



## DOWNTOWN REVITALIZATION INITIATIVE 2021



## BASIC INFORMATION

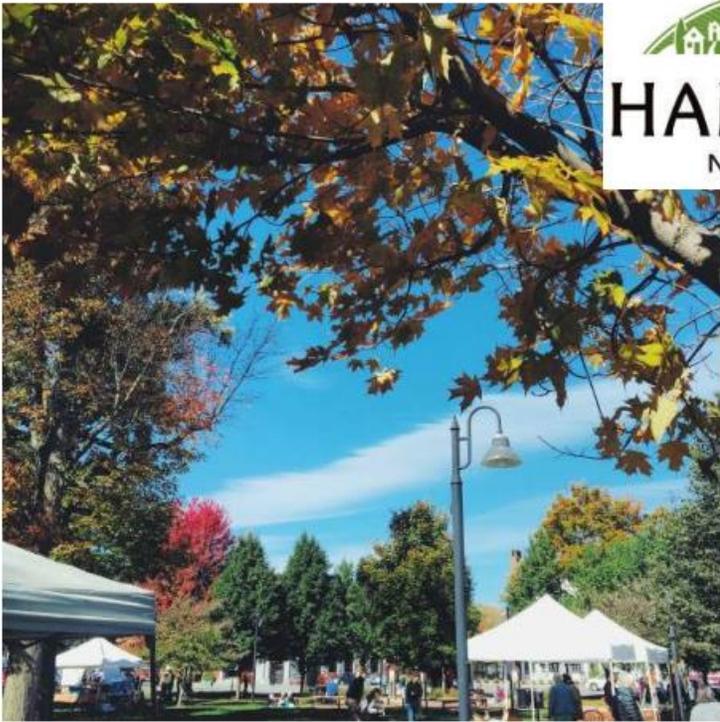
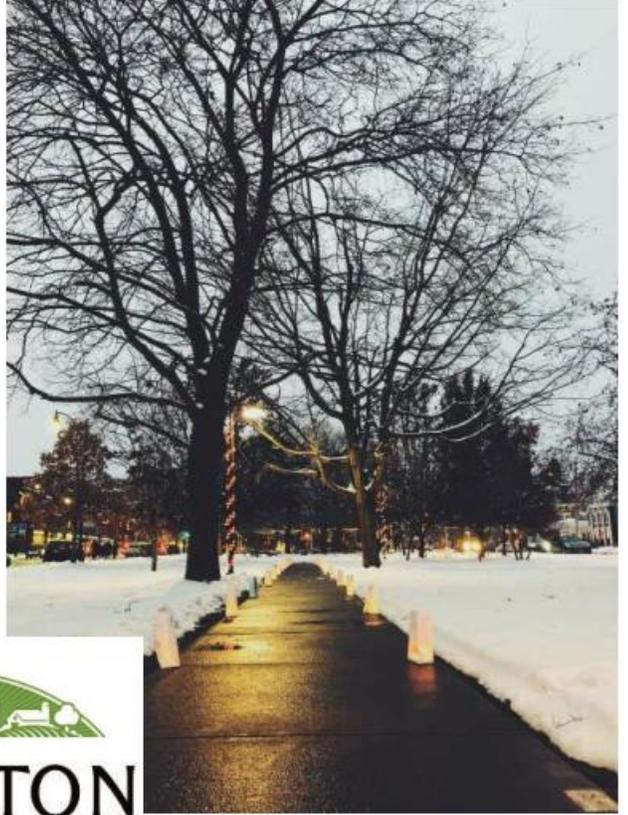
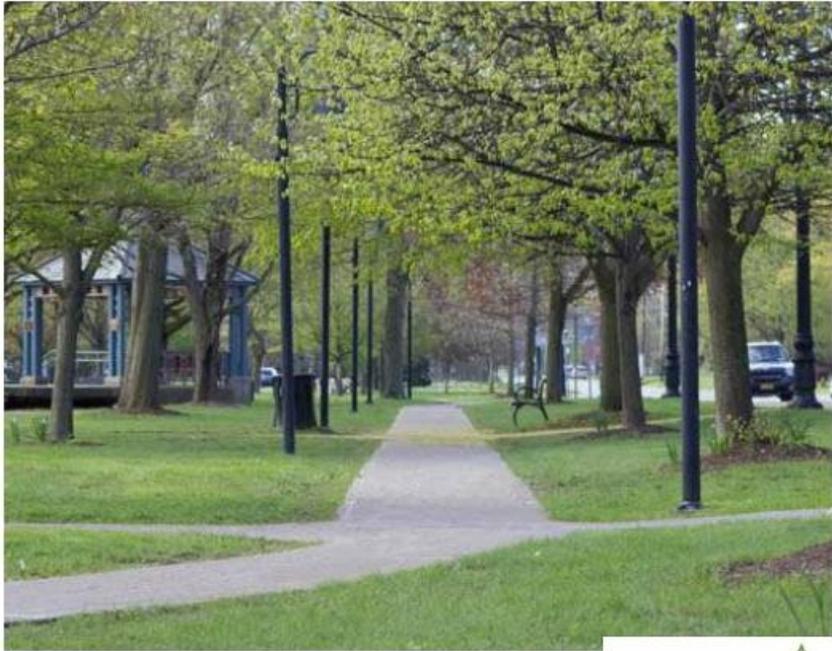
**Regional Economic Development Council Region:** Central NY  
**Municipality Name:** Village of Hamilton  
**Downtown Name:** Hamilton  
**County Name:** Madison  
**Applicant Name and Title:**  
RuthAnn Loveless, Mayor  
**Applicant Email:**  
mayor@hamilton-ny.gov



## OUR VISION

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- ◆ Be a **multi-modal** community that fully supports pedestrians and bicyclists of all abilities.
- ◆ **Make use of existing land** for new housing development and protect against sprawl.
- ◆ Be **affordable** for people of all income levels.
- ◆ Have **housing options** for people of all different ages and life stages.
- ◆ Be a model community for **sustainability**.
- ◆ Retain its **historic and distinct rural character**.
- ◆ Promote the growth and development of our **small business** community.
- ◆ Grow our **arts and cultural** amenities.
- ◆ Improve our **public spaces** to promote more frequent and improved use.
- ◆ Grow our year-round **population**.



## JUSTIFICATION

Hamilton is a small village that functions like a small city, but also wants to *feel* like a small city. We offer residents and visitors the amenities of a more urban place, while maintaining the surrounding countryside that is central to our character. That landscape is home to some of New York State's best farms, views, and natural environments while our built environment boasts quality locally-owned businesses and historic architecture. It is a place where new and traditional convene to form a community that embraces both. It is our very small, charismatic metropolis.

But we have stalled. Housing development in the last 20 years has been nearly non-existent, forcing our population to decline, affordability to plummet, and making all we hold dear vulnerable. Small businesses struggle as their workers cannot afford to live here, causing turnover, and the much needed population to support them is constantly diminishing.

**We need to grow. And not just grow bigger, but in the most dense and diverse manner possible.** We need to allow more people of low and moderate incomes access to our Village amenities, we need more seniors to choose to retire here, and we need it to be easier for people of different abilities to get around.

We need more people and there is strong demand for new housing, which was proven by our 2018 housing strategy, stating a demand of 176 new units in the next twelve years. Unless we grow our population, we will not be able to support our schools, hospital, and business district. We have vacant and underutilized parcels in the Village that could increase density and attract much needed population growth. Hamilton is ready to grow in a well-designed manner that enables people of different ages and incomes to be welcomed into the community. We are committed to ensuring our community is equitable and affordable.

Hamilton has seen an emergence of an incredible entrepreneurial ecosystem in recent years, thanks to the work of local organizations the Partnership for Community Development (PCD) and Colgate's Thought into Action (TIA). Over the past four years, over \$1 million has been granted to local businesses through PCD to start or grow, with a number of these being minority- and/or woman-owned small-scale manufacturing start-ups. We have innovative food enterprises that rely on each other for ingredients, including Good Nature Farm Brewery and Kriemhild Dairy Farms, both reaching markets far beyond Central New York.

**Hamilton has the fabric to enhance the entire region** – it's one of the area's most walkable communities, is home to a university, unique historical architecture, exceptional local businesses, and offers access to premier outdoor recreation, all in the heart of some of Upstate's best agriculture. Now we need to build on our momentum and make our community more equitable and accessible.

## Boundaries of the Proposed DRI Area

The proposed DRI area includes Hamilton's historic mixed-use business district, the parts of Hamilton's residential neighborhoods best positioned for infill housing and a portion of the Chenango Canal Towpath Trail. The area is a thriving microcosm of Hamilton's variety of commercial, mixed-use, and residential areas, as well as access to the extensive recreational opportunities the Towpath Trail provides. All of the included sections are easily walkable from the center of Hamilton.

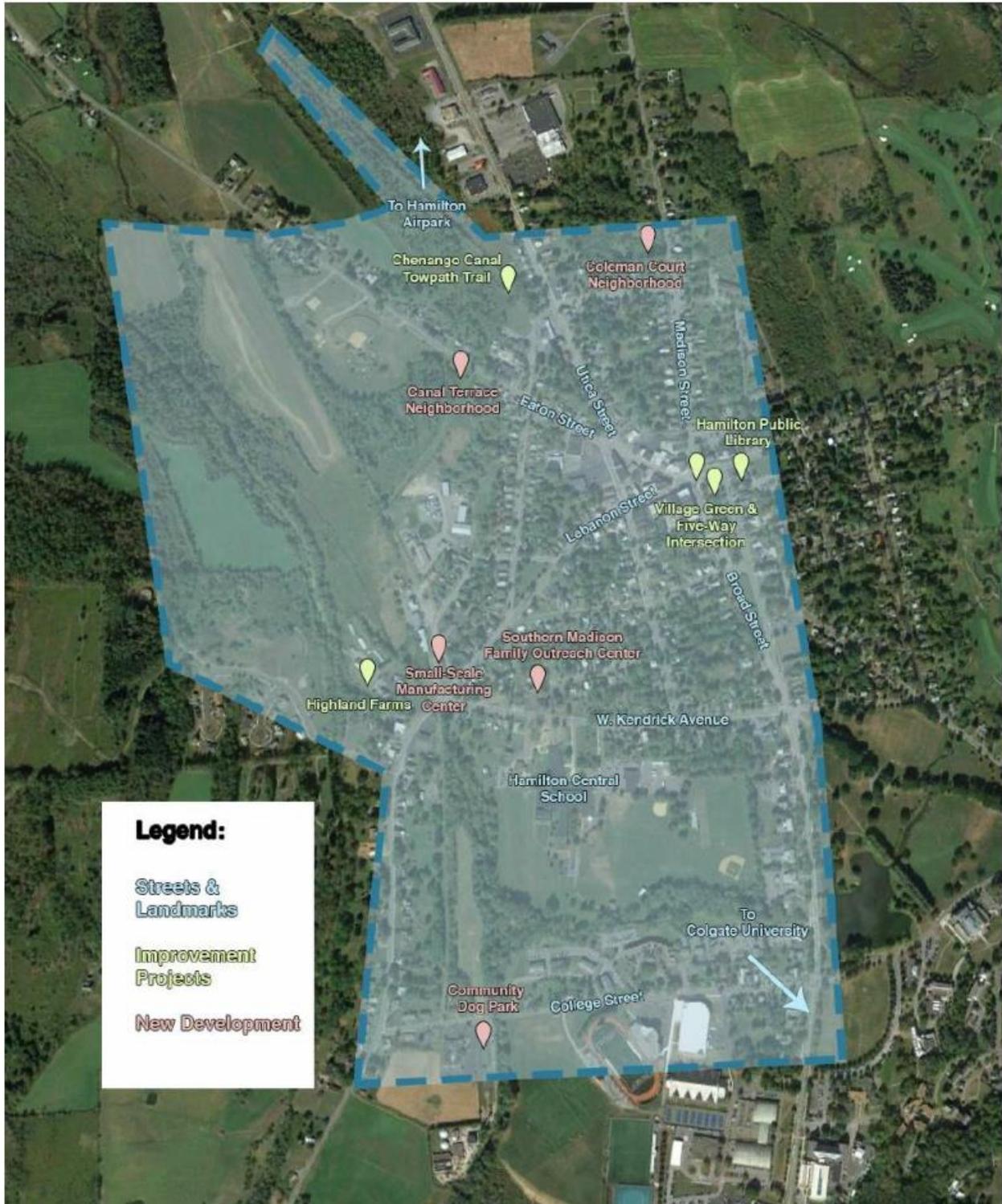
In the north section of the target area, Hamilton's historic mixed-use business district includes an array of thriving retail shops, restaurants, and professional services, as well as the central five-way intersection and Village Green. The southern end of the target area includes the historic Milford Street commercial district, an area with high potential for increased commercial residential density. Within walking distance to the village core, this area also has immediate access to the Towpath Trail.

The boundary also includes two entrances to the 8-mile long Chenango Canal Towpath Trail, a multi-use trail located on land owned by the Village of Hamilton. Included in our proposal is improvements to the trail as both a recreational asset and as alternative, non-automobile transportation infrastructure for Village residents to the industrial park.

The map on the following page illustrates the boundaries of the proposed DRI area and showcases some of its existing assets and new development opportunities.



# Hamilton 2030 Boundaries

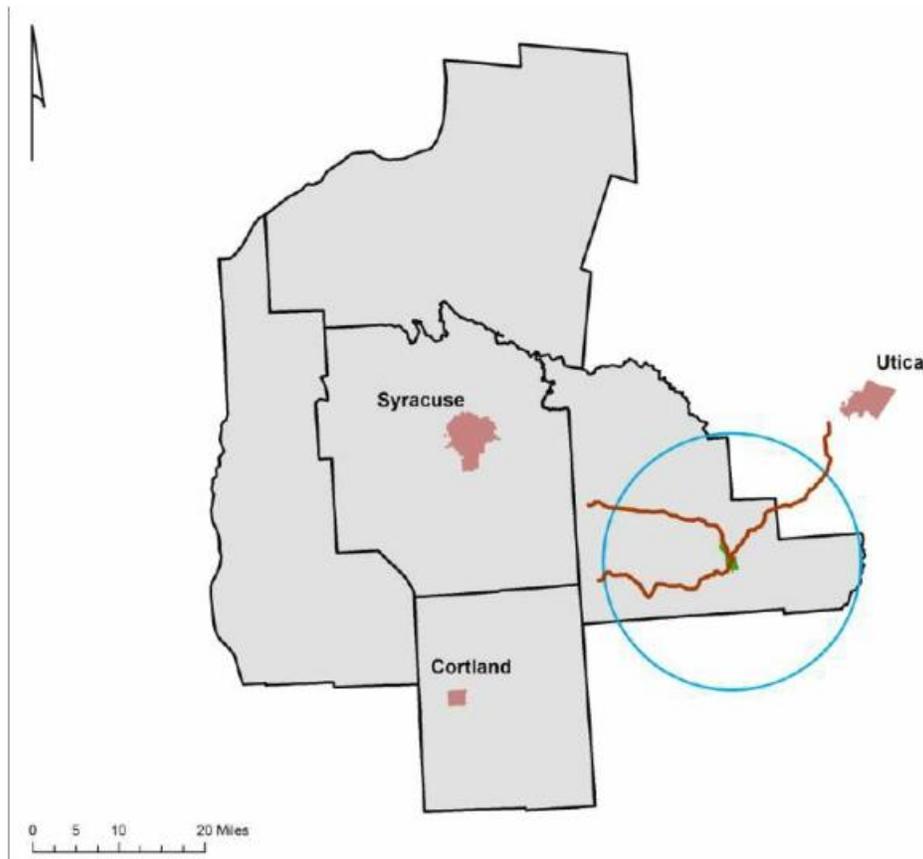


# Regional Location

Hamilton is located in the near center of New York State, making it accessible within an hour from Syracuse, Cortland, Utica, and many other smaller communities like Norwich. Hamilton, due to its relative isolation, is the commercial center for thousands of rural residents of Central New York. Its restaurants, bars, shops, and other amenities serve a population that would otherwise need to drive great lengths to reach a larger sized commercial district.

Downtown Hamilton also serves the student population of Colgate University and receives frequent traffic from alumni and students' families, during and outside the academic year. Colgate hosts reunions, sports camps, and other events throughout the summer months. Summer in Hamilton also sees a large number of visitors from the Bouckville Antique Fair, cycling groups, Open Farm Day, and other events around the community.

The population of the Town of Hamilton in 2019 was estimated to be 6,426. Many studies, including our current housing strategy, have shown that there is high demand for housing in the Village. However, we have been unable to attract developers to build new housing due to high development costs and other constraints. We understand that we need to grow our population and would use a large amount of our DRI funds to combat this issue.



# PAST INVESTMENT, FUTURE INVESTMENT RECENT AND IMPENDING JOB GROWTH

At this moment in time, Hamilton is ideally situated to take the fullest advantage of DRI funding. The existing partnerships between the Village, Colgate University, local nonprofits, and the local business community have created two decades' worth of investments in small business development, housing, and recreation. Hamilton is ready to take these investments to the next level, building on what we have already accomplished.

<b>VILLAGE OF HAMILTON</b>	
<b>Municipally-Funded Projects</b>	
Hamilton Airpark utilities and infrastructure	\$2,640,000
Municipal Electric Department	\$10,000,000
Municipal Natural Gas	\$7,500,000
Village Green	\$500,000
Wastewater treatment plant	\$11,000,000
<b>NYS Consolidated Funding Application Projects</b>	
Hamilton Airpark Opportunity Assessment and Redevelopment Plan (2017)	\$50,000
<b>Total</b>	<b>\$31,690,000</b>

Hamilton owns its own electric distribution company that supplies low-cost electricity to the entire Village. This helps the Village keep utility costs affordable for residents and businesses. The Village has also invested in low-cost natural gas municipal service, which, much like low-cost electrical service, is attractive to residents and businesses. The Village partnered with Hamilton Central School, the Community Memorial Hospital, Colgate and other major employers to make this feat a reality.

The Village invested and leveraged major Federal funding to acquire and create a shovel ready business park surrounded by a municipal airport. The runway exceeds 5,000 p., which allows the airport to land, service, and fuel jets. During the Baseball Hall of Fame weekend, dozens of jets land at the here including some of baseball's greatest owners, coaches, current and former players. It also has perks such as allowing local citizens and students from area colleges to aRend flight school and earn their pilots license. The Village has additionally invested \$2.64 million in utilities and infrastructure for the Hamilton Airpark, which consists of 50 acres of highly developable land adjacent to the Hamilton Airport. We are working on developing the Airpark as

a resource to attract new businesses to Hamilton, or help our existing home-based businesses remain in Hamilton to grow their ventures. In 2016, we were awarded \$50,000 to hire a consulting team to conduct a market feasibility study for the Airpark. The study found that operations focusing on agribusiness or small manufacturing, such as an incubator space, would be an excellent addition to the property.

<b>PARTNERSHIP FOR COMMUNITY DEVELOPMENT</b>	
<b>NYS Consolidated Funding Application Projects</b>	
Ray Brothers BBQ expansion	\$450,000
Good Nature Farm Brewery	\$4,000,000
Hamilton Microenterprise Launch Grant Programs	\$430,000
ESD Business Incubator Grant and Redevelopment Grant	\$1,075,000
Other CDBG business grants	\$586,000
<b>Other Projects</b>	
Hamilton Community Housing Study	\$50,000
GoSoMad outdoor recreation branding and website	\$13,000
Chenango Canal Towpath Trail extension and re-surfacing plan	\$10,000
Chenango Canal Towpath Trail signage design	\$5,000
Home Improvement Grants	\$700,000
Five-Way Intersection Study and Proposed Improvement Concept Plan	\$40,000
This is Hamilton and Hamilton Farmers Market branding and marketing	\$25,000
<b>Total</b>	<b>\$7,761,0000</b>

The Partnership for Community Development is a non-profit organization founded in 1998 as a partnership between the Village of Hamilton, Town of Hamilton, and Colgate University. All three of these entities as well as many other community organizations are represented on PCD’s Board of Directors. PCD’s mission is “to create sustainable economic opportunity and community livability in the Hamilton area.” In the past several years, PCD has taken a lead role in most of Hamilton’s economic and community development projects, and will continue this role throughout the DRI process. With two full-time planners on staff, an incubator director, and an active board, PCD is poised to undertake large, transformative projects with our partners.

Since 2015, PCD has acquired and managed over \$3 million in funding for the Hamilton area, including:

- ◆ \$1,075,000 in ESD funds to develop the downtown incubator
- ◆ \$486,000 in CDBG funds for business expansion
- ◆ \$200,000 in CDBG Microenterprise Funds
- ◆ \$700,000 in AHC funds for home improvement
- ◆ \$54,704 in RTP funds for trail improvements
- ◆ Over \$800,000 in farmland protection funds

One of PCD's first projects after its creation in 1998 was the Downtown Hamilton Facade Improvement Program. The program used funding from Colgate University and the New York State Council of Arts to offer grants to building owners for renovating building exteriors. From 1999 to 2006, the program renovated 10 buildings and 14 storefronts. In the early 2000s, PCD, the Village, and the volunteer Friends of the Park Committee also worked together to raise over \$500,000 to restore the Village Green.

Through their Microenterprise Grant programs, PCD has been able to award approximately \$200,000 in funding to new and existing small businesses in the Village of Hamilton, as well as awarding smaller micro-grants to numerous other local businesses. They have also worked with two other businesses -- Good Nature Brewing Company, one of New York's first Farm Breweries, and FoJo Beans, a local coffee roaster -- to secure CDBG funding to expand their operations in the Village.

In 2015, PCD spearheaded a recreation initiative to improve the quality and accessibility of outdoor recreation opportunities in southern Madison County. In 2018, they launched [GoSoMad.com](http://GoSoMad.com), an interactive website that gives people easy access to information about a full range of outdoor recreation activities. One mile of trail is being resurfaced this year and a signage system of all 8 miles of the Chenango Canal Towpath Trail has been installed.

These are in addition to other smaller grants and on-going projects the organization constantly oversees.

<b>COLGATE UNIVERSITY/HAMILTON INITIATIVE</b>	
<b>Downtown Building Rehabilitations</b>	
Colgate Bookstore (3 Utica St.)	\$2,500,000
10-14 Utica St.	\$2,500,000

Palace Theater (10-14 Utica St.)	\$2,500,000
Thought Into Action (20 Utica St.)	\$2,500,000
22 Utica St.	\$2,500,000
24-26 Utica St.	\$2,500,000
Hamilton Movie Theater (7 Lebanon St.)	\$4,000,000
Colgate Inn (1 Payne St.)	\$2,500,000
3-5 Madison St.	\$2,500,000
2 Broad St.	\$2,500,000
<b>Total</b>	<b>\$26,500,000</b>

Hamilton has been fortunate to enjoy a mutually beneficial relationship with Colgate University. In the early 2000s, Colgate established the Hamilton Initiative, a for-profit, mission driven entity, to invest in the downtown. This helped spur the revitalization of Hamilton’s commercial core. In addition to their contributions to the Facade Improvement Program and Village Green restoration, **HI purchased and completely restored ten downtown buildings**, which they began leasing affordably to local businesses and tenants. Prior to HI’s purchase, the buildings were completely neglected and many were vacant. They have continued that practice to this day, which has been incalculably valuable to the survival and growth of Hamilton’s small business community. The Initiative invested an estimated \$25 million in the initial refurbishment of the buildings, and has continued to invest in regular upkeep. Colgate has also relocated several of their offices as well as the Colgate Bookstore from their campus to downtown Hamilton in order to help increase downtown foot traffic.

**Some of HI’s most prominent buildings include:**

**The Colgate Bookstore-3 Utica St.**

**Thought Into Action/PCD Entrepreneurship Center-20 Utica St.**

**The Colgate Inn-1 Payne St.**

**The Palace Theater 19 Utica St.**

**The Hamilton Movie Theater 7 Lebanon St**

All of these buildings are anchors in the downtown and important cultural amenities. The fact that HI has maintained these structures with such care and ensured that they are occupied with quality businesses and amenities is invaluable to the community.

## **THOUGHT INTO ACTION**

Hamilton is committed to creating a culture of local entrepreneurship in the Village. With a lack of large employers in southern Madison County, we focus on supporting our local small

business community and empowering community members to start and grow successful businesses.

Over the past few years, PCD has worked with Thought Into Action, Colgate's student entrepreneurship program, to make entrepreneurship programming and opportunities available to local businesspeople. TIA is a rigorous yearlong entrepreneurship program designed to take a new business venture successfully from concept to launch. The program includes presentations, workshops, and one-on-one mentoring from Colgate alumni and parents from all over the country.

In 2011, TIA opened its program to Hamilton community members. So far, eight Hamilton business owners have participated, including four winners of PCD's 2017-18 Microenterprise Program. TIA also partners with PCD and the Mohawk Valley SBDC to host workshops on topics like developing your brand and understanding business financials. These partnerships provides easy access to resources that community members would otherwise have to travel to Syracuse or Utica to access.

## **The Hub**

In 2018, TIA and PCD successfully collaborated to fully open TIA's student co-working space to the Hamilton community, now called The Hub. For an affordable membership fee, local entrepreneurs get 24/7 access to the space at 20 Utica Street, which includes flexible workspaces, fiber-optic Internet and two computer stations with software like Microsoft Office and Adobe Suite, a bookable conference room, and, perhaps most importantly, the opportunity to meet and learn from a community of other like-minded entrepreneurs. Over the past few years, Colgate has invested in making the space more appealing to non-students by upgrading the kitchen facilities and adding an enclosed conference room and phone booth. PCD also worked with the SBDC to bring a business advisor to Hamilton one day a month. When the space opened, it was met with enthusiasm by the community.

It quickly became apparent that in order to take the Hamilton Entrepreneurship Center to a level that could truly create significant benefits for our local entrepreneurial community, it needed additional capacity. For that reason, PCD and TIA successfully applied for a \$625,000 grant from Empire State Development's NYS Business Incubator program, which PCD will begin drawing from this year. The grant funding will be used to expand and develop the 20 Utica Street space and the community incubator program over the next five years, including the hiring of a full-time director . It also designated the Hamilton Entrepreneurship Center as an NYS Certified Business Incubator. In 2019, a \$650,000 ESD grant was awarded to upgrade the space as part of a mixed-use development.

In addition to expanding our slate of events and workshops, we built our community of local mentors to support small businesses and foster partnerships with similar programs in Syracuse, Utica, Ithaca, Binghamton, and beyond. We have created a self-sustaining center of community entrepreneurship that benefits new and expanding businesses in Hamilton and the greater region.

## RECENT PRIVATE INVESTMENT

Hearth Financial Partners (38 Broad St.)	\$25,000
Manor on the Green (15 Broad St.)	\$280,000
Flour & Salt Bakery & mixed-use development (7 Maple Ave.)	\$1,500,000
Hamilton Eatery (41 Lebanon St.)	\$250,000
Community Memorial Hospital	\$17,000,000
Crush Wine & Spirits Retail & Tasting Room	\$30,000
<b>Total</b>	<b>\$19,055,000</b>

Individual developers and business owners have also poured significant investments into Hamilton in recent years. This is a foundation and testament to our conviction that supporting a diverse ecosystem of local entrepreneurs is the best way to continue strengthening Hamilton's economy and community.

Community Memorial Hospital employs nearly 400 people, and is a major economic force in Madison County, serving 45,000 people in 27 communities. They are an award-winning, anchor institution in Hamilton and dedicated to maintaining their quality and expanding their services and impact. Currently, they are making major capital investments to their facility to continue improving their high-quality care and expand their services. The existence of a rural hospital, especially one of the caliber of CMH, is an invaluable asset for Hamilton's quality of life and economic well-being.

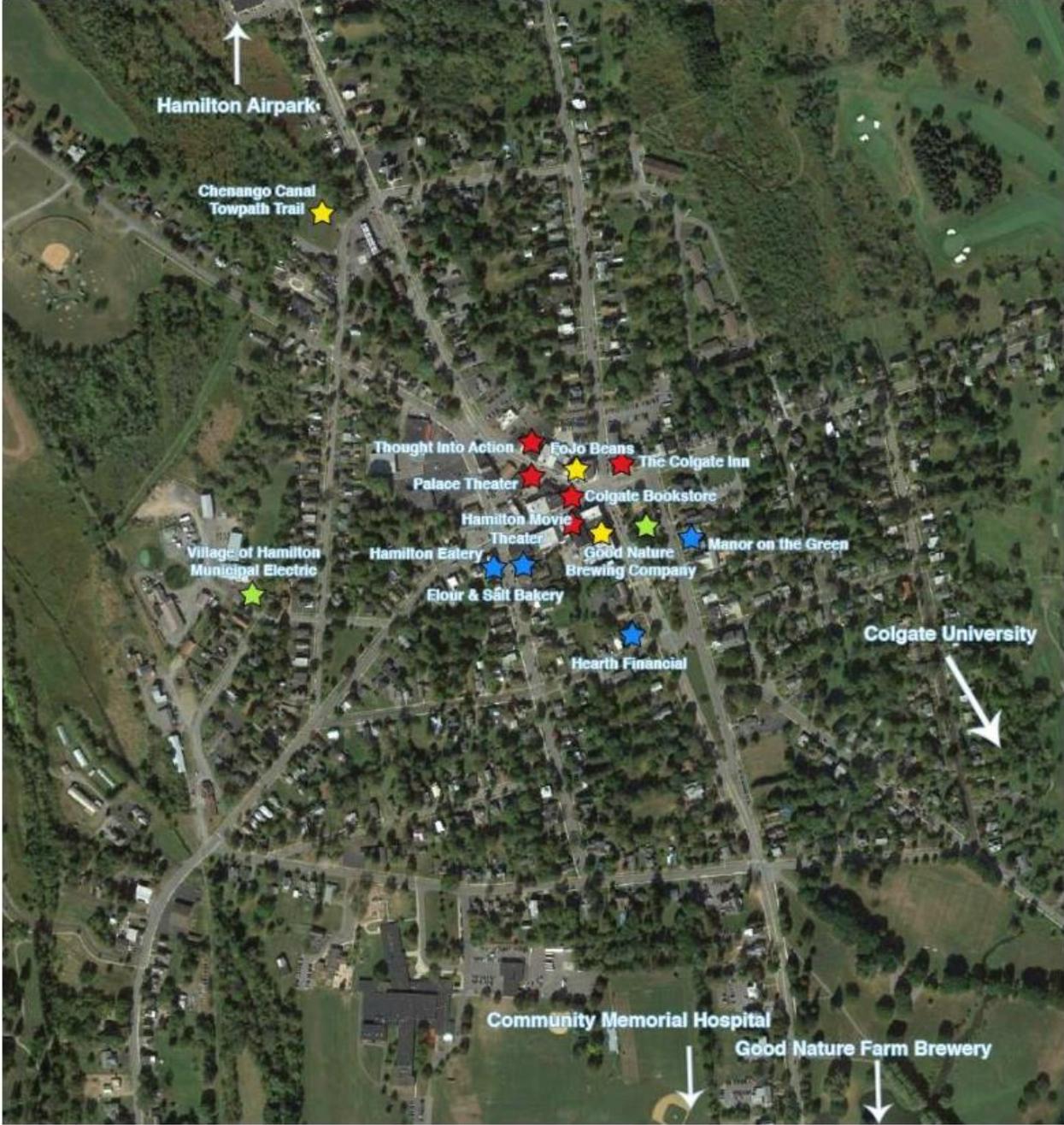


Several of Hamilton’s beautiful 1800s homes have been restored as commercial or mixed-use buildings (pictured above). 15 Broad Street (left), built in 1825, is now Manor on the Green, a well-known bed-and-breakfast. 38 Broad Street (right), built in 1801, was formerly the site of the Hamilton Flower Shop and now contains the offices of Hearth Financial Partners, a local financial advising firm, who spent approximately \$25,000 to renovate the first floor.



Hamilton is full of local business owners that have invested hundreds of thousands of dollars into making their spaces as beautiful and welcoming as possible. Most of our downtown businesses are located in mixed-use buildings containing first-floor retail and upper-floor apartments and offices. In addition to the buildings owned by the Hamilton Initiative, private owners have made significant investments to make buildings like 7 Maple Avenue, which has Flour & Salt Bakery on the ground floor and apartments above, both physically attractive and active contributors to the vitality of our community.

# RECENT PUBLIC & PRIVATE INVESTMENT IN HAMILTON



## RECENT & IMPENDING JOB GROWTH

Over the past few years, Hamilton has seen a resurgence of growth for small business owners. In recent years, PCD has worked directly with over 150 businesses in the area and aided in the creation of at least 41 FTE positions through \$1.3 million in CDBG grants directly to businesses.

These positions do not count non-grant aided growth, such as helping businesses find space, connecting them to resources, and providing networking and training opportunities. Many business owners have stated they specifically chose Hamilton because of the existence of PCD and the resources available to entrepreneurs not available in many other communities, especially smaller communities.

Community Memorial Hospital completed an expansion of their Family Health Center and will complete their hospital expansion this year. This will bring three new healthcare providers to the area as well as adding 10 new jobs.

Also, with the partnership of Colgate's Thought into Action (TIA) entrepreneurship program, which in recent years opened to local ventures, people looking to start businesses in the community have a power resource. High quality mentorship, access to TIA's facilities, and a rigorous program offer the chance for many local people to grow their ideas and create jobs. Part of the CDBG funds PCD awarded were microenterprise grants that went to six area businesses, three of which are woman and/or minority owned small manufacturing start-ups, all of which are enrolled in TIA's program.

Hamilton's Airpark is seeing incredible growth. Recently, 14 acres at the Hamilton Airpark were sold to expand manufacturing and warehouse facilities with plans to create 30 new manufacturing, warehousing and distribution jobs. **The sale of this acreage means that the non-aviation portions of the Airpark are nearly fully occupied.**

# Quality of Life

**Hamilton is a vibrant, compact village situated in the middle of southern Madison County's beautiful rural landscape.** Our downtown commercial district is listed as a Historic District on the National Register of Historic Places because of its many well-preserved examples of late 1890s architecture. At the heart of the Village is the New-England style Village Green, which is filled with seating areas and shade trees to make it an attractive meeting place for residents and students. The Green is also a space for Village events, including summer concerts, the annual holiday tree lighting, and the Hamilton Farmers' Market.



Hamilton packs a wide array of arts and culture into the few blocks that make up our downtown. Our small local movie theater hosts the Hamilton International Film Festival every summer. The Palace Theater hosts a wide variety of visual and performing arts, including plays, concerts, and programs for children and teens. Many of Colgate University's guest lectures, exhibitions, and music and theater performances are also open to residents during the academic year.

Colgate University is a large presence in the Village and has brought with it many excellent resources, including the TIA incubator, and cultural activities, with the variety of performances at the Palace Theater being the most prominent. These amenities are a unique product of the strong relationship between Hamilton and Colgate and cannot be found anywhere else in southern Madison County.



Every small college town faces the danger of being subsumed by university interests and tastes, but Hamilton has been able to retain many small businesses that cater to locals as well as students and their families. Some of our unique locally owned businesses include Parry's

General Store, Curtis Lumber, The Hamilton Eatery, Flour & Salt Bakery, and Good Nature Brewing Company. Each of our many locally owned establishments brings Hamilton added vibrancy and distinct character.

While the Village of Hamilton has amenities worthy of a small city, just a few minutes' travel takes you into the heart of a quintessential rural landscape full of working farms, open space, and opportunities for recreation. Two entrances to the Chenango Canal Towpath Trail, a multi-use trail that follows the historic path of the Chenango Canal from Hamilton to the hamlet of Bouckville, are located directly in Hamilton within walking distance of the downtown core. At almost eight miles long, the Towpath Trail is the longest trail in the area. Having access to such a quality recreational amenity right within the Village is an attraction that helps draw people into Hamilton's downtown.



These two worlds combine in the Hamilton Farmers' Market, the largest farmers market in Madison County. It is held on the Village Green every Saturday morning from May to October and attracts more than eighty vendors selling a wide variety of products including local produce and meat, locally distilled spirits, baked goods, and handcrafts. The wide assortment of vendors and products draws in both visitors from out-of-town and regular customers from within the community. The Hamilton Farmers' Market attracts vendors from all over Madison and Chenango Counties, including women-owned and veteran-owned businesses, organic and grass-fed producers, and many others doing innovative work and expanding their market reach. Flour & Salt Bakery and FoJo Beans Coffee Roasters, two successful downtown businesses, both spent many years as staples of the market before opening their retail locations in Hamilton.



These attributes all contribute to the unique character that makes Hamilton a desirable place to live and work. The Village and its non-profit partners are now working harder than ever to ensure that Hamilton’s many amenities are accessible to people of all ages and income levels.



# Supportive Local Policies

Much of Hamilton's revitalization has been the work of private partners and volunteer efforts. Twenty years ago, Hamilton's downtown was vacant and neglected, many of the buildings in complete disrepair. PCD, Colgate, and the Hamilton Initiative were instrumental to the rebirth of our downtown. In the years since, Hamilton's community partnerships have only grown stronger and our revitalized downtown has thrived.



While we are proud of all that our community has become, we are also aware of how easily those achievements can be erased by poor planning decisions and lack of momentum. As we move into a new phase of Hamilton's growth, focused on equity and accessibility, we are committing ourselves to protecting Hamilton's unique sense of place through codified policies.

## PLANNING EFFORTS

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- ◆ In 2017, the Town of Hamilton released their newest Comprehensive Plan. It was created through an extensive public participation process that identified the community priorities and goals that formed the basis of the plan.
- ◆ The Town of Hamilton is working on updating their zoning to reflect the community goals and priorities expressed in the Comprehensive Plan, including protecting farms and maintaining rural character. Although the Town and Village are separate entities, we are both keenly aware that the actions of one will inevitably affect the other. The appeal of the Village of Hamilton as a charming small town depends in large part on the preservation of the beautiful countryside surrounding it.
- ◆ The Village of Hamilton adopted new zoning in 2017 which allowed for increased density in the village core and eliminated parking minimums. The Village Trustees continue to refine the zoning and are currently working to update sections of it to create more opportunities for infill development and increased density.
- ◆ In summer 2018, PCD worked with Colgate's Upstate Institute internship program to conduct a walkability audit of both the Village and Town and put together a plan for increasing the community's pedestrian and bicycle friendliness. In the past decade PCD has also overseen the development of a plan to improve the five-way intersection at the center of the Village. The improved design would greatly increase pedestrian and bike accessibility in the Village core.

- ◆ The Hamilton Climate Preparedness Working Group created a joint Climate Action Plan for the Village and Town. Both the Village and Town are now NYS Climate Smart Communities. The plan focuses mainly on reducing CO2 emissions from transportation and home energy use, which were the largest emissions areas found by both the Town and Village's community greenhouse gas inventories.

## COMMUNITY COLLABORATION

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- ◆ The Hamilton Initiative recently invested in improving the facades of several of their buildings as part of a beautification project in the downtown.
- ◆ The Southern Madison Heritage Trust is a land trust dedicated to preserving open space and farmland in Hamilton and the surrounding communities. Currently, they have easements on nearly 720 acres of land just outside of the Village of Hamilton that are permanently protected and are seeking to acquire more land.
- ◆ The Hamilton Farmers Market rebranded and started a committee to make the market more lively and viable.
- ◆ The Colgate Cruiser, Colgate's student transportation, is free and available for anyone to use to get around the Village and nearby areas.
- ◆ The Partnership for Community Development has two trained planners on its staff and has a close working relationship with the Madison County Department of Planning. PCD has the capacity to work with the Village on developing a wide variety of plans and policies related to housing, multi-modal transportation, social equity, and other quality of life issues.
- ◆ Jennifer Marotto Lutter AICP, PCD's executive director, has experience working with housing funds and trusts through her previous work. PCD has also established a relationship with Utica Neighborhood Housing Services has administrated \$700,000 home improvement and first time homebuyer grants with UNHS.

# PUBLIC SUPPORT

In 2019, PCD launched Hamilton 2030, a program of public engagement opportunities that focuses on two questions: “In 2030, what will an ideal Hamilton look like? What do we need to do to get there?” Hamilton 2030 is building on the momentum of years’ worth of past studies and public engagement. PCD is now working with its many community partners to bring all those initiatives and more together to form a unified, actionable vision. This is our time to create the roadmap that will guide Hamilton’s development over these next critical eleven years.



## HOUSING

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PCD organized a forum to share the results of the 2018 housing study with the community and receive questions and feedback. The forum included spokespeople for the Village, Town, PCD, university, hospital, and school district, and was attended by over 100 residents. Housing has been a hot-button issue in Hamilton for some time now, with many people expressing the need for something to be done, and many attendees spoke up in agreement with the housing study's conclusions. We heard about issues such as housing affordability, concerns about the location and character of new development, and the

desire for aging residents to downsize within the community. Much of this was territory that has been trod many times already, but never before have we had such specific data and recommendations to guide our response.

## LOCAL FOOD & SMALL BUSINESS

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In February 2019, PCD held two meetings with a focus on Hamilton's small business community. First was a meeting of farmers' market vendors, facilitated by PCD and the Hamilton Business Alliance (HBA). The vendors who attended were enthusiastic about HBA's increased inclusion of farmers' market vendors and have since created a working group to tackle new marketing and accessibility initiatives this year.



Later that month, PCD also hosted a coffee hour for local business owners. This was an opportunity for our local business community to share their needs and perspectives with us in a welcoming, informal setting. PCD has always worked extensively with the local business community as part of their mission to facilitate economic development in Hamilton, regularly hosting workshops and networking events and helping businesses access resources and apply for grant funds.

# CLIMATE CHANGE

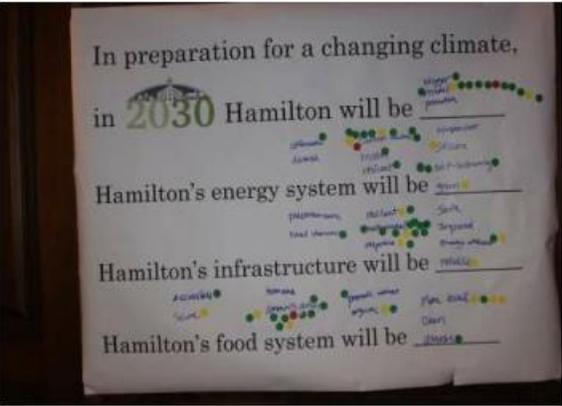
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PCD and the Hamilton Climate Preparedness Working Group hosted a public meeting to present the HCPWG’s work to date and receive community input about planning for climate change. In 2018, the HCPWG worked with various Colgate student teams to conduct community and municipal greenhouse gas inventories for the Town and Village. The group shared those results with the public in preparation for further public engagement as they prepare a climate action plan with strategies for emissions reduction

and increasing climate resilience.

After the presentations, PCD conducted a visioning exercise with the attendees, which created the following community vision for Hamilton:



“In preparation for a changing climate, in 2030 Hamilton will be ***a model community.***  
Hamilton’s energy system will be ***carbon neutral.***  
Hamilton’s infrastructure will be ***multi-modal.***  
Hamilton’s food system will be ***community driven.***”



Through the PCD, the Village of Hamilton, Town of Hamilton, Colgate University, Community Memorial Hospital, Hamilton Central School, the Hamilton Initiative, and local residents and business owners collaborate everyday. They hold seats on the PCD board, serve on committees, and perform projects together. Since 1998, PCD has been the entity that brings the entire community together to improve and grow Hamilton and the area. It also serves as a valuable entity for implementing DRI funds, as the areas stakeholders are already serving on the board together and from there we can reach the broader community.

# Transformative Opportunities and Readiness

## NEW RESIDENTIAL & MIXED-USE DEVELOPMENT

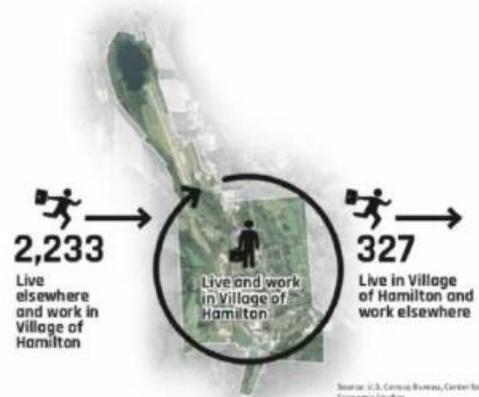
### Our Goal: Infill Development & Housing for All

**Housing has been voiced as the biggest concern by our community and housing projects are our biggest priority for DRI funds.** The housing study completed in 2018 confirmed what many in Hamilton had already guessed -- that our housing market is “stuck” and without subsidy no new housing will be built. High development costs, lack of affordability, and lack of diverse housing options have caused our market to plateau and the Village to lose potential new residents. The strategy quantified Hamilton’s housing demand broken down by target market and identified key properties for development that would match and enhance Village character while diversifying our housing market. According to the study, **the Village can absorb 176 new units** over the next twelve years. The Village will use DRI funds to enable some of the developments currently in the works to finally be completed, while also bringing down the purchase price to a rate reasonable for our market.

### 5 WAYS THE MARKET IS NOT FUNCTIONING AS IT SHOULD

- 1 Hamilton workers, such as assistant Colgate coaches or small business employees just starting out, have both a need and desire to live in or very near to the Village but can only do so by overpaying or by living in less space and lower quality settings than they desire.
- 2 Colgate, the Community Hospital, the Central School District and other employers lose out on potential employees who will accept neither suboptimal housing choices (paying too much for too little) in or near Hamilton, nor the 30-45 minute commute required to compensate.
- 3 The Village, Town, and school district lose out on increased ad valorem that could be created if housing demand were captured locally instead of regionally. Every time a family lives in Canastota and commutes, Hamilton loses both financially and civically.
- 4 Hamilton is at risk of becoming less like the close-knit and vibrant community it hopes (and markets itself) to be, as many of the people who contribute to civic life during the week from 9-5 reserve their greatest energy for their home communities.
- 5 Like every single community in America where workers commute from somewhere else, there is an environmental impact that results from the increased use of fossil fuels.

Village of Hamilton Commuting Inflow/Outflow (2015)



### **Coleman Court Pocket Neighborhood**

**Location:** 45 Madison Street

**Owners:** Stephen & Melissa Rock

**Timeline:** Begin building Spring 2022

**Impact:** 18 new housing units including single family, townhomes, and apartments

**Project Readiness:** Site Control, Final Site Design

**Partners:** STREAM Collaborative

**Total Budget:** \$5,000,000

**DRI Investment:** \$1,500,000



The Coleman Court housing development will be located within 500 yards of Hamilton’s main intersection and 250 yards of Hamilton’s general store and pharmacy. The owners have partnered with STREAM Collaborative of Ithaca and Depot Engineering Services of Guilford to design a pocket neighborhood made of single family homes, townhomes and apartments. When completed, this development would generate over \$200K in tax revenue annually. As currently designed, this infill development will require nearly \$1M in infrastructure improvements before the first home is constructed.

### **Canal Terrace Neighborhood & Park**

**Location:** Eaton Street

**Owners:** Todd Tomsen

**Timeline:** Begin building Spring 2022

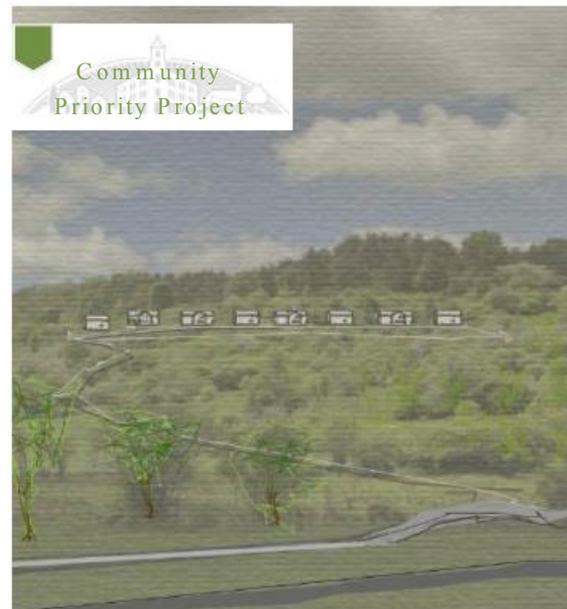
**Impact:** Phase 1 — 7 new housing units; Phase 2: 14 new housing units, 25 acres of parkland

**Project Readiness:** Site Control, Final Site Design

**Partners:** Todd Tomsen Design & Construction, Southern Madison Heritage Trust (SMHT)

**Total Budget:** \$4,800,000

**DRI Investment:** \$1,500,000



Canal Terrace Park is a proposed development in the Village that includes 21 new homes and a new public park. The units will be affordable by including accessory apartments and duplexes. Phase 1 will provide 7 new residential units for the Village, totaling 10,000 square feet of new residential living space for the community. Phase 2 will provide an additional 20,000 square feet of new residential living space in 14 units, 25 acres of public park including hiking trails connecting to the Chenango Canal Towpath Trail, and public parking. The initial steps of Phase 1 of this project are underway: the land has been acquired, engineering of the utility extensions are being finalized, preliminary planning board approval has been granted.

## **Housing Fund & Community Housing Trust**



**Timeline:** Ready to implement

**Impact:** 20 permanently affordable units

**Project Readiness:** Ready to implement

**Partners:** Partnership for Community Development

**DRI Investment: \$1,000,000**

Housing of all types is continually sited as our community's greatest need. Our 2018 housing strategy stated that any household under \$125,000 would need a subsidy to afford a home in Hamilton. With this in mind, we would like to seed-fund a housing fund that would enable per-unit subsidies for those serving low-moderate income households. The units that use the subsidy would then be added to a community housing trust, providing Hamilton with a growing number of permanently affordable units. Some of the DRI funds would be used for legal fees and other costs associated with establishing a Community Housing Trust for Hamilton. The Trust will hold the deed-restricted units created during development and allow us to create the local infrastructure needed to support this new mechanism, which PCD would oversee.

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## ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT

### **Our Goal: Diverse & Energized Small Businesses**

Our main goal with business development is to continue to evolve Hamilton's entrepreneurial ecosystem into a network of resources that can support local businesses at every stage of their formation and growth. We have made significant progress toward fulfilling this vision, but there are still large gaps that need to be filled. We have few accommodations for startups and growing businesses that are ready to move to their own space, but need something that accommodates their technical needs and cost constraints. The small manufacturing businesses that the PCD has worked with through our Microenterprise and other grant programs have all expressed difficulty finding affordable space to expand their operations locally. Agriculture is an essential component of our economy and sustainability — Madison County is 45% farmland and was one of the only counties in New York that showed a growing number of farms in the last agricultural census. Despite this, we have few development resources designed to assist farmers and other food ventures. This portion of our project list is focused on using DRI funds to close those gaps as well as to create new opportunities for local and regional business growth.

#### **Small Scale Manufacturing Center**

**Location:** TBD

**Timeline:** Fall 2021

**Impact:** 11 jobs and two start-ups initially

**Project Readiness:** Full support

**Partners:** PCD, Thought Into Action

**Total Budget:** \$750,000

**DRI Investment: \$700,000**

PCD and TIA have been working with a number of small-manufacturing start-ups to launch in Hamilton. Recently, two of these women-owned enterprises, Natural Beauty Breast Prosthesis and CA Fitness Apparel, have grown to the point where they need more space and need to hire more staff. This project will provide much needed affordable, convenient space for our small-scale manufacturing start-ups. The first two occupants were funded through our Microenterprise program and are graduates of TIA.

## Highland Farms

**Location:** 7 Mill Street

**Timeline:** Fall 2021

**Impact:** 5-10 new housing units, enclosed market space, signage for agritourism

**Partners:** PCD, Highland Farms, CCE

**Project Readiness:** Preliminary Design

**Total Budget:** \$1,500,000

**DRI Investment:** \$1,000,000



Highland Farms is a 145-acre working farm that includes a horse barn, pole barn, greenhouses, woodlot, feeder canal, pond, stream, and foot trails. Having a working farm so close to downtown Hamilton gives us a unique opportunity for new investment that brings together the rural and urban aspects of our community. Our long-term goal for Highland Farms is to be able to purchase all or most of the property and create an agricultural innovation center to incubate young farmers doing innovative work in agriculture and value-added production. We have two immediate goals for the Highland Farms project. The first is to build tiny homes on a portion of the property. These will be geared towards emerging farmers, new Americans, and visitors to Hamilton. The second is to build a semi-enclosed market space to sell goods. This site will also serve as an agritourism site, bringing many people to the village to learn about farming and make use of the property.

## Small Business Fund

**Timeline:** Fall 2021

**Impact:** 15-20 businesses served initially

**Partners:** PCD, HBA, IDA, Private lenders

**Project Readiness:** Ready to implement

**Total Budget:** \$500,000

**DRI Investment:** \$350,000



In a recent survey of small business owners in Hamilton, access to funding was identified as the biggest challenge. Many projects fail to get off the ground or grow at the rate they are capable of due to lack of funding. We'd like to use our DRI funds to creatively support our new and emerging business owners. PCD has a long history of small business grants and loans, including two recent rounds of CDBG Microenterprise grants. With this knowledge and our extensive relationship with the business community, we'll use our Microenterprise committee to fund small business projects in partnership with the Madison County IDA, private lenders, and the equity of the business owners.

## Shared Delivery Service

**Location:** Village of Hamilton Business District

**Timeline:** Fall 2021

**Impact:** Serve more than 15,000 residents in and around Hamilton

**Project Readiness:** Business Plan, Support of business community

**Partners:** PCD, Hamilton Business Alliance, TIA

**Total Budget:** \$200,000

**DRI Investment:** \$150,000



Winters are hard in Central New York and mean limited mobility for senior citizens and a lack of interest in venturing from home for many students and others. Our small businesses feel this seasonal decline. One proposed solution has been a shared delivery service that would replace the need for individual restaurants to hire drivers and monitor delivery logistics themselves. Various non-restaurant businesses have also given a resounding “yes” to the development of a service that would allow people to order items directly from their mobile device to their home. Since the models of existing shared delivery services like GrubHub and UberEats are not feasible for our small community, PCD worked with the Mohawk Valley SBDC to create a rough business plan for a new shared delivery service for Hamilton and the surrounding area. We will use DRI funds to put this idea into practice by hosting a pitch competition inviting entrepreneurs to submit their proposals and ideas, with an award of seed money given to the winner.

# MULTI-MODAL TRANSPORTATION

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## Our Goal: Enhanced Mobility and Alternative Transportation

Hamilton has a beautiful, interesting built environment, but there are aspects of our infrastructure that put a damper on our ability to create a vibrant, lively atmosphere in our downtown and help our business district reach its full potential. In order for our downtown to truly thrive, it has to feel welcome to residents and visitors using all forms of transportation. It has to feel like a place anyone could walk to and spend time in. The large five-way intersection in the center of Hamilton has long crosswalks and traffic coming from multiple directions that can often be unpredictable, which makes it dangerous for both drivers and pedestrians, especially children and older adults. Many people are deterred from driving, biking, or walking through the center of Hamilton because of this dangerous and unfriendly intersection. The Chenango Canal Towpath Trail is another currently under-utilized opportunity to create an off-road network for navigating the Village. We will use DRI funding to help make our business district feel truly welcoming to residents and visitors using all forms of transportation.

### Five-Way Intersection Redesign and Village-wide Walkability Improvements

**Timeline:** Spring 2021

**Impact:** Completely accessible and pedestrian-friendly downtown

**Project Readiness:** Preliminary design, DOT approval

**Partners:** Village of Hamilton, NYS DOT, Upstate Institute, PCD

**Total Budget:** \$5,200,000

**DRI Investment:** \$5,000,000



The single most impactful thing we can do to improve walkability in our downtown is to redesign our central intersection. This will include shortening crosswalk lengths and making crosswalks more visible and realigning parts of Lebanon, Payne, and Broad Streets to create wider pedestrian sidewalks and reduce confusion for unfamiliar drivers. We will also add additional road crossings down Broad and East Broad Streets along the Village Green to make the lower part of the Green more accessible by foot.

Beyond the five-way intersection, last summer PCD also completed a walkability audit of the entire village. This included places where changes like adding a crosswalk or stretch of sidewalk would close walkability gaps in our community. We will use DRI funding to make the updates outlined in the audit that fall within our DRI area.

## Trail Network and Wayfinding Upgrades

**Timeline:** Ready to implement

**Owners:** Village of Hamilton

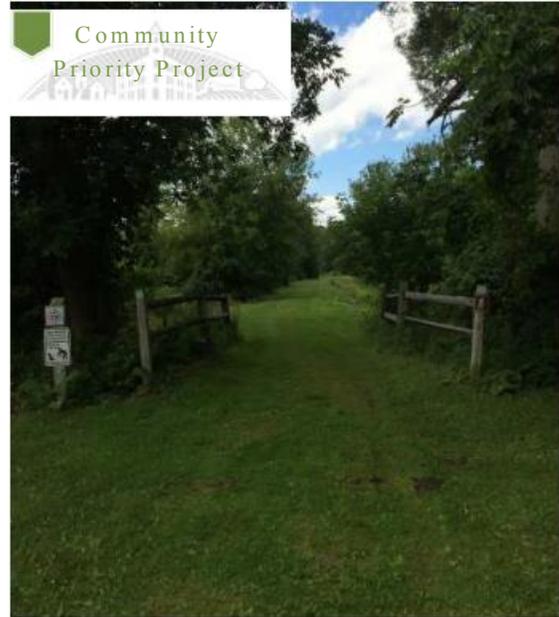
**Impact:** 3 miles of improved trails and a complete wayfinding system

**Project Readiness:** Preliminary design for trail

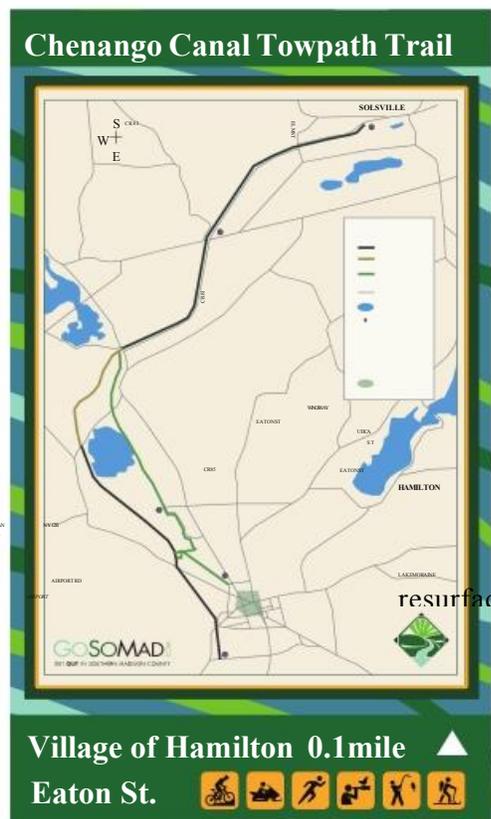
**Partners:** Village of Hamilton, Partnership for Community Development, Chenango Canal Association, Cornell University

**Total Budget:** \$250,000

**DRI Investment:** \$200,000



The Chenango Canal Towpath Trail follows the original path of the Chenango Canal Towpath, an important fixture in our local history. It runs for about eight miles from Hamilton to Madison, passing through the Village, the Hamilton Airpark, and the hamlet of Bouckville. We see the trail as not only an important recreational amenity, but an opportunity to link these local population and employment centers together with an entirely non-automobile transportation system.



PCD worked with Cornell University's DesignConnect Program to design the Chenango Canal Towpath Trail Improvement Plan.

Already this year, a signage system has been installed on the entire 8 miles of the network and one mile will be resurfaced. The trail upgrades will also connect Colgate University and Good Nature Brewing to the trail network.

## PLACEMAKING

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### Our Goal: Community Vitality through Public Spaces & the Arts

Hamilton's most valuable asset in attracting visitors and residents is its unique character. Hamilton has a strong sense of place that is created by our distinctive buildings and streetscape and by the many groups and institutions that collaborate every day on projects, events, and initiatives to strengthen Hamilton's community life. We are incredibly fortunate to have so many active community partners in the Village, constantly coming up with new ideas to keep Hamilton a lively, friendly place to live and visit. However, because of our small size and isolation, many of Hamilton's cultural organizations have struggled to find funding for their ambitious community projects. We want to continue to enhance Hamilton's character by using DRI funding to create new spaces and programs focused on Hamilton's history, culture, and public life.

#### Hamilton Public Library Reading Garden & History Center

**Location:** Hamilton Public Library

**Timeline:** Fall 2021

**Owners:** Hamilton Public Library

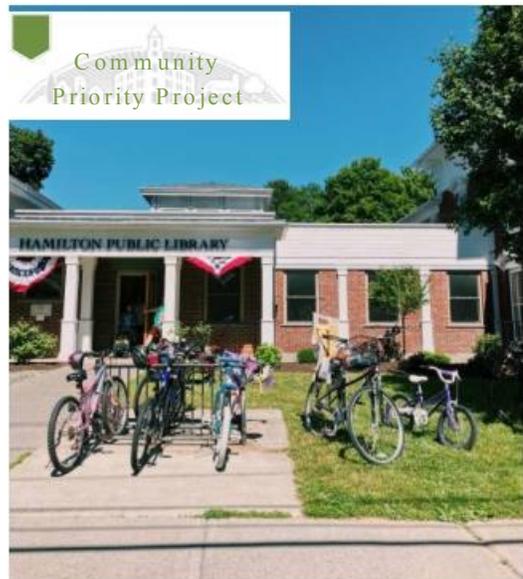
**Impact:** New public space ready for events and high usage

**Project Readiness:** Final design

**Partners:** Morrisville State College

**Total Budget:** \$275,000

**DRI Investment:** \$250,000



The Hamilton Public Library worked with students from Morrisville State College to design a new public space on a currently vacant section of their property. The space will be geared toward young families, as well as being an attractive space for outdoor events. This will add a highly desirable public space to our downtown and promote use of the library, increasing livability.

The Village of Hamilton Historical Commission wants to make a space that celebrates Hamilton's long and rich history. They plan to open part of their space on the second floor of the Hamilton Public Library to the public. They currently have several dioramas and artifact displays on the first floor of the library building and space on the second floor that is being used for storage. Part of the second-floor space will be turned into a museum focusing on local history.

### **Southern Madison Community Center**

**Location:** 44 Milford St

**Timeline:** Fall 2021

**Impact:** Serve 1000+ people monthly

**Project Readiness:** Ready to implement

**Partners:** Hamilton Food Cupboard, Camp Fiver, mental health services, Madison County, Worn Again, and others

**Total Budget:** \$1,500,000

**DRI Investment:** \$1,000,000

The pandemic showed our area how limited our social services are. The goal of the center is to provide a space for enrichment programs, mental health support, food programs, and educational programs in a neutral and safe environment that cultivates community engagement, learning and growth. This will provide a number of programs and groups a space in Hamilton and help reach a very underserved rural population. The space and staffing are provided, but the building needs to be readied for occupancy.

### **Alleyway Improvement Program**

**Location:** Downtown Hamilton

**Timeline:** Fall 2021

**Impact:** Make use of all underutilized spaces in downtown

**Project Readiness:** Preliminary design

**Partners:** Private business owners, Hamilton Initiative

**Total Budget:** \$125,000

**DRI Investment:** \$100,000



Due to the dense urban environment in our business district, downtown Hamilton has a fairly large number of alleyways between our buildings. While these have a great deal of potential as small public spaces, most are vacant and highly unattractive. We would like to provide matching funding to building owners who make use of these spaces and turn them into a public amenity. We'll be using Lebanon Street Alley, a PCD initiative, as a model for these future projects.

## **Hamilton Marketing Initiative**

**Timeline:** Fall 2021

**Impact:** Bring thousands of visitors to our area and attract new residents

**Project Readiness:** Branding initiatives completed and new websites launched

**Partners:** Madison County Tourism

**Total Budget:** \$40,000

**DRI Investment:**

**\$30,000**

The Hub will put out an RFP for services from a firm to provide a marketing package to our community based on attracting visitors to Hamilton in every season. We will build off the This is Hamilton brand and new website, the Go So Mad recreational brand and new website, Taste NY, and I Love NY campaigns.

## **Arts & Culture Fund**

**Timeline:** Fall 2021

**Impact:** Investment in at least 5 new community arts initiatives

**Project Readiness:** Final concept, Staffing ready

**Partners:** The Hub, Arts at the Palace, Hamilton Movie Theater, Hamilton Central School

**Total Budget:** \$250,000

**DRI Investment: \$200,000**

In addition to the many specific arts and culture initiatives we would like to put DRI funding toward, we will also set up a general fund to invest in community arts initiatives. Creative projects can be a vital catalyst for a community's revitalization and growth. The arts can be used to highlight a community's unique character, create interest in underutilized spaces, or amplify the voice of an under-represented community — as well as simply bringing joy to those who pass through our community.

As an example, one of the first initiatives we will consider will be the Access to the Arts Lending Program through the Hamilton Public Library. For many low income children and residents, the ability to learn a musical instrument or practice a new art form is not an option — expensive materials prohibit even the exploration. We will partner with the library to start a lending program for artistic materials, dedicated to making the arts accessible for everyone.

# ADMINISTRATIVE CAPACITY

The Village of Hamilton has a strong administrative team including the mayor, administrator, clerk, treasurer, and a number of administrative assistants, all well-versed in grants and contract management.

The Partnership for Community Development regularly takes on community development projects on behalf of the Village. PCD works with representatives from our three partner organizations – the Village and Town of Hamilton and Colgate University – and with local business owners and community members. PCD has four staff members:

- ◆ **Jennifer Marotto Lutter, AICP, Executive Director**
- ◆ **Laura Caughlan, AICP, Senior Planner**
- ◆ **Mary Galvez, Incubator Director**
- ◆ **Brigette Barker, Administrator**



The PCD has a long history of managing grants and has the support staff necessary to do this work. We are currently managing nearly \$3 million in grant funds from a variety of sources.

Additionally, we work closely with the Madison County Planning Department with a staff of six employees and the Madison County IDA.

Colgate's resources are also available for administrative support, ranging from assistance with human resources, construction management, grant management, and other assistance.