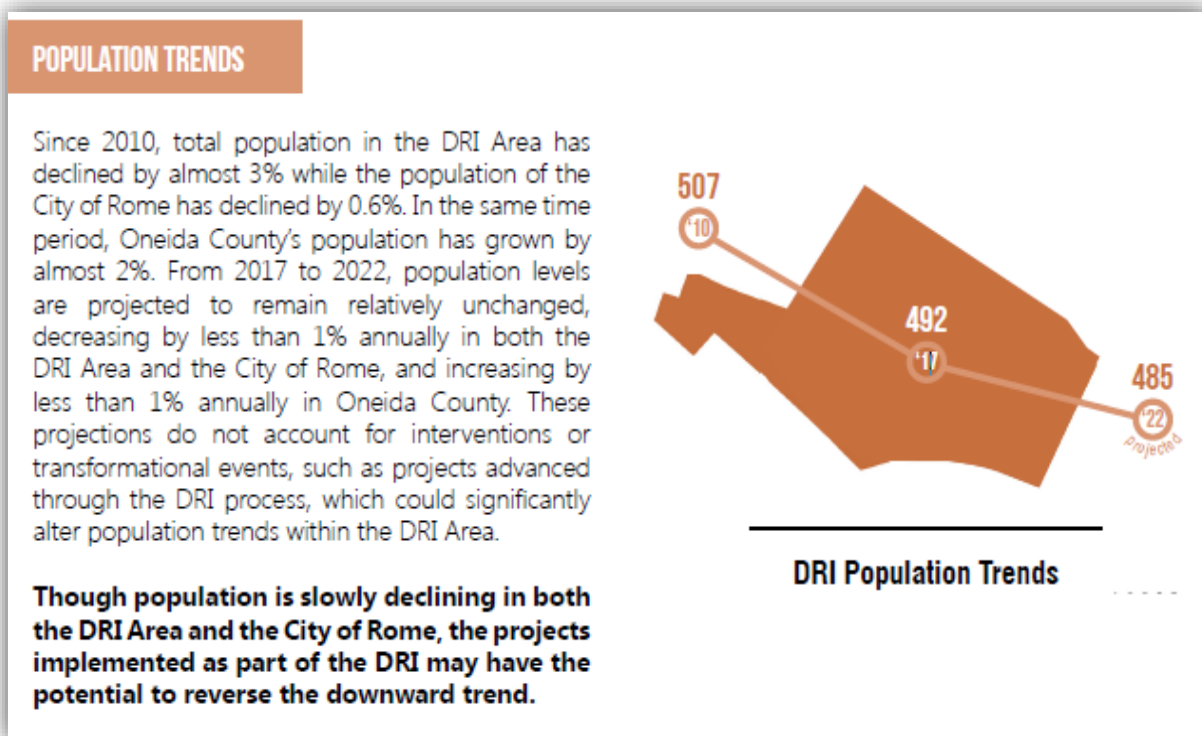
- A description of the boundaries of the DRI Area and its context within the region.
- A summary of past planning efforts.
- A description of how potential revitalization of the DRI Area relates to strategies and priorities in Regional Economic Development Council (REDC) plans.
- Critical issues, challenges, advantages and opportunities;
- A description of present conditions in the DRI area that are relevant to the strategy itself, such as:
  - socio-economic characteristics;
  - housing availability and characteristics;
  - physical characteristics;
  - historic and cultural resources;
  - environmental constraints;
  - transportation and infrastructure;
  - anchor institutions and significant employers; and
  - the regulatory context, including existing land uses, recreational opportunities, vacant and underutilized sites, and status of zoning and other land use regulations.
- Key findings from retail, housing, or other relevant market analyses.
- A description of recent, ongoing and planned projects.

Two good examples of a Downtown P&A are from the [Bronx DRI Plan](#) and the [Rome DRI Plan](#). In the Bronx DRI Plan, the P&A provided key observations; described recent investments, both public and private; and provided linkages to the priorities of the Regional Economic Development Council (REDC). The demographic detail was at the appropriate level and the graphics and maps were clear throughout. In the Rome DRI Plan, the information provided in the P&A supported the DRI vision, goals, and strategies, and the infographics were well done.

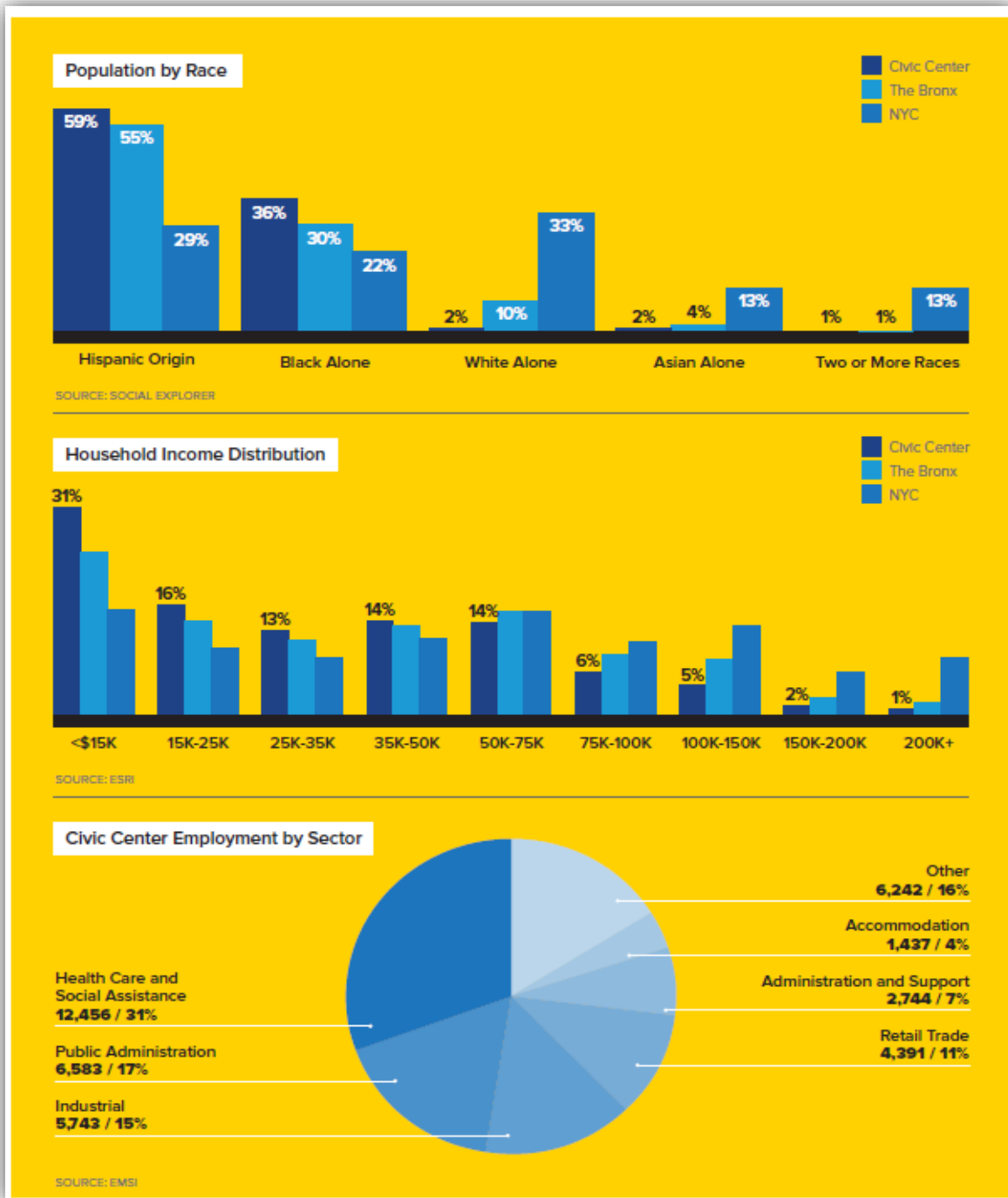
In addition to telling the story of the downtown, the narrative should also provide support for the DRI strategies and projects. For example, if the Local Planning Committee is recommending a variety of housing projects, the Downtown P&A should demonstrate the need for those projects and even the need for the type of project (upper floor, market rate, affordable, mixed use, etc.). In the Watkins Glen DRI Plan, the Downtown Profile and Assessment identified housing availability as a critical issue; provided a summary of housing types, recent housing assessments, and recent housing developments; and summarized a real estate market analysis that delved into residential inventory, vacancies, and rents. The information provided served as a foundation for downtown living goals and strategies in support of high-quality year-round housing, as well as several housing projects.

Lengthy documents, such as the retail market analysis, shall be summarized for the Strategic Assessment Plan and complete documents submitted under separate cover.

Below is a nice succinct example of a population trend discussion from Rome DRI Plan.



This infographic from the Bronx DRI plan provides a good summary of the demographics of the area for the Downtown P&A.



While the presentation of information in tables is acceptable and sometimes necessary, the information is not as compelling as when it is presented in an infographic. Shown here is an excerpt from the Olean DRI Plan.

**Table 3.** City of Olean and Surrounding Area Selected Demographics

	City of Olean	30 minutes Note 1	St. Bonaventure Hamlet	Allegany Township
<b>Population Summary</b>				
2000 Total Population	15,347	69,802	2,033	1,973
2010 Total Population	14,452	66,476	2,044	1,816
<b>2017 Total Population</b>	<b>13,994</b>	<b>64,703</b>	<b>1,941</b>	<b>1,669</b>
2022 Total Population	13,593	63,029	1,907	1,597
2017-2022 Annual Rate	-0.58%	-0.52%	-0.35%	-0.88%
2017 Total Daytime Population	18,858	68,772	3,038	1,651
Workers	11,306	32,076	1,798	678
Residents	7,552	36,696	1,240	973
<b>Household Summary</b>				
2000 Households	6,446	27,444	252	750
2000 Households	6,454	27,319	252	765
<b>2000 Households</b>	<b>6,220</b>	<b>26,507</b>	<b>234</b>	<b>691</b>
2000 Households	6,027	25,757	223	654
2017-2022 Annual Rate	-0.63%	-0.57%	-0.96%	-1.09%
<b>Median Age</b>				
2010	38.9	40.5	21.8	36.6
2017	39.7	41.6	22.5	36.1
2022	40.2	42.5	22.5	37.0
<b>% of Population 65+</b>				
2010	15.7	16.2	10.5	15.3
2017	17.9	19.0	10.5	21.0
2022	20.2	21.8	11.4	23.4
<b>Median Household Income</b>				
2017	\$41,924	\$43,441	\$47,443	\$50,878
<b>2017 Households by Income</b>				
% of HH \$75,000+	22.2	24.6	33.3	32.9



## Section II: Downtown Vision, Goals and Strategies

### Vision

Present the community's DRI vision statement, which was confirmed and refined by the community during the planning process. The vision statement should be reflective of the unique nature of the downtown and the aspiration of the community for the future of the area.

### Goals

Goals should be identified that will help achieve the community's vision for downtown revitalization. Goals should incorporate, as appropriate, the following fundamental objectives:

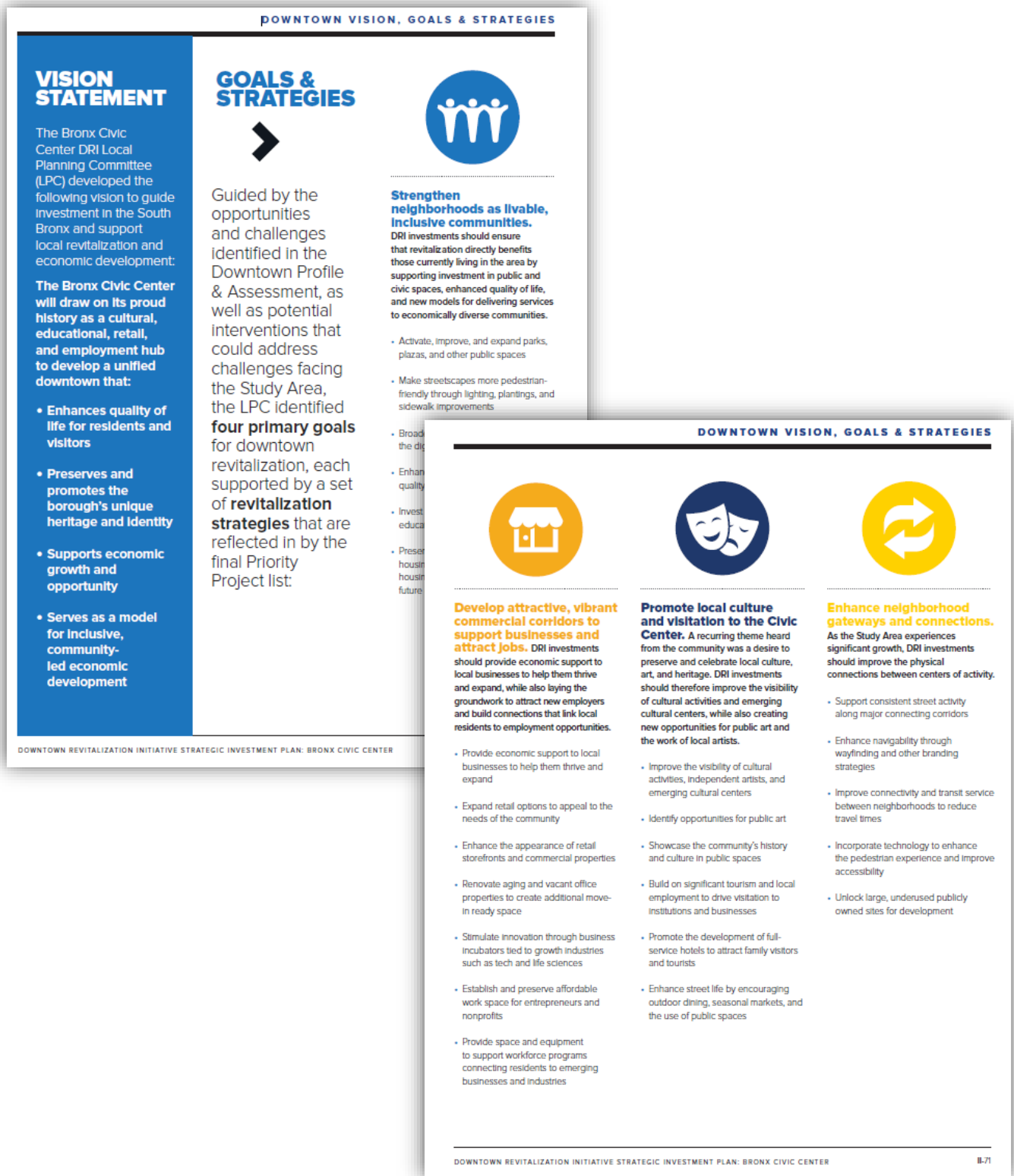
- Creation of an active, desirable downtown with a strong sense of place;
- Attraction of new businesses (including "Main Street" businesses) that create a robust mix of shopping, dining, entertainment and service options for residents and visitors, and that provide job opportunities for a variety of skills and salaries;
- Enhancement of public spaces for arts and cultural events that serve the existing members of the community but also draw in attendees from around the region;
- Building a diverse population, with residents and workers supported by different housing and employment opportunities;
- Growing the local property tax base;
- Amenities to support and enhance downtown living and quality of life; and
- Reduction of greenhouse gas emissions by creating compact, walkable development patterns that increase public transit ridership and allow for adoption of district-wide decarbonized heating and cooling; and by supporting efficiency and electrification of buildings, installation of onsite renewable energy generation, and electric vehicle charging.

The goals of the DRI community should be detailed, attainable, and action-oriented with measurable strategies that will guide the implementation of the DRI vision.

### Strategies

Based on the Downtown vision and goals, consultants shall guide the DRI LPC in development of creative and ambitious strategies and projects to direct future development and investment in the downtown. A strategy must support each project.

On the following page are examples from the Bronx DRI Plan. Icons for each goal area are later used on project profiles to link the project to the goals they would help to achieve. Each goal and set of strategies are related to the vision statement. For example, the Bronx goal "Strengthen neighborhoods as livable, inclusive communities" is related to the fourth bullet in the vision statement, "Serves as a model for inclusive, community-led economic development."



Another interesting way to present the goals and strategies is to include the list of projects recommended for DRI funding related to that goal. Some projects may appear under several goals. An example of this approach is seen in the Kingston DRI Plan.

### **Goal 3: Improve Access and Mobility for Pedestrians, Bicyclists, and Other Modes of Transportation to Better Connect the SBD with Adjacent Neighborhoods and the Region.**

#### **Strategies:**

- ✓ Pursue the development of a transit hub to improve multi-modal transfers and operations
- ✓ Follow a complete streets strategy and uniform street improvements for the SBD transportation network
- ✓ Increase availability of parking for employees and patrons of the SBD through the development of additional parking and/or a parking management plan
- ✓ Develop wayfinding signage unique to the SBD
- ✓ Improve connections between the Stockade Historic District and Kingston Plaza
- ✓ Improve pedestrian and bicyclist connections through the completion and connection of the uptown and midtown linear parks

The projects identified for Goal 3 include infrastructure projects that improve vehicular, bicycle, and pedestrian mobility as well as employ complete street standards. These projects also implement wayfinding signage and improve connections in and around the SBD. One project includes the creation of additional parking for employees and patrons of the SBD.

<b>Goal 3 Projects</b>	<b>Project Summary</b>
Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project	This development of 132 residential units and 8,500 square feet of commercial space and a 420-space parking garage with 250 spaces for public use will provide the additional parking for employees and patrons of the SBD.
Reconfigure Schwenk Drive into a Complete Street	Intersection upgrades and incorporation of bike lanes integrates a complete streets strategy and improves mobility and access for pedestrians and bicyclists within the SBD.
Implement Key Recommendations of the Uptown Stockade Transportation Plan	The street directional changes and upgrades to key intersections and sidewalks incorporates a complete streets strategy by providing better mobility and connections in and around the SBD for pedestrians and vehicles
Implementation of the Kingston Wayfinding Plan in the Stockade	This project will create signage unique to the SBD.

## Section III: Downtown Management and Implementation Strategy

The DRI Strategic Investment Plan will address local capacity, describing how the implementation of the proposed projects, as well as the ensuing revitalization activity, will be managed and sustained. The Plan will identify an existing or propose a new management structure to guide downtown revitalization in a fiscally sustainable manner and will identify where there is a need to create or enhance local capacity to support ongoing implementation of the DRI Plan. For example, downtown development could be spearheaded by an existing or proposed downtown business improvement district, a local development corporation, or a special unit in the mayor or town supervisor's office.

The Plan will also present a realistic timeframe for implementation of the projects recommended in the Plan.

The example below is from the Kingston DRI Plan. (It is not necessary to provide staff names.)

### Downtown Management and Implementation Strategy

This section describes how the implementation of the Projects identified in Section 5 of this report will be managed and sustained moving forward. As described in the Downtown Profile and Assessment, the City of Kingston's government has a strong and proven capacity for project management and organization that will help ensure the success of its downtown revitalization efforts. Led by Mayor Steve Noble, Kingston's Office of Economic and Community Development (OECD), City Engineering Office, the Department of Public Works, Department of Parks and Recreation, and the Communications and Community Engagement Director will build on their planning efforts during the DRI process and continue to work together to implement the identified DRI projects in the City... [text omitted]

In 2018, the Office of Economic and Community Development is managing \$31,570,886 in projects related to transportation, infrastructure, sustainability, housing, community development, parks and recreation, emergency services, health and wellness, environmental protection, and equitable development. City staff are in the process of implementing several capital improvement projects in various parks, in collaboration with the NYS Office of Parks, Recreation and Historic Preservation, as well as transportation projects in collaboration with NYS Department of Transportation.

The OECD is led by its Director, Brenna Robinson, who has been with the City of Kingston for 10 years. Ms. Robinson provides strategic direction for the department, supervises staff, and oversees the management of all economic and community development activities. She is also the Portfolio Manager for the Kingston Local Development Corporation and has been the Zone Coordinator for the Kingston/Ulster Empire Zone since 2008. She is the primary liaison between the city government and businesses, community not-for-profits,

public health officials, housing agencies, real estate firms, lending institutions, and private contractors for activities related to economic and community development.

Kristen Wilson has served as the Grants Manager for the City of Kingston Office of Economic and Community Development since April 2016. In that time the City has secured \$18.4 million in grant funds, and she manages a portfolio of \$10 million in transportation projects and oversees grant project managers in other departments... [text omitted]

In addition to the staff of the Office of Economic and Community Development, key supporting staff for the implementation of these projects will include...[text omitted]

In addition to the management capacity of the government, much of Kingston's success can be attributed to its committed citizenry and the strength of the existing private and nonprofit organizations with which the City has and will continue to partner to implement the DRI projects...[text omitted] The majority of the Projects submitted for funding in the DRI Plan are capital improvement or programmatic projects that will be implemented by the City of Kingston. It is anticipated that OECD will act as the lead to oversee implementation of the DRI Plan, under the direction of the Mayor and Common Council. In addition, other City departments will lead the implementation of relevant projects. For several projects, the Ulster County Transportation Council (UCTC) will be a key partner for project support. Ulster County Executive Mike Hein has and will continue to provide support from County staff and the UCTC throughout the duration of the DRI implementation process. City of Kingston staff members regularly participate in UCTC meetings and work closely with UCTC staff members on transportation planning projects. Two local non-profit organizations, Friends of Historic Kingston and RUPCO, Inc., are the responsible parties for the Frog Alley Park project ....[text omitted] The Kingston City School District will be a key partner in the implementation of improvements made to Dietz Stadium. Kingston will continue to pursue any new opportunities for strategic partnerships that could aid in project implementation or leveraging of DRI funds...[text omitted]

In addition, several of the projects will involve an RFP process and selection of a design consultant and/or project contractor to carry out the work. OECD will oversee these processes in coordination with other City departments and staff as needed and appropriate. It is expected that many of the projects will include the establishment of, and ongoing input from, Technical Advisory Committees (TAC) composed of local stakeholders and individuals knowledgeable in the relevant project areas

The Bronx DRI Plan describes the more than ten community organizations, private entities, and city agencies that will contribute to implementation of DRI projects. It also includes a table listing each project, the responsible entity, and project partners. See the image on the following page.



## DOWNTOWN MANAGEMENT &amp; IMPLEMENTATION STRATEGY

a member of the Bronx Civic Center LPC, supplemented by part-time staff and contractors. The BID is in the process of expanding its boundaries significantly to include 149th Street up to the Grand Concourse and a portion of Melrose Avenue; approval is expected in late 2018. The BID will manage the following Priority Projects: Install Two Food Concessions at the New Roberto Clemente Plaza and Beautify Streetscapes at the Hub and 149th Street with Plantings, Banners, and Art. The BID will partner with the NYC Department of Transportation (NYCDOT) on both projects. The BID will also support BOEDC to Create a Business Improvement Fund to Modernize Commercial Districts.

### Public

- **NYC Department of Parks and Recreation (NYC Parks)** is responsible for maintaining and expanding the City's network of over 5,000 parks, playgrounds and open spaces, and will be the project lead for Upgrade Railroad Park with Enhanced Lighting, Landscaping, and Wayfinding.

### Private

- **Bronx Kreate, LLC** is a Bronx-based spin off from Brooklyn Brush, a successful for-profit arts and maker space based in Bushwick. Bronx Kreate's mission is to build a stable environment for artists and makers by leveraging low cost real estate, supporting tenant growth, and fostering community. It will be the lead for the project to Support the Opening of the Bronx Kreate Artist-Maker Hub project.
- **Great Performances, Inc.** is a WBE-certified full-service catering company founded in 1979 that employs more than 200 full-time and 930 part-time staff. It is currently located in the Hudson Square neighborhood in Manhattan but will relocate its corporate headquarters and production facilities to the Study Area as part of the project. Relocate a Prominent Catering Company to Lower Concourse. It will be the project lead, and will be supported by the building's developers, Signature Urban Properties and Monadnock Construction.

### Project Implementation

Project Name	Responsible Entity	Project Partners
1. Upgrade Railroad Park with a Café Kiosk and Park Redesign	NYC Parks	
2. Relocate a Prominent Catering Company to Lower Concourse	Great Performances	Signature Urban Properties & Monadnock Construction
3. Expand the Andrew Freedman Home Cultural Art Center	Mid-Bronx Senior Citizens Council	
4. Beautify Streetscapes at the Hub and 149th Street with Plantings, Banners, and Art	Third Avenue BID	NYCDOT
5. Create a Business Improvement Fund to Modernize Commercial Districts	BOEDC	161st Street & Third Avenue BIDs
6. Create Active, Resilient Community Gardens with Solar Lighting and Wi-Fi	Nos Quedamos	Community garden associations
7. Support the Opening of the Bronx Kreate Space Artist-Maker Hub	Bronx Kreate LLC	
8. Activate the New Roberto Clemente Plaza with Two Food Kiosks	Third Avenue BID	NYCDOT
9. Expand Low-Cost Broadband Access in Melrose Commons	Nos Quedamos	Neture, Inc.
10. Complete an Upgrade of the BronxWorks Public Swimming Pool Facility	BronxWorks	
11. Enable Construction of a New Pregones Theater Space	Pregones Theater / Puerto Rican Traveling Theater	
12. Refresh the Bronx Walk of Fame with Updated Signs and Branding	BOEDC	Bronx Tourism Council
13. Create a More Welcoming Gateway at the 161st Street Station	BOEDC	The Bronx Rox & 161st Street BID

## Section IV: Public Involvement


This section should describe the strategies and techniques used to engage the public in the development of the Strategic Investment Plan and summarize the outcomes of this engagement. Include significant public engagement that may have occurred during the development of the DRI application. Examples include LPC meetings, stakeholder engagement (such as small group meetings and interviews), virtual engagement, and outreach events such as open houses, storefront sessions, and street outreach.

This is also a good section in which to describe survey results and open calls for project ideas.

Incorporate pictures of public involvement and techniques used.

The Rome DRI Plan has a thorough section on public involvement which describes the guidance provided through public involvement that led to the selection of the various components of the Rome DRI Strategic Investment Plan. It includes topics of discussion and the various outcomes of meeting held by the Local Planning Committee Meetings, public workshops, storefront drop-in sessions, and student engagement. It also describes project websites and electronic surveys that were conducted. Below are images from the [Rome DRI Plan](#).

IV-52
Public Involvement



### PUBLIC WORKSHOPS

**PURPOSE**

Engaging community members – whether they be residents, business owners, or property owners – is especially important to the success of this planning effort, as it is these people who will be impacted by the projects identified in the Strategic Investment Plan. Community members' local knowledge and experience is invaluable to the project team, and was used to inform and tailor recommendations to Rome's unique needs and vision. Three public workshops were held throughout the planning process to gather such feedback.

**Why a Workshop and Not a Meeting?**

Public workshops use innovative approaches to encourage participation in an engaging, interactive, and inviting setting. As opposed to traditional public meetings where planners present what they have learned about the community, public workshops encourage residents and business owners to educate the planners about their community, as they are indeed the experts.

Public Involvement IV-57

**Project Websites + Electronic Survey**


In addition to a project-specific website created by the New York State Department of State (<https://www.ny.gov/downtown-revitalization-initiative/mohawk-valley-rome>), the project team created a page on the City's "Rome Rises" website <http://www.romerises.com/dri/> to feature DRI-specific information. Both websites acted as portals of information for the general public, providing draft deliverables and upcoming meeting notifications, and ensuring 24/7 access to project information. Interested residents were encouraged to submit comments and take an electronic survey to share their ideas.

**Student Engagement (December 19<sup>th</sup>, 2017)**

Students from the Rome City School District were invited to learn about different careers directly from practicing planners, landscape architects, and developers, and were also encouraged to provide feedback related to the DRI. Students participated in the same investment prioritization activity used at LPC Meeting #3 and Public Workshop #2 and the results are compared below.

**Storefront Drop-Ins**

From November 2017 through February 2018, the project team staffed a local storefront one day per month to allow for residents to stop in and learn about the DRI when it was convenient for them. Residents who came to the storefront were encouraged to ask questions about the planning process, and provide their own input.



**LPC + Public + Student Prioritization Results**

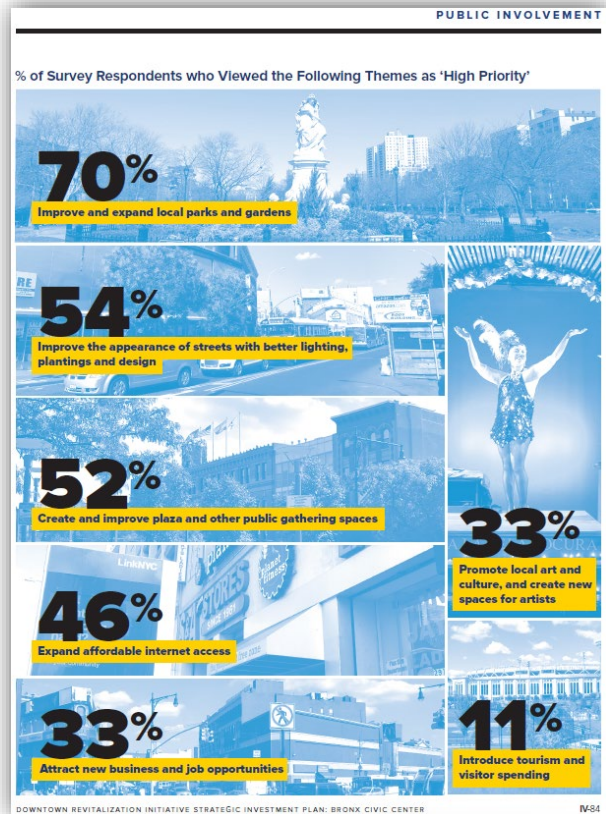
Combining the support among students, the public, and the LPC resulted in the following list of projects receiving the highest level of support and lowest level of support among the three groups:

Top Five	Last Five
Liberty George Garage Demolition	CENTRO Transfer Hub
Capitol Theatre Improvements	Erie Blvd / Black River Blvd:
Wayfinding Signage	Option 1 - Aesthetic Improvements
233 W. Dominick Street Mixed-Use	Erie Blvd / George St. Intersection:
Adaptive Reuse Fund	Option 1 - Enhancements
	Erie Blvd / George St. Intersection:
	Option 2 - Raised Table
	Erie Blvd / Black River Blvd:
	Option 2 - Two Lane Roundabout

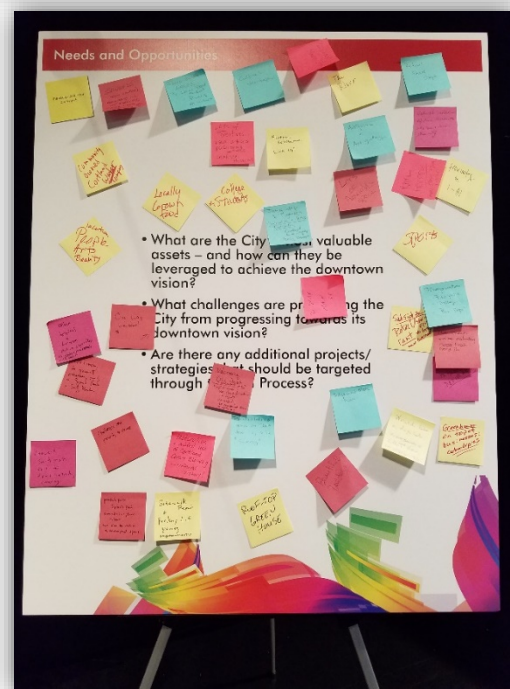
Including student expressions of support simply reordered the top five projects, and swapped the Keystone Non-Profit Center for the CENTRO Transfer Hub in the last five projects.

The Watertown DRI Plan included a table describing the various public sessions, the dates of the sessions, and the extent of participation at the sessions. The DRI Plan also described the subcommittees and stakeholder focus groups, as well as a public walk & talk tour, movie night and vision workshop, and a two-day design workshop.

**Bronx DRI Plan presentation of public survey results:**



**Cortland DRI Plan image of public workshop board on needs and opportunities:**





## Section V: Projects Proposed for DRI Funding

This section is the heart of the Strategic Investment Plan and should comprise at least half of the document. This section should include a project location map and a list of projects followed by detailed project profiles for all economic development, transportation, housing, and community projects that will advance the community's vision and leverage additional investment and that are recommended for DRI funding. In addition, a project summary table must be provided. This section may also include information about projects considered desirable for implementation within the DRI but for which DRI funding is not recommended. The April 2022 DRI Guidebook outlines specific project requirements and ineligible activities.

### Project Location Map

Each of the projects for which a full project profile is included in the DRI Plan must be shown on the project location map. The projects should be numbered to correspond to the project number provided in the project list. This map should also provide a graphic representation of the relationship of the proposed projects to each other and to the downtown and may include downtown anchors, significant developments, areas of community value, and other features that provide necessary context. **Please note that all projects must be located within the DRI area boundary.**

The map may take up two pages in printed format but should be presented on one (expanded) page in the electronic version of the document. A key that includes the list of projects should also be included.

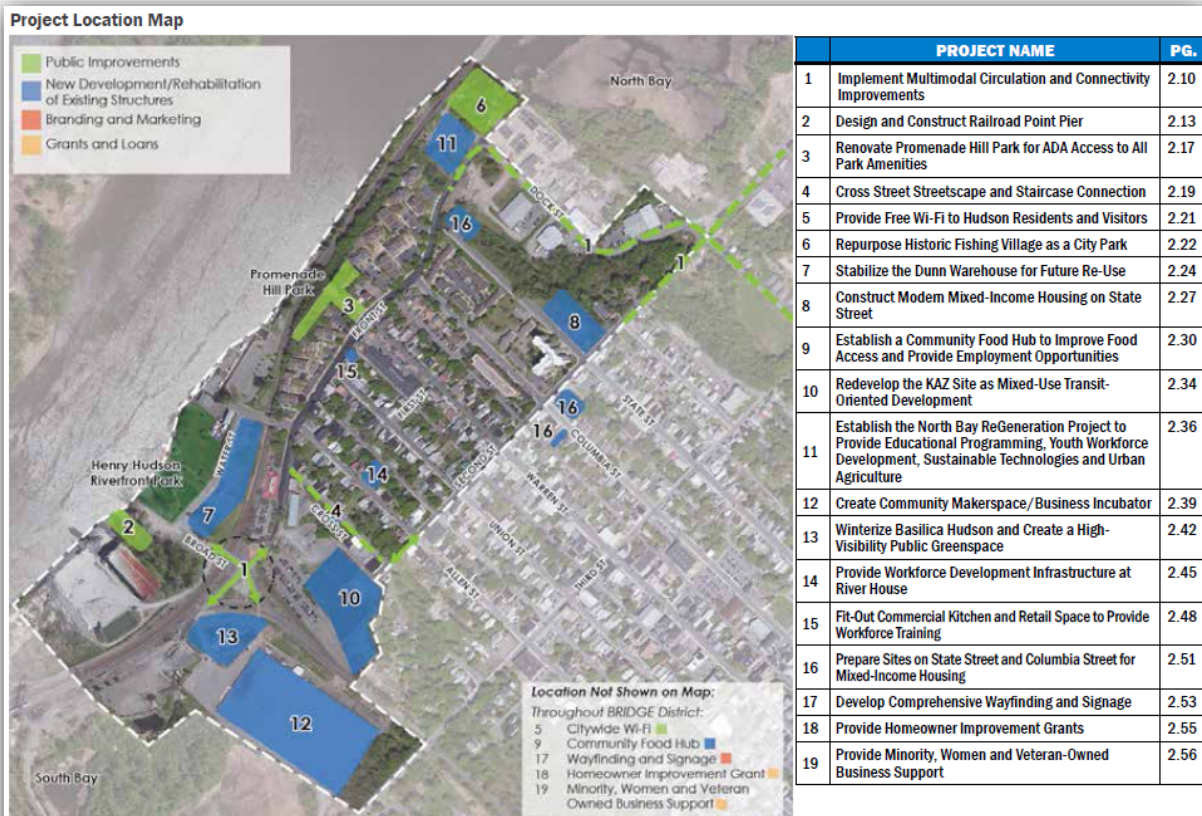


Figure 13: Hudson DRI Priority Projects

The [Watkins Glen DRI](#) project map notes that some recommended projects are not mapped, such as a downtown revitalization fund, zoning updates, and a public art competition.



Below is an example of a project map in a compact downtown with relatively few projects, such as Hicksville. This example clearly shows the location of the proposed projects, but lacks additional detail that could provide context for the projects.





### List of Project Profiles with Page Numbers

The project list should include all projects for which project profiles are provided. Each project should be numbered, have a short project title, and the number of the first page of the project profile should be listed.

The project numbers on this list should correspond with the project numbers provided on the map illustrating project locations.

For ease of reading, the projects should be presented in a consistent order here and in the summary table. As an alternative to this table, page numbers corresponding to the first page of each project profile can be added to the Project Summary Table below.

The example on the right is from the [Kingston DRI Plan](#) and also includes the total project costs, DRI requested funding amount, and a second list of projects for future consideration.

## 5.1 Projects Proposed for DRI Funding

Summary of Kingston DRI Projects

No.	Project	Total Project Costs	DRI Request	Page No.
1	Reconfigure Schwenk Drive into a Complete Street	\$987,102	\$987,102	5-11
2	Improve Access to Academy Green Park	\$560,000	\$560,000	5-20
3	Upgrade Dietz Stadium and Andretta Pool	\$2,880,000	\$2,500,000	5-30
4	Conduct a structural investigation and updated mapping procedure for the Kingston Uptown Levee	\$300,000	\$130,000	5-41
5	Upgrade Frog Alley Park	\$658,375	\$472,500	5-48
6	Implement Key Recommendations of the Uptown Stockade Transportation Plan	\$5,457,144	\$5,457,144	5-60
7	Repair the Volunteer Firemen's Hall and Museum	\$1,104,000	\$560,000	5-69
8	Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project	\$3,800,000	\$3,800,000	5-76
9	Implement the Kingston Wayfinding Plan	\$403,500	\$403,500	5-84
10	Launch an Uptown Print and Digital Media Marketing Campaign	\$250,000	\$250,000	5-91
11	Provide Financial Assistance to Homeowners and Businesses	\$600,000	\$600,000	5-96
TOTAL		\$17,000,121	\$15,720,246	

Kingston Projects for Future Consideration (Not Proposed or Recommended for DRI Funding)

Project	Page No.
Kingston Community Land Trust	5-102
Kingston Intermodal Facility	5-102
Kingston City Land Bank	5-103
Public WiFi Access	5-103
Affordable Housing and Community Development	5-103

Below is an example from the [Watertown DRI Plan](#) that presents the projects by type.

Projects Proposed for DRI Funding		
Project Number	Project Name	Page
<b>A NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES</b>		
A1	Masonic Temple Performing Arts Center Development	V-67
A2	The Lincoln Building Renovation	V-70
A3	Franklin Street Façade Improvements	V-74
A4	Community Café and Grocery Development	V-77
A5	Paddock Market-Rate Housing Restoration	V-82
A6	Paddock Arcade Enhancement	V-84
A7	Jefferson County Historical Society Updates	V-87
A8	YMCA Aquatics, Racquet Sport and Wellness Center Development	V-92
A9	Year-Round Market Development: Community Enhancement Project	V-96
A10	Power Play Sports Development	V-100
A11	JCC Downtown TechSpace Development	V-103
<b>B PUBLIC IMPROVEMENTS</b>		
B1	Stone Street Parking Structure	V-109
B2	WLDC Downtown Beautification Project	V-111
B3	Strauss Memorial Walkway Enhancements	V-113
B4	Public Square Fountain Improvements	V-115
B5	Downtown Streetscape Project	V-118
B6	Governor Flower Monument Enhancement	V-120
<b>C-D REVOLVING LOAN AND GRANT FUND/BRANDING AND MARKETING</b>		
C1	Watertown Local Development Corporation Downtown Fund	V-123
D1	Downtown Signage and Wayfinding Project	V-126
D2	Downtown Public Art Project	V-129

## PROJECT TYPES:

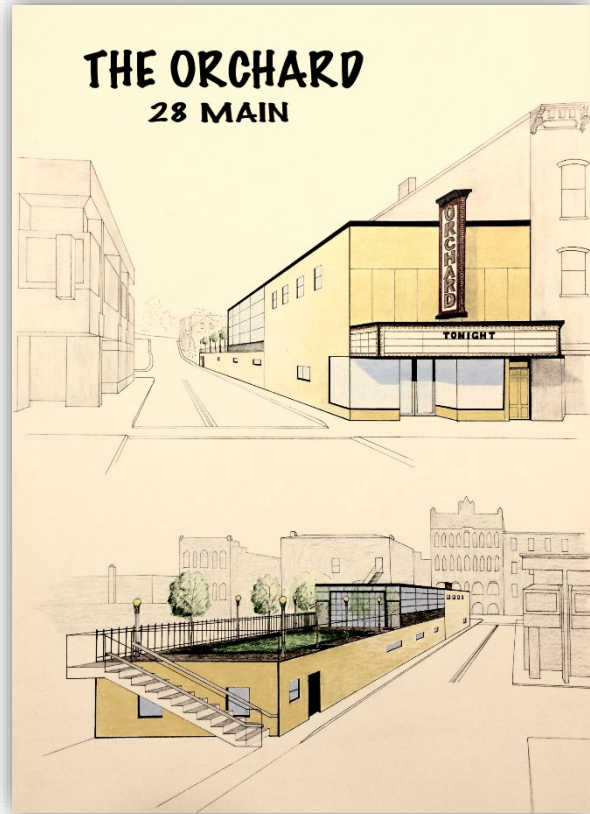
Projects were separated into three distinct DRI categories based on the types of projects included in the DRI application.

## Project Profiles

Detailed project profile guidance starts on page 38. It describes the type of information that must be presented for four categories of projects. Project types that don't fit well into one of these templates should be discussed with state planners assigned to the community.

The Project Profile guidance provides examples of how to present various types of information in the profiles. **Pay special attention to the need for images of current conditions and renderings or photo simulations of proposed outcomes.** Below is an image from the Cortland DRI Plan

showing the existing building and the proposed exterior rendering of the building after renovations.



### Project Summary Table

The project summary table should list all projects proposed for funding from the DRI award. Projects should be shown in the order shown on the project list. Include the project number, project name, project description, responsible party, estimated total project cost (both DRI and non-DRI), DRI funding request, funding sources, proposed start date, anticipated completion date, and number of jobs created. The table should be formatted as follows:

Project Number	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created

Below is an image from the Olean DRI Plan.

### 5.3. Project Summary Table

The project summary table lists all projects proposed for funding from the DRI award. Projects are shown in descending order of estimated total project cost.

**Table 9.** Project Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1	Manny Hanny	Restaurant on the ground floor, a 20-room boutique hotel, and market-rate and luxury apartments	Savarino Companies, Olean Urban Renewal Agency	\$12,700,000	\$2,000,000	Bank financing, Historic Tax Credits, Restore NY funding	Spring 2018	December 2020	10 FTE
2	Masonic Temple	Tenant improvements, 16 new rental apartment units	Rural Revitalization Corp, Masonic Temple Association	\$3,000,000	\$1,750,000	NY Main Street Grant, HCR CIF Program, Tax Credits, Developers Fee	Fall 2018	Fall 2021	5 FTE, 4 part-time
3	West State Street Streetscape	Landscaping, sidewalk improvements, lighting and street furniture	City of Olean	\$1,600,000	\$1,600,000	FHWA funds, NYSDOT revolving funds (for additional improvements)	Fall 2018 November 2018	Fall 2019	0
4	South Union Street Streetscape	Addition of roundabout, median, bike lane, bump-outs	City of Olean	\$1,400,000	\$1,400,000	FHWA revolving grant funds, CMAQ grant funds, C.H.I.P.S. funds	January 2020	January 2021	0
5	Walkable Olean Phase III	Reconstruct East State St. between Union and Barry Streets, intersection improvements	City of Olean	\$1,200,000	\$1,200,000	FHWA funds, NYSDOT funds, C.H.I.P.S. funds (for additional improvements)	Fall 2018	Summer 2019	0
6	Public Library Expansion	Build 7800 square foot addition for programs and meeting rooms	Library Board of Trustees	\$4,000,000	\$1,100,000	Reserves, Grants, Capital campaign	Sept 2018	January 2020	0
7	North Union Street Streetscape	Beautification, lighting, seasonal banners, sidewalk replacement	City of Olean	\$900,000	\$900,000	FHWA revolving grant funds, NYSDOT funds (for additional improvements)	Fall 2018	Winter 2019	0
8	Old Carnegie Library & Inn	Full daily menu service and banquet/event space at Old Library, renovate Inn to create a spa.	Daniel and Kathryn DeCervo	\$1,514,500	\$719,500	Personal funding and bank financing	Summer 2018	Spring 2019	65
9	Downtown Revitalization & Rehabilitation Fund	Creation of a matching grant fund to encourage and support investment in downtown properties	Olean Business Development Corp.	\$600,000	\$600,000	Program Applicant's funds	Summer 2018	Summer 2023	0
10	Cutco Theater	Renovate theater to accommodate a wide range of performances and community events	Olean Business Development Corp.	\$1,000,000+	\$500,000	Philanthropy and sponsorship, State funding	Summer 2018	Summer 2023	TBD



### Additional Projects

Plans may also include brief descriptions of additional projects and initiatives the LPC wishes to include in the plan without a recommendation for DRI funding. Such projects may be presented in a table or in the form of abbreviated project profiles, as appropriate.

### Supplemental Information

The Strategic Investment Plan is intended to be based on a detailed understanding of the downtown. As such, it is expected that the consulting team will undertake analyses to support the recommendations in the plan, and that these will generally not be included in full in the body of the plan. All reports, studies, analyses, or other documents prepared as part of the DRI process, including but not limited to, demographic and socio-economic profiles, traffic studies, parking analyses, market studies, housing studies, land use analyses, etc. should be submitted to the state under separate cover, not as appendices or attachments of the Strategic Investment Plan.

## Project Profile Guidance

Each project that will be included in the Strategic Investment Plan and recommended for DRI funding must have a project profile. Each profile should be able to stand on its own, i.e., contain the information needed to evaluate it in the context of downtown revitalization efforts. The content of the project profiles is expected to evolve throughout the planning process, with the final project profiles providing a level of detail needed to move quickly to funding and implementation.

The development of projects that may be included in the Strategic Investment Plan is a process that will begin with projects included in the DRI application. It will then broaden to include additional ideas from the public, potential applicants, and the Local Planning Committee (LPC). Following discussion and the gathering of additional project details, the number of projects will begin to contract. Finally, the LPC will present in its strategic investment plan a detailed and curated list of projects that it recommends for DRI funding. If desired, the LPC may also include brief descriptions of projects it wishes to support that are not recommended for DRI funding at the time the Strategic Investment Plan is submitted to the State.

Decisions as to which projects to offer for potential DRI funding should be made by the Local Planning Committee mid-way through the planning process to allow the necessary time, effort, and expense needed for consultants to develop detailed project profiles.

Project profiles should include at least the information described in the section below. Additional information beyond the minimum requirements in the profile can assist project evaluations and increase project competitiveness if it supports project readiness, transformative properties, and impact on the DRI area. Where additional detail on a project is available that does not fit precisely into the template, it should still be included as a part of the profile. If the information is voluminous, then it should be submitted as supplemental information.

Information that is considered confidential by the project sponsor should be submitted to the state as supplemental information and the file name should end with the word “confidential.”

## Description of Information Categories

- a. **Project Title.** Present as an action-oriented statement starting with a verb.

### PROJECT TITLES

- Renovate 13-15 Central Avenue to Create New Office Space
- Upgrade Dietz Stadium and Andretta Pool
- Reconstruct South Union Street Gateway

- b. **DRI Funding Request and Total Project Cost.** State the requested amount to be paid by DRI funds, as well as the total project cost. It is expected that the DRI funding request for projects in private ownership represent just a component of the overall project budget. The total project cost should reflect costs paid for by DRI funds, as well as private equity or financing, tax credits, or other public funding or financing. Those sources of additional funds should be listed in the project budget.

### DRI FUNDING REQUEST

Total DRI Funds: \$2,500,000

Total Project Cost: \$6,500,000

- c. **Project Description.** Provide a concise description of the project (5-7 sentences). Indicate whether the project is a commercial, industrial, residential, public improvement or mixed-use project. Describe the current use of the property and the size of the area impacted by the project, such as number of square feet per floor and number of building stories.

Describe how the project advances the project selection/prioritization criteria by identifying:

- the catalytic or transformative nature of the project;
- implementation actions needed;
- project challenges or obstacles;
- maintenance or management arrangements; and
- any relationship to other proposed projects.

For public improvement projects, in addition to the information above, include a discussion of population served.

For new development or rehabilitation of downtown buildings, in addition to the information above, describe the future use of the property, such as the tenants of the property after the project is built, or the intended type of use. Examples are provided below in the box labeled, "Future Use of Structures."

#### FUTURE USE OF STRUCTURES

- Existing restaurant tenant will remain.
- 138 Court Street will consist of Downtown mixed uses. The Community Café and Grocery will occupy the ground floor of the building.
- Mixed-use. First floor to be used as retail or office, tenant to be determined. The second floor will be office space, with the tenant to be determined. The six apartment units will be made available to the general public.

For a revolving loan or grant fund, describe the purposes and types of projects that will be funded. To maximize the competitiveness of this category, proposals for a fund should identify potential projects. Include proposed rules, private equity requirements, and other requirements unique to the DRI. If a loan or grant program is proposed, indicate whether it is for recapitalization of an existing program, or for a new program. If it is for an existing program, include:

- Default rate of loan program;
- Names of board members;
- How long the program has operated and the size of the portfolio; and
- How loans are collateralized.

#### GRANT FUND

- *As an example*, see the Downtown Revitalization Fund described in the [Strategic Investment Plan for Watkins Glen](#). The fund will provide support to small businesses and building owners for improving the built environment in the DRI area.

- d. **Project Location/Address.** Indicate the location of the project and its physical extent, including the address if available. Include a location map. The information also needs to be included in a database that is usable by ESRI GIS software. For grant and loan funds, as well as branding and marketing projects, identify the project target area and provide geographical representation of the project limits.

#### LOCATION

- This project would be implemented throughout the DRI Area.
- 17 North Front Street. The two parcels together are approximately 2.5-acres.
- East State Street between Union Street and the East Olean Bridge over Olean Creek, Map #5
- The Business Retention and Public Art Fund will be distributed within the DRI area.



Include a location map

- e. **Project Sponsor.** Identify the entity that will implement the project. The entity should have the legal authority to execute contracts with the State and oversee the project.

For loan and grant funds, an entity must be identified who will manage the fund and contract with the State.

- f. **Property Ownership.** Identify current ownership of property on which the project will be located. If the project sponsor is not the property owner, then a written and fully executed agreement must be submitted that clearly identifies the sponsor's rights to the project and permission from property owner to carry out the proposed project. If the project will require acquisition of real property, please describe the need for property acquisition, status of it, and alternatives explored that eliminate the need for additional land. Projects that include land acquisition as a part of the project will not be as competitive for project award selection. Property acquisition as a stand-alone project, without a committed redevelopment activity, is not eligible for DRI funds. While property acquisition may be part of a project, the cost of acquisition is not eligible for DRI funds.
- g. **Capacity.** Address the capacity of the responsible party(ies) to implement and sustain the project, including a reference to any other DRI project profiles for which the entity(ies) is/are involved.

#### **CAPACITY**

##### **Construct a Downtown Public Market**

The BID has capital reserves of \$200,000+ and can bond for \$1 million. As in the past, the bond will be repaid through an increase in the assessment on properties within the BID boundary. The Batavia BID has been in existence for 20 years and in that time has implemented key projects and programs to revitalize downtown Batavia. In addition to being the manager of the current market, the BID runs numerous festivals and events and has proved over time to have sound management and fiscal oversight.

##### **Incorporate Public Improvements into The Kingstonian Uptown Revitalization Project**

This project would involve a public-private partnership between the City of Kingston, JM Development Group LLC, and Herzog Supply Co. The private partners on this project have proven track records of successful development projects, as well as a demonstrated commitment to the City of Kingston. JM Development Group partners, Michael and Joseph Bonura of the Bonura Hospitality Group, have developed in the Hudson Valley for three decades, including several projects in the City of Poughkeepsie, and the Herzog Supply Co. has been a member of the Kingston community for over 100 years.

For private development, the description must demonstrate that the project owner/sponsor has a track record of successful redevelopment.



#### **CAPACITY – PRIVATE DEVELOPERS**

##### **Refresh the Bronx Walk of Fame with Updated Signs and Branding**

BTC has overseen the Bronx Walk of Fame for more than a decade, and manages the installation of new signs each spring/summer. BTC runs numerous events each year in the Bronx, including Bronx Week, during which new Bronx Walk of Fame inductees are introduced.

For revolving land and grant funds, include information about the entity that will implement the fund, including the organizational structure, organizational budget, and organization's governing documents.

#### **CAPACITY/ORGANIZATIONAL STRUCTURE / PROJECT PARTNERS**

##### **Downtown Revitalization & Rehabilitation Grant**

The City of Olean has a façade improvement revolving loan fund, currently fully deployed. As this fund replenishes, they will have capacity to provide subordinate lending alongside these grants. The City's Community Development and Public Works staff will be included on the committee that makes decisions on individual-applicant funding.

OBD's leadership team has many years of experience in grant-writing and grants management, including state, federal, and private foundation grants, and has managed projects valued from \$5,000 to \$5 Million. OBD has also successfully revitalized one of the DRI district's landmark buildings – the Riley and Wands Building – which is now used for business incubation, development, and training.

OBD's Downtown Development Committee has provided technical assistance to many downtown projects and has served as the marketing and selection committee for the New York Main Street program. This Committee, with the addition of City of Olean administration, will review applicants and select awardees for the DRI project.

The City of Olean Office of Community Development has managed Downtown Property Improvement Programs and Revolving Loan Funds for many years and will lend its experience in program marketing, administration, and financing to this project.

## CAPACITY/ORGANIZATIONAL STRUCTURE / PROJECT PARTNERS

### Business Retention and Public Art Fund

The City of Rome will serve as program administrator and will receive applications from interested property owners. The City has a long and successful history of administering and delivering grants, including planning and capital projects that have resulted in true transformation of the community, including managing over 80 state and federal grant projects over the past 10 years. As with previous grants (NYS Main Street, CDBG, etc.), the City will establish a Program Committee that will review applications and determine awards. The City's Program Coordinator will distribute applications, work with applicants and provide documentation to the Committee for its use. The Program Coordinator will also process payment requests on a reimbursement basis for the projects awarded



- h. **Project Partners.** Include a list of the key public, non-profit, and private entities or organizations needed to implement the project and their role in implementation.

### PROJECT PARTNERS

- Watkins Glen Area Chamber of Commerce; CDC/SCOPED; ARTS Council of Southern Finger Lakes.
- Town of Oyster Bay should collaborate with the MTA Arts & Design Program to procure and curate public art installations
- City of Watertown; a local arts organization or collective (anticipated)
- NYS Department of Transportation, Columbia County and the Columbia Land Conservancy (CLC)

- i. **Strategies.** List the DRI strategies that the project addresses; identify alignment with REDC strategies, and other existing local plans or initiatives.

STRATEGIES	
Improve Access to Academy Green Park	
Local and Regional Strategies	
DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> <li>› Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures.</li> <li>› Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium.</li> <li>› Increase evening and weekend programming to support more constant activity</li> </ul>	<ul style="list-style-type: none"> <li>› Leverage the region’s outstanding natural resources, its tourism industry, and agriculture in a “natural infrastructure” strategy that protects agriculture and the environment and recognizes these as important to tourism and as quality of life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors.</li> <li>› Support the revitalization of our urban centers as engines of regional prosperity.</li> </ul>

#### ACADEMY GREEN PARK Project Overview



Academy Green Park could be improved to become a more frequently used event space, with active programming.

The Kingston Parks Master Plan and the Kingston Comprehensive Plan make several suggestions for capital, operations and maintenance improvements for the park.



- j. **Decarbonization Strategies and Benefits.** Identify the decarbonization strategies and benefits incorporated into the project.
- k. **Affordability** (*only for fully residential projects*). Describe how the DRI affordability requirements are being met for new development or rehabilitation of existing structures projects that are fully residential.
- l. **Anticipated Revitalization Benefits.** Describe benefits associated with the project in the short, middle and long terms. Identify co-benefits of the overall project including the economic, environmental, health, and social benefits, as applicable, of undertaking the project.

#### ANTICIPATED REVITALIZATION BENEFITS

##### Build Ellicott Station: Project Benefits

- Transforms a vacant and abandoned industrial space into a thriving residential and commercial hub
- 51 rental units will attract an additional estimated 75 residents to downtown; half of units will be affordable to persons and families with moderate incomes
- Cleanup of the contaminated site implements the Batavia Brownfield Opportunity Area Plan
- The mix of medical, educational, nonprofit and food service tenants will create 60 new downtown jobs, attracting customers and clients
- Improved Ellicott Street atmosphere, encouraging walking and biking, and linking to other Batavia DRI proposed projects including Ellicott Place

##### Create a Business Improvement Fund to Modernize Commercial Districts

Short Term: Engage storeowners and landlords to invest in the area and generate interest among restaurateurs to open in the Study Area. Provide marketing exposure for the area.

Medium Term: Add to local employment, downtown vibrancy, and the perception of safety. Improve character of the built environment. Provide space for entrepreneurs, driving economic development. Provide activities for commuters and tourists, extending their stay.

Long Term: Support a pipeline of restaurants to open larger locations in the Study Area. Increase rents, enabling landlords to make renovations without public support.



- m. **Public Support.** Describe the level of public support for the project; refer to any specific outreach over and above that documented for the DRI Strategic Investment Plan.

#### **PUBLIC SUPPORT**

##### **Creating an Employment Center to Prepare and Attract a Diverse Workforce**

The recent renovation project has received significant support from several organizations and businesses including the Community Foundation, Bank of Utica, Chobani, and other community organizations. It has official letters of support from MVREDC, NYS Assemblywoman Marianne Buttenschon, the Oneida County Executive, and Mohawk Valley Community College. In addition, the project was well supported by respondents to an online public survey during the DRI planning process.

##### **Provide Workforce Development Infrastructure at The River House**

This project has garnered many letters of support from local residents and community partners. Creating job opportunities has been a consistent community interest.

##### **Winterize Basilica Hudson and Create a High-Visibility Public Greenspace**

This project was in the top ten most highly rated projects based on community input from the second public meeting. While some have expressed concerns about public investment in privately owned spaces, many others are excited about the potential visual transformation at the southern end of the BRIDGE District.

##### **Create the CSI Center for Innovation VR/AR Lab**

In both the preliminary and final community surveys, this project consistently scored among the top highest priority projects. In the third Community Open House, community participants vocalized their support for this project during the breakout sessions, calling out the project's desirable innovation programs and ability to catalyze job growth. CSI was also identified by the community as an institutional anchor in the neighborhood that played a crucial role connecting local residents to affordable education and promoting access to career paths that offered upward mobility. LPC Members consistently echoed this idea throughout the planning process: that the CSI innovation center was an essential step toward "bridging the gap" for existing low-income residents and first-generation college students to well-paying jobs and career mobility.

##### **Update the Jefferson County Historical Society Museum Facility/Exhibits**

The Jefferson County Historical Society is an important place to share the history of the region while attracting visitors. The public emphasized throughout the process to host more family-friendly events Downtown, and highlight arts and culture. This project advances the call for enhanced arts and culture Downtown and compliments the neighboring Masonic Temple improvements underway.



- n. **Jobs Created.** Provide the number of full-time or full-time equivalent jobs created by this project, if applicable. Do not include construction jobs required to build the project.

#### JOBS CREATED

- No jobs will directly result from this project.
- The space will accommodate over 20 work stations and several new offices, which is a good indication of potential job creation.
- Pregones intends to hire 3 additional full-time staff members within the next three years which will be largely attributable to the programmatic expansion enabled by the new building. In addition, expanded performance space will result in additional part-time, front-of-house positions, including ushers and ticketing personnel.

- o. **Project Budget and Funding Sources.** Include a firm and detailed cost estimate for the project. Provide a breakdown of sources and uses of funding for the project. It should be clear what aspects of the project will be paid for with DRI funds. Sources of funding other than the DRI may include private equity or financing, tax credits, or other public funding or financing; and bond documents, memorandum of understanding, or contracts or other instruments. The status of other funding must be documented in the narrative and/or budget table (e.g., funding committed, application pending, etc.). The project sponsor should be able to provide documentation of the status of other funding sources.

#### PROJECT BUDGET

##### PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Museum of Art staircase/ amphitheater seats repair	\$ 200,000	DASNY (SAM grant)	Committed
	\$ 49,500	DRI	Requested
Fountain Elms exterior woodwork repair	\$ 300,000	DRI	Requested
Public Sculpture installation	\$ 120,000	DRI	Requested
Landscape Architect	\$ 50,000	DRI	Requested
Landscaping, incl. trees & flower beds, public seating	\$ 100,000	DRI	Requested
Walkways and new lighting	\$ 200,000	DRI	Requested
<b>Total DRI Funding Request</b>			<b>\$819,500</b>
% Requested of total cost			80%
Total Funds from other sources (leveraged)			\$200,000
<b>Total Project Cost</b>			<b>\$1,019,500</b>



Budget for public improvements: In addition to the above, break down costs by elements in actual dollar amounts; include operating and maintenance costs for municipal projects. Specific “soft costs” should be identified and included within the cost estimate, as well as the anticipated costs to sustain the project. Also, indicate: (i) whether engineering has been initiated and what has been completed; (ii) a construction cost estimate from certified engineer; (iii) costs to acquire right-of-way, including the nature of real property needed, if DRI funds are contemplated for purchase, and other alternatives explored that eliminate need for additional right of way. Projects that include land acquisition as a part of the project will not be as competitive for project award selection.

#### BUDGET FOR PUBLIC IMPROVEMENTS

##### Cross Street Streetscape and Staircase Connection Budget

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Excavation/Prep (All)	\$28,032	Redburn Development Co	\$20,380
		DRI Funding	\$7,652
Sidewalk Concrete	\$48,380	DRI Funding	\$48,380
Stair Concrete	\$35,588	Redburn Development Co	\$35,588
Wiring for Lights	\$22,450	DRI Funding	\$22,450
Street Lights	\$42,952	DRI Funding	\$42,952
Install of Street Lights	\$13,650	DRI Funding	\$13,650
Street Paving	\$83,460	DRI Funding	\$83,460
General Conditions	\$31,456	DRI Funding	\$31,456
Total	\$305,968		\$305,968

Budget for grant and loan funds: Provide sources and uses of funding for the project. Soft costs and administrative expenses must be included in the project budget and the source of funds for these uses must be provided.

BUDGET FOR GRANT AND LOAN FUNDS			
Create a Building Improvement Fund			
PROJECT COSTS		FUNDING SOURCES	
Renovations	\$700,000	DRI Funding	\$600,000
Architecture & Environmental	\$40,000	Building Owner Matches	\$200,000
Grant Administration	\$800,000		
Total Costs	\$800,000		

Budget for branding and marketing: Provide sources and uses of funding for the project. Break down costs by elements in actual dollar amounts. Identify committed funds and potential funding sources from public and/or private sources.

BUDGET FOR BRANDING AND MARKETING	
Develop a Downtown Branding and Wayfinding Program	
Estimated Costs:	
<ul style="list-style-type: none"> <li>DRI funding: \$125,000</li> <li>Other funding: \$25,000</li> </ul>	
Based on total costs estimated at \$240,000. The City will provide for contingency costs and administration. \$33,150 to date from private donations, public investments and in-kind pledges.	
The Arts District estimates its costs for the Public Arts Trail as follows:	
Item	Estimated Cost
<b>DRI Funding Request</b>	
Hire Design Consultant	
<ul style="list-style-type: none"> <li>Branding and Logo Design</li> </ul>	\$20,000
<ul style="list-style-type: none"> <li>Website Design</li> </ul>	\$30,000
<ul style="list-style-type: none"> <li>Wayfinding Program Design</li> </ul>	\$25,000
Implementation of strategic marketing plan	\$40,000
Purchase and install wayfinding signage	\$100,000
<b>Other Funding Sources</b>	
Other (Contingency, administration, etc.)	\$25,000
<b>TOTAL</b>	<b>\$240,000</b>

- p. **Feasibility and Cost Justification.** Provide a summary explaining how the cost estimate was developed. Demonstrate the feasibility of the project and characterize the potential impact of the project on the overall economic health of the downtown area and surrounding region. As appropriate, justify numbers based on project cost estimation, pro forma, targeted economic assessments, market studies, and/or other analyses. For example, profiles should incorporate findings from the market analysis that is done as part of the downtown profile to support the need for housing or a certain class of housing, as well as retail or office development. Submit copies of cited materials.

## **FEASIBILITY AND COST JUSTIFICATION**

### **Construct an Advanced Manufacturing Facility in Downtown Rome**

Preliminary architectural and engineering estimates are in line with recent construction figures – at roughly \$60 per square foot for 44,000 sf of manufacturing space and \$120 per square foot for the office space – for the facility. Equipment makes up the bulk of the remaining budget – the cost of adding a third manufacturing line.

The company also owns facilities on the Eastern seaboard with excess space, and has explored construction of a new facility out of state. The loss of this business to another facility or an out of state location would have a significant impact on the local manufacturing sector, both today and when considering future expansion opportunities. The company has identified a \$900,000 funding gap for the site work, which will be filled with DRI funding. The company is also working with Empire State Development to apply for approximately \$400,000 in Excelsior Tax Credits to facilitate hiring of at least 15 new full-time employees in the next two years.

### **Rehabilitation of Veterans' Fitness and Wellness Center**

The cost estimate was developed by MARCH Associates Architects and Planners PC, the architects for the project, using generally accepted means of cost allocation and estimation. This project is highly feasible because the facility was formerly the Utica YMCA and it will rehabilitate existing locker rooms and facilities. The UCD works with multiple banking institutions and although the financing is still pending, the sponsor is confident that it will be available when construction begins.

A full-service fitness and wellness center is a valuable amenity that will make living downtown more appealing to those considering new market-rate apartments. The UCD has also been approached by many downtown businesses that wish to use the athletic courts if showers and locker rooms are available. Adding these facilities and parking will enable more visitors to use the fitness and wellness center, bringing people downtown throughout the day and evening to patronize area businesses.

### **211 North Union Street Renovation**

The final DRI plan indicates a demand for additional mid-range to upscale market-rate residential apartments in the community, particularly those with available parking. The existing conditions analysis in this plan provides information on market rents for residential apartments and for commercial space along North Union Street and the project proforma rents fall within these ranges. The project provided a proforma stabilized operating income and expense statement which indicates that total project costs exceed the forecasted property value upon completion of renovations, supporting the need for some subsidy for financial feasibility.

Loan and grant funds must be supported by a demonstrated demand for the proposed use of funds.

## FEASIBILITY AND COST JUSTIFICATION/DEMAND – LOAN AND GRANT FUNDS

### Small Business Development Fund

With several mixed-use developments being proposed within the DRI area, there will be several hundred thousand square feet of new retail space being built. The new mixed-use developments will not only add retail space but will also bring in new residents that will live and shop in the downtown. The Hicksville Local Planning Committee has envisioned the creation of two new downtown areas (West Barclay Street and The Nelson Avenue District), both of which will be lined with new ground floor retail. The Town has proposed the creation of a Small Business Grant Program to help existing businesses expand as well as attract new businesses, thereby achieving the goal of creating a vibrant downtown

### Establish a Fund for Downtown Residential, Retail and Hotel Improvements

*Upper Floor Residential and Commercial Development:* Due to local market conditions that can result in relatively low achievable rents, many multi-story properties in Downtown have not experienced recent physical improvements and are dated and considered uncomfortable by modern standards. Incentives to redevelop upper floors could provide opportunities to create new sources of housing and new commercial (retail or hotel/accommodations) space for businesses that seek to be located Downtown, contributing to an overall denser and more vibrant Downtown.

- q. **Regulatory Requirements.** Identify review, approvals, and permits related to the project (local, state, federal), as applicable.

## REGULATORY REQUIREMENTS

- The exterior renovation will require a variance from the Zoning Board of Appeals because it is a federally listed historic structure. It will require city permits for construction and occupancy.
- Village of Watkins Glen Code, Site Plan Review, Health Department, NYS DOT, Utility Companies, SEQRA, SHPO and Building Permits (as applicable).
- NYS Department of Health approval needed to run a restaurant (in progress), NYS Department of Agriculture approval needed to run a grocery store (in progress), City of Watertown electrical and plumbing permits needed (in progress).
- For portions of projects in roadways or public rights-of-way, NYCDOT Department of Transportation permits, and standards compliance are required. The Public Design Commission will approve any permanent installations on public property that are not part of the City's standard urban design guidelines. If improvements affect trees, NYC Parks Department Forestry Permits are required. Standards compliance and infrastructure alteration subject to Con Edison requirements. The NYC Department of Environmental Protection will need to review all rainwater plans for impacts on the sewer system.



- r. **Images of Current and Proposed Conditions.** For each project, provide appropriate illustrations of the site and/or project, including imagery of existing conditions and renderings that provide a visual representation of the project when it is complete. Site plans or additional imagery may be included to supplement the renderings of the completed project.

Existing Conditions



Project Rendering



Project Rendering





- s. **Timeframe for Implementation and Project Readiness.** Include a general timeframe and phasing for implementation with milestones and deliverables, with immediate next steps expressed in number of months (e.g., prepare engineering design document [2 months], permit submissions, review and approval [3 months]). Where appropriate, describe any preliminary work that is needed to advance the proposed project, such as capital infrastructure, and indicate whether any of this work has been completed or what parts of this work remain to be completed. Provide any known or anticipated start and completion dates. If precise dates are not available, provision of a general timeframe with milestones is acceptable [Last Quarter 2022, October 2022, Fall 2022].

#### TIMEFRAME FOR IMPLEMENTATION

##### Upgrade Frog Alley Park

#### Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
› Immediate Next Steps: <ul style="list-style-type: none"> <li>○ Site owner to enter into contract with selected designer</li> <li>○ Planning for expanded programming</li> </ul>	3 months
› Design Phase: <ul style="list-style-type: none"> <li>○ Development of site plan</li> <li>○ Public approvals as necessary</li> <li>○ Development of construction documents</li> <li>○ Bidding phase</li> <li>○ Award of bid to contractor</li> </ul>	6 months
› Construction Phase: <ul style="list-style-type: none"> <li>○ Bracing all walls, bracing all door and window openings</li> <li>○ Capping all walls, restoring all walls</li> <li>○ Fence demolition, removal and disposal</li> <li>○ Installation of site improvements; interpretive signage; landscaping; park furniture; steps/ramp; tallation of new electric service to site; energy efficient led lighting (via NYSERDA); tree maintenance</li> </ul>	6 months
<b>TOTAL TIMEFRAME</b>	<b>15 months</b>