

City of Newburgh Downtown Revitalization Initiative 2021

Basic Information

REDC Region: Mid Hudson Region
Municipality: City of Newburgh
Downtown Name: Waterfront and Downtown Core
County: Orange County
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Vision for Downtown

NEWBURGH’S MOMENT IS NOW. A decade of incremental and steady steps forward has positioned Newburgh to become the region’s thriving economic engine. As people increasingly rediscover Newburgh beyond its Restaurant Row on the Hudson River Waterfront, the public and private investments along the Liberty Street and Broadway Corridors have strengthened tourism and recreation; encouraged clusters of new retail shops and small businesses to take root; celebrated a vibrant arts community and fostered economic connectivity to greater opportunity and growth.

The City envisions building on its successes through the DRI to advance equitable development, promote development without displacement and harness untapped potential by stimulating growth in emergent tourism, filmmaking, performing arts, food and beverage, hospitality and artisan manufacturing sectors. By actualizing this vision through an integrated strategy that prioritizes investments in infrastructure, transportation, housing and commerce, Newburgh will significantly improve its physical, social and economic connectivity. Newburgh’s downtown revitalization will promote economic and social mobility for its highly diverse community, ensuring that all races, ages, and income levels can move about the City easily, access the wealth of diverse opportunities available, and find what they need for health, employment, recreation and community-building. The DRI strategy will directly address the negative legacy of Urban Renewal that physically, economically and socially disconnected the City’s waterfront from its historic downtown and commercial corridors, to finally unleash Newburgh’s full economic potential. DRI funding and technical assistance will be the spark to translate a decade of visioning and planning exercises into actual implementation through tangible investments that reconnect, reframe, and reinvest in the City’s Waterfront and Downtown core as a catalyst for growth and shared prosperity.

A VISION WITHIN REACH: Downtown Newburgh will be the hub of the City’s civic, cultural and economic life, a constant buzz of activity leveraging its unique Waterfront Gateway, historic, and geographic assets to create a lively, ethnically diverse, mixed income and mixed-use community. Focused investments in transit-oriented development along the Downtown Corridor will stimulate the City’s evolving hospitality, tourism, artisan manufacturing, and filmmaking industries. By transforming Broadway into a tree-lined, pedestrian-friendly boulevard with dedicated public transit and bicycling lanes, Downtown will attract waterfront visitors up the hill, creating a market-changing dynamic that enhances the City’s vitality. A reconstructed Newburgh Landing will reconnect the City to the region, affording visitors and residents alike more direct access to waterfront transportation for commuting, tourism and recreation. Streetscape and green infrastructure improvements, including the restoration and preservation of significant public spaces such as Broadway (aka Downing Vaux) Park, Clinton Square, and pedestrian paths to the waterfront will further promote intermodal transportation and walkability, improving neighborhood health outcomes and quality of life. A compact, and well-structured cityscape features a variety of mixed income, mixed-use housing options, including live/work units, to attract new retail and commercial activity. And finally, a new, centrally-located municipal building in the heart of the Downtown Corridor will anchor civic life, improving the quality and accessibility of collocated municipal services.

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Justification

NEWBURGH IS READY. In 2013, the City of Newburgh was identified as an Opportunity Area community and a distressed city targeted for Opportunity Agenda investment. Five years later, in 2018, the MHREDC recognized significant progress made, crediting the City's concentrated revitalization strategy with public and private investments in housing, small business, and infrastructure that heralded the City's "renaissance" fueled by "seamless connectivity of downtown to waterfront access, a thriving arts and culture sector, and engaged community of residents."

Newburgh has embraced its diversity and made equity the centerpiece of its economic development approach, welcoming contributions from all sectors of the community and committing to development without displacement. Within its 3.8 square miles, the small city of 28,187 people has experienced a 24% increase in foreign-born residents since 2000, integrating an ethnic vibrancy and mingling of cultures from Mexico, South America, Haiti, and Jamaica into Newburgh neighborhoods designed for another century. Recognizing a shift in demographics to 50% Hispanic or Latino, 25% Black or African American, and 21% White, Newburgh has demonstrated its commitment to economic inclusion and opportunity while honoring its historic past. This commitment is evidenced in several recent documents and processes, including a) the recently adopted first comprehensive evaluation of Newburgh's housing needs, *Housing Policy Framework: Equity, Vitality, Livability*, which provides a framework for future policy and planning, b) the Cities RISE Innovation Grant implementing a strategic plan for equitable and effective code enforcement to address the housing needs of the most vulnerable residents, and c) Newburgh's participation in the New York State Anti-Displacement Learning Network, which aligned the City of Newburgh with other cities across NYS to develop policies and projects that prevent displacement of residents while encouraging development. To consciously engage all residents in Newburgh's growth story is part of its continuing success.

FISCALLY FOCUSED. The City of Newburgh ended a very challenging 2020 year with a financial surplus demonstrating a commitment to fiscal responsibility, alignment of city services and growing revenue to provide and improve public services for all residents, and also partnering with nonprofit groups and civic committees to expand municipal capacity. Moody's increased the City's credit outlook from stable to positive and the State issued Newburgh a fiscal stress score of 0 for 2019 – the best designation a city can receive. Newburgh is committed to ensuring the City's long-term fiscal health while also reducing the tax burden for homeowners and small business. The City has elevated the CFO position from Comptroller, transferring those duties to the City Manager for a combined City Manager/CFO role and lowered the tax rate for the past three years, indicating not only a trend in its fiscal focus, but also its commitment to listening and responding to constituent needs.

BUILDING ON COMMUNITY COMMITMENT: A renewed cultural and intellectual connectivity to the City's past has spurred residents to re-engage with government, add capacity to public service, and bring actionable policy and legislation to develop Newburgh into an equitable, inclusive, and financially sustainable place. With many fits and starts, Newburgh's growth has been an organic unfolding of efforts by its homegrown business community, artisan business transplants, and nonprofit organizations, all working for a community where people feel like they belong, get involved, help one another, participate in civic dialogue, and reach out to those who are vulnerable.

Established restaurants line the waterfront, attracting people via land and sea. From an idea of two friends and an empty warehouse, Newburgh Brewery built an on-site brewery and perpetually crowded tap room. Atlas Furniture relocated from Brooklyn investing \$2 million in an empty warehouse complex reimaged to manufacture artisan furniture with studio space for other artisan and technology businesses. Similarly, Thornwillow Press, a publisher of handcrafted books and printing, celebrates the written word in a repurposed complex of historic old factory buildings. The Cosimo's Restaurant Group, better known for its

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suburban presence, invested in two restaurants in the old train station and another \$250,000 in public street improvements. Graft Cider, a Baltimore transplant, took advantage of a Start Up New York partnership with Mount Saint Mary College to build its growing specialty beverage business in Newburgh. Each of these entrepreneurial endeavors is not only flourishing and expanding, but attracting others to a strong creative business community.

Habitat for Humanity of Greater Newburgh has revitalized Newburgh neighborhoods during the past 20 years, building and restoring 100 homes valued at over \$12.1MM, eliminating blight and promoting homeownership. When the Newburgh Community Land Bank partnered with the City to develop and sell in-rem properties, there were over 700 vacant and abandoned properties dotting virtually every city block. Today, available real estate is scarce, the streets are humming with construction activity, and companies such as Seraphim Equities have invested \$15MM to purchase 60+ properties, including contiguous buildings along the Broadway corridor. Safe Harbors of the Hudson restored the old Hotel Newburgh into a model for supportive housing with on-site artists' studios, an art gallery, and a small performance space. The complex has grown to encompass 2 Alices, a popular coffee shop; Gritworks, a co-working space; and an outdoor park that transformed an empty corner lot into a venue for outdoor events and community gatherings. The Newburgh Armory Unity Center has collaborative educational partnerships with the Newburgh School District, Mount Saint Mary College, and SUNY Orange attracting hundreds of elementary school age children each week to free academic enrichment and athletic activities.

In the past four years, Newburgh has experienced a shift in civic engagement, with residents and stakeholders providing guidance, leadership, and support for the work of the City. Residents across the city have played and continue to play an active role in the City's redevelopment, through a number of public/community coalitions, partnerships and commissions including:

- Newburgh Affordable Housing Coalition
- Anti-Displacement Learning Network
- Newburgh Arts + Cultural Commission
- Newburgh Transportation Committee
- Greater Newburgh Parks Conservancy
- Police & Community Relations Board
- Newburgh Urban Farm and Food Initiative
- Conservancy Advisory Committee
- Mayor's Strategic Economic Development Advisory Committee (SEDAC)

These community-led initiatives share a common civic vision and commitment to the City's long term, equitable redevelopment and are building capacity to enhance quality of life for all Newburgh residents.

To infuse a constituent voice into the economic development projects that come before the City Council, Mayor Torrance Harvey established a committee of residents, business owners, community leaders, and stakeholders to represent the diverse composition of the Newburgh citizenry and to prioritize strategies, projects, and programs that encourage economic and community development throughout the City of Newburgh. The Mayor's Strategic Economic Development Advisory Committee (SEDAC) works in partnership with City departments reviewing RFPs, making recommendations to the City Council, monitoring the advancement of vital development projects, and ensuring alignment with a guiding set of values and principles for inclusive and equitable development to develop property and create jobs while preserving City assets. SEDAC has brought experience, capacity, and leadership to advance sound economic development in the City, engaged with the broader community, and championed the DRI application.

JUSTIFICATION OF NEED. Despite notable advances the residents, investors, and current administration have made, Newburgh will need the kind of assistance, both technical and financial, the DRI can provide to overcome barriers to Newburgh's sustainability and growth. Urban Renewal wiped clean large swaths of the City's commercial downtown structures—including the workforce housing of its black residents—leaving behind environmental contamination and no plan. This single event set in motion a multi-decade's long decline from which the City and its people still struggle to recover. A DRI award will initiate restoration of the

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vacant “Hillside” to a productive, mixed-use commercial neighborhood that also reconnects the Waterfront and Lower Broadway, by leveraging ideas from the 2007 Leyland Design Charettes led by world-renown city architect and planner Andrés Duany, equitable and inclusive public policies, and the City’s recent EPA Brownfield and NYS BOA applications. The 30 acres, including the for Superfund Consolidated Iron site on the Waterfront, are now open greenspace, prime for development to bring commerce, tourism, and tax dollars into a City striving to offset the high residential tax burden on property owners.

Newburgh Landing will also require DRI investment to leverage other funding to complete the project. The pier project is in final engineering design and will require demolition of the existing structure and then complete reconstruction. Upon completion, the deep-water port at the Newburgh Landing Pier will accommodate private boats, cruise liners and day trippers, and the Newburgh-Beacon Ferry service, which delivers commuters to Metro North train service, a crucial connection to intermodal transit. The full design has been funded by a DOS LWRP Grant, however the estimated \$5MM construction cost is still unfunded.

Another area of great need for the DRI attention is Broadway, Newburgh’s lifeline to revitalization. Being known as one of the widest Main Streets in America has been both a blessing and a curse. The boulevard, a beautiful open canvas that culminates in a majestic view of the Hudson, divides the city in two, disconnects neighborhoods, and makes the simple act of crossing the street almost impossible. The Charettes envisioned replacement of the former streetcar path with a tree-lined median and public transit that “calm,” or slow down traffic, not only to beautify a stark landscape but also to allow people to move about safely. This idea grew through several engagement exercises and demonstration projects into the City’s 2019 full embrace of a Complete Streets policy.

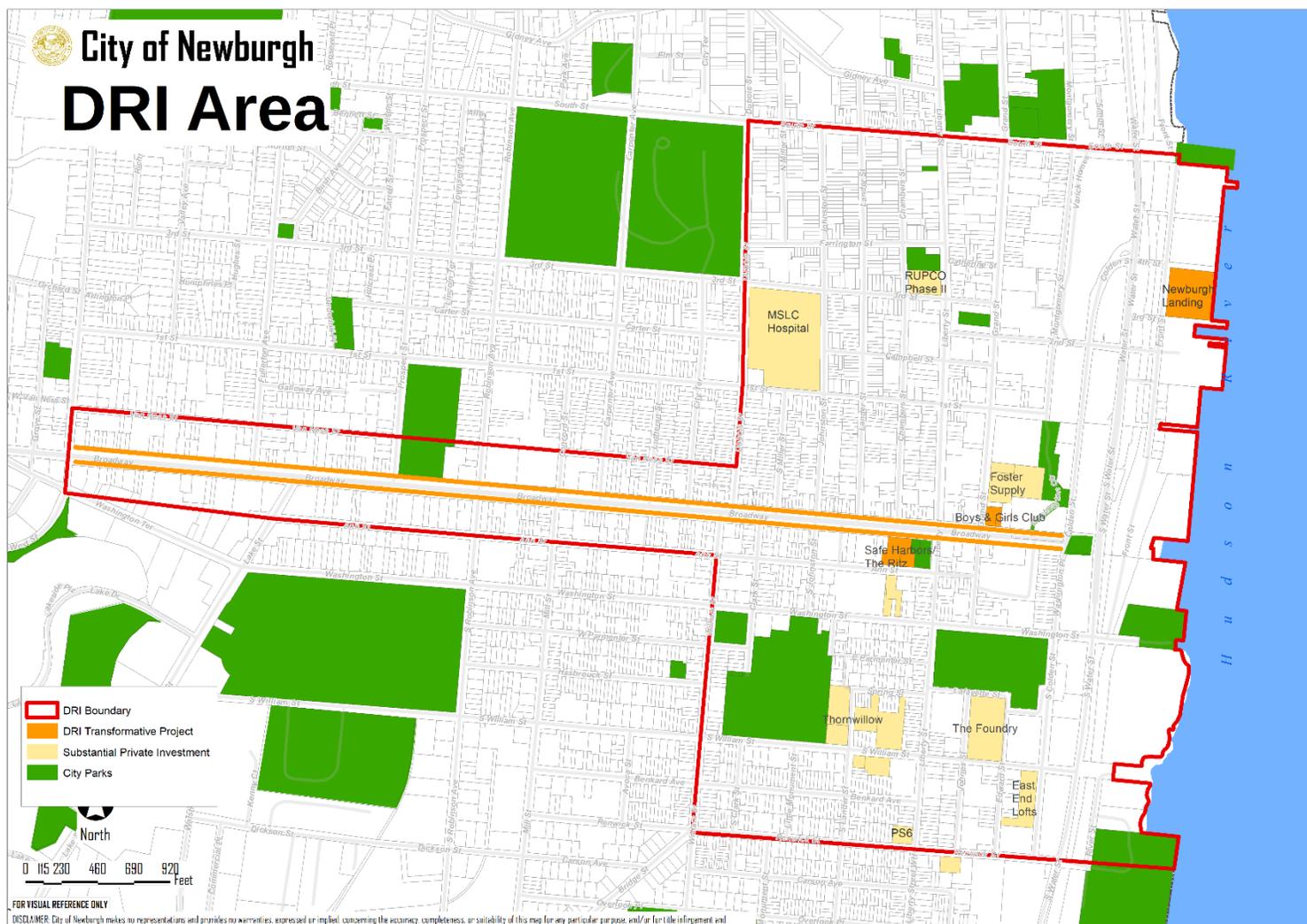
Great progress has been made towards transforming Broadway into an ADA compliant avenue. Approximately \$3.3MM has been invested in intersection makeovers with another \$3.5MM slated to continue the work. Improvements include curb cuts, bump-outs, and new signal devices with call buttons for waiting pedestrians. The next step in transforming Broadway requires a combination of technical assistance, design and engineering, and capital improvements to unlock Broadway’s full economic potential as a major transit-oriented development corridor. Without concentrated investment such as the DRI to begin to address this barrier, Newburgh will ultimately remain a disconnected city unable to broadly grasp its vision of equitable economic development across all its neighborhoods.

Lastly, the City endeavors a new municipal campus centrally located in the downtown target area of the Broadway Corridor. This structure is envisioned to be a mixed-use structure with both public and private tenancy, consolidating public safety and administrative operations. Its central location will reestablish connections among the dense residential neighborhood to the north, the retail corridor of Broadway, and the Liberty Street corridor to the east, through a mixed-use civil campus. The City has completed an existing facilities analysis and is working on an RFP to engage in a public-private partnership with a developer to fund the next steps, including assessment of City services, community engagement, and design. The project would be enhanced by the DRI’s technical assistance and planning guidance.

Downtown Identification

Boundaries of the proposed DRI area

The “T”-shaped target area encompasses the Waterfront Gateway at the top of the “T” with the Hillside and the base of Broadway at the intersection stretching into the Liberty Street Corridor to Renwick to the south and South Street to the north. The “T” stem follows the length of Broadway west from the Hudson ending at West Street concurrent with the western Opportunity Zone boundary to emphasize attention to the opportunity for intermodal transportation access to the region. Most of the DRI target area overlays two federally-designated “Opportunity Zones” and the East End Historic District, allowing investors to take advantage of historic preservation tax credits, other tax incentives to support economic development, and the form-based zoning code adopted in 2015, which encourages mixed use and mixed income neighborhoods combining residential, commercial, retail, hospitality and tourism for an unparalleled walkable, livable urban experience.



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PLANES, TRAINS, AND AUTOMOBILES—PLUS BOATS: The DRI target area illustrates the vision of the City powered by intermodal transit-oriented development as iconized in the “T” shape. The 10-minute ferry ride to and from the new Newburgh Landing crossing the Hudson accesses trains to Albany, New York City, and connections beyond. A short pedestrian walk up from the Waterfront Gateway crisscrosses the Hillside to the Broadway corridor at the convergence of the “T” and encourages visitors and residents alike to stay awhile and explore squares and plazas, shops, restaurants, public art, entertainment and other amenities. Broadway’s bus route continues the length of Broadway en route to the Greyhound bus station on 17K and big box shopping. By car, the “T” stem connects to a plethora of warehouse jobs and to New York Stewart International Airport. To harness the power of all modes of transportation to stimulate economic development is one of the City’s DRI goals.

Past Investment, Future Investment Potential

Investments from both the public and private sector have exceeded a total of \$144.6MM in the past 3 years with an additional \$128.4MM expected in the next few years as current projects get underway and conclude. In 2020, 1,840 building permits were issued representing a total development value of \$36.7MM, which includes 402 buildings slated for substantial repair or reconstruction, approximately 6% of Newburgh properties. Property values increased 16% between 2019 and 2020, a trend likely to continue, as evidenced by the 1,097 building permits issued to date in 2021. Housing sales have remained flat due to limited inventory. However, increased interest and limited supply throughout 2020 have increased the average median value of a single-family home by 36% from 2019, surpassing gains from 2018 to 2019 where median property sales prices increased 23%. The City continues to sell properties taken in-rem for tax foreclosure generating nearly \$1MM in 2020, and \$1.3MM in each of 2019 and 2018.

DOWNTOWN BROADWAY CORRIDOR: Anchoring Broadway and Liberty Street, **Safe Harbors of the Hudson** (\$21MM) adaptively reused an old hotel to create 128 units of supportive housing, artist’s studio space, the Ann Street Gallery for contemporary art, two commercial spaces—Gritworks, a co-working space, and 2 Alices coffee shop, and Safe Harbors Green, an urban greenspace. The **Ritz Theater** (\$27MM), a shovel ready project, is slated for revitalization as part of the Safe Harbors complex bringing a new performance and event venue to Newburgh with capacity up to 1,000. This important intersection is getting an ADA/Complete Streets makeover with new bus shelter, green infrastructure, trees and flower beds to be completed Fall 2021.

Across the street, a private developer completed a multi-year renovation of 96 Broadway from a very visible icon of blight into a beautifully restored mixed-use mixed-income building with an anchor restaurant. Just down the street on the corner of Broadway and Grand Street, the **Center for Arts and Education** (\$12MM), a project of the Boys and Girls Club of Newburgh and the Newburgh Performing Arts Academy will resume construction October 2021 with an expected completion in late 2022 to provide early literacy education and performing arts training to 1,000 children each week in a repurposed bank building. Nearby on Grand Street, **Foster Hospitality Supply** (\$25MM) will repurpose 3 historic buildings purchased from Orange County — the former Masonic Temple, the American Legion Building, and YMCA — into an “Urban Resort,” a hotel, spa, restaurant, and event complex to be completed in late 2022. The project is expected to generate \$1.3MM in sales and hotel taxes each year, in addition to creating more than 80 new hospitality jobs.

The **Newburgh Community Land Bank** (\$7MM) has partnered with both Habitat Newburgh and RUPCO to increase much-needed affordable housing. **Habitat for Humanity of Greater Newburgh** has invested in 100 homes across the East End, both rehabilitating abandoned and vacant properties as well as building new owner-occupied homes, which contribute over \$620,000 annually in taxes to the City. **RUPCO’s East End Phase 1** (\$16.5MM) of 45 units of scattered-site, affordable rental housing was completed in 2018. Phase 2 aka Newburgh Progress (\$32MM), 62 units of housing, and two mixed-use properties for community-based

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activities, is underway, a project that includes restoring and repurposing the former United Methodist Church on Liberty Street.

LIBERTY STREET CORRIDOR: Development along Liberty Street, restaurants and retail small businesses have attracted artisan and beverage manufacturing, new housing including live/work spaces, mixed use and creative businesses such as film and TV production. **Wireworks** (\$3.5MM), an innovative combination of live/work space, apartments, and a food hall/restaurant, has transformed the long-abandoned factory building at 109 South William Street. **East End Lofts**, a Kearney Development Group project (\$17MM), sited on a City-owned greenfield property, has completed predevelopment. The project includes 67 units of mixed-use, mixed-income housing, 40 of which are earmarked for those in the arts and literary professions, and will house an anchor restaurant creating linkage between the Newburgh Brewery, the Waterfront and Liberty St. Corridor. **The Foundry at Washington Park** (\$14MM), a condominium project for which completion languished for years, has obtained building permits for Phase III, which includes 61 market-rate condo units with luxury amenities. Another private developer has renovated three blighted 12–15-unit apartment buildings, also market rate. **The PS 6 Center for Film & Television** (\$3.2MM), a 2019 ESD priority project, will renovate and repurpose the former Liberty Street School to house a 7,000 SF sound stage, 14,000 SF of production studios, editing and screening room. **Atlas Furniture** (\$2MM) relocated its design and artisan manufacturing business to a renovated warehouse with studio space rented to tech, design, and creative businesses. Thornwillow Press continues expansion of its business footprint on Spring Street to create **Thornwillow Maker's Village** (\$2.2MM), another 2019 CFA priority project, a multi-venue space with a bookstore/café, live work studios and maker studios recently began construction. **Spirits Lab Distillery** renovated an 8,500 SF warehouse to house a new small batch distillery with tasting room and retail sales. The balance of the space will be converted to an art gallery and studio space.

UPPER BROADWAY CLUSTER: In addition to its Ann Street facility in the Liberty Street Corridor, **Graft Cider** is expanding into a redeveloped 100,000 SF former Powder Creek Mill textile manufacturing complex, a \$1.3 million project with a 16,000 SF production and distribution center, tasting room with courtyard seating abutting Quassaick Creek, supported by a \$264,000 ESD grant. **Catania, Mahon, & Rider, PLLC** have moved their offices of 150 attorneys and support staff to the visible Upper Broadway side of this adaptive reuse/new construction project from a more exclusive office park. The location is next door to a NYS certified business incubator, “the **Fashion Accelerator**,” launching entrepreneurial garment manufacturing.

Montefiore St. Luke's Hospital recently completed a reconfiguration and expansion of its Emergency Department (\$6.2MM) with the expectation to replace the hospital's CT scanner and purchase a Linear Accelerator (\$3MM) to increase and improve local cancer treatment options for Hudson Valley families.

KEY PUBLIC INVESTMENTS POSITIONED FOR GROWTH: The City has invested approximately \$20MM in underground infrastructure to replace lead lines, separate stormwater and sewer, and replace aging, leaking water and sewer mains. As a result of this investment, the City will be able to accommodate the increase in housing builds the City is experiencing and adequately service the accompanying growth in resident population. Sidewalk improvements are underway with a complete multi-modal redesign of the main business intersection of Downtown Newburgh at Broadway and Liberty Street (\$800K) to be completed Fall 2021 and redesigned Broadway intersections from Grand Street to Robinson Avenue (\$2.5MM) to be completed by Fall 2022. The temporary bridge on Lake Street (NYS Rte. 32), that has been in place connecting the City of Newburgh with the Town of New Windsor since 2015, is slated for permanent replacement (\$1.75MM) with funding applied for. The North Interceptor Sewer (\$16MM) will be realigned and enlarged, a project which will bring service to an underserved area, allowing for development and decreased sewer maintenance costs and providing environmental benefits by decreasing sewer overflows to the Hudson. This improvement project and the Newburgh Landing Pier (\$5MM) are both in final design and shovel ready with

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funding applied for. Should funding for the Sewer Interceptor project not be awarded, other options are available to the City to initiate this project vital to economic and environmental development.

Recent or Impending Job Growth

Newburgh has relied upon its expanding small business community for leadership in job growth with a growing number of live/work spaces such as **Habitat Newburgh's** Live Work Create and the **East End Lofts** and co-working spaces, such as **Wireworks** and **Gritworks**, in addition to collocated makers' studio spaces at **Safe Harbors**, **Atlas Manufacturing**, and **Thornwillow Maker's Village** to nurture creativity, entrepreneurship and training.

At the turn of the 19th century, the City was a fashion manufacturing hub, an industry the **Fashion Accelerator**, an Orange County IDA-sponsored program, is revitalizing to support artisan fashion manufacturing in an 80-year-old former factory on Upper Broadway that had been vacant for years. Now home to four minority and women owned businesses, the Accelerator is helping nurture and launch nascent entrepreneurs by providing equipment, workspace, and marketing to guide them from idea to operational business.

Graft Cider, which came to Newburgh as a Start Up NY project, established its sour cider brand in a repurposed garage space near Lower Broadway. With its new wine cooler product line and desire for a public-facing venue, the company needed more space and more people to support the growth. Their expansion project in a second location on Upper Broadway will create 20 new jobs by 2023.

A new endeavor from Sullivan County hotelier, **Foster Supply Hospitality**, has purchased three Grand Street buildings for adaptive re-use as a hotel, conference and event center, restaurant and catering venue, and spa. The project will not only create 80+ jobs, but will partner with SUNY Orange to serve as a regional training center for the growing hospitality industry.

When the vision for the **Ritz Theater** is realized, Safe Harbors will also utilize the space as a training ground for technical careers in film, the performing arts, and catering, where **Umbra Stages**, on Scobie Drive, has been the lead driver in the local film industry and workforce development. Booked well into 2022 for film and TV productions for Warner Brothers, HBO, and others, Umbra with its partner, **Choice Films**, the in-house production company, have spearheaded the industry's growth. To facilitate the growing film industry, Choice Films has launched a training program, BTL (Below the Line) Bootcamp, now completing its fourth session, offering free training and mentorship in film production trades to at-risk youth in the community, 48% of which are City of Newburgh residents. The last session doubled the number of attendees to 30, with an additional 35 people waitlisted. As a result of their experience in the program, 52% of the 98 participants are working professionally. Sixteen have joined the International Alliance of Theatrical Stage Employees [IATSE] union or the Teamsters. Now with a production office on Broadway, Choice Films is more visible as a conduit for film production in the Hudson Valley and the BTL program. The **PS 6 Center for Film and Television** also anticipates job creation of approximately 35 FTEs.

RUPCO received a \$1MM grant and has partnered with Newburgh's Love Your Neighbor Community (LYNC) Foundation to administer YouthBuild, a Department of Labor pre-apprenticeship training program to prepare students for careers in the construction trades and nursing, with emphasis on training women to pursue careers in male-dominated fields, such as construction. Fifty underserved youth, ages 16-24, are enrolled with some dually enrolled in a healthcare track to become Certified Medical Assistants. Newburgh Youth Build will assist with job placement post-program for one year.

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Quality of Life

Significant to quality of life for Newburgh residents is the improved look of the City. No longer a poster child for urban blight, many run-down streets with abandoned and vacant buildings on every block have been replaced by clean, newly renovated structures and the promise that accompanies construction. The City has struggled with rent burden proportionate to income due to limited availability, and code enforcement to maintain quality; 82% of the City's housing stock was built before 1970, and 57% before 1939. As a result, in 2020 housing sales were flat due to limited inventory. However, with current projects underway and those recently completed, Newburgh will add 275 units of new housing, of which approximately half is market rate. According to MLS, Newburgh saw a substantial increase in real estate value in 2020 with the average single family home sale increasing 36% in value to \$201,026 and remains on trend for 2021. By completing the North Interceptor Sewer Project, the City's capacity will expand to accommodate an increase in use and allow for more housing and commercial structures to be developed. With its \$20MM investment improving the quality and function of underground infrastructure, the City has turned its attention to streetscape with a focused \$3.2MM on sidewalk replacement and making intersections ADA compliant, earmarking another \$3.5MM to makeover Broadway intersections from Grand Street to Robinson Avenue.

Nearly a decade after Newburgh was named among the top ten Most Dangerous Cities in America, the City has continued to make significant improvements in public safety. In response to resident needs, this year Newburgh law enforcement is taking on a new professionalism. In addition to a new Police Commissioner who brings welcomed leadership and diversity to lead the department, the City has welcomed a new police chief with extensive experience in implementing community policing and neighborhood engagement.

GOOD HEALTH AND A SENSE OF WELLBEING are crucial reflections on quality of life, and ready access to healthcare, an essential element. Newburgh is rich in nonprofit support services to provide mental health support, substance use recovery, and assistance to the most vulnerable to keep them engaged and integrated in community life. St. Luke's Cornwall Hospital completed a merger with Montefiore, a large clinical care network that has elevated health and well-being in the Bronx, successfully serving a population demographic similar to Newburgh's, and will bring access to greater healthcare resources to the community hospital. **Montefiore St. Luke's Cornwall** has recently updated and modernized their Emergency Department to better reflect community needs in a \$6.2MM renovation and has applied for a \$3MM capital investment to enhance state-of-the-art cancer care ensuring those facing health challenges receive the care they need close to home.

WALKABILITY AND GREENSPACE have always played an important part of the Newburgh landscape as well as contributing to community health. The City has targeted investments in sidewalk replacements, inclusion of ADA-compliant crosswalks, expansion of street lighting onto Downtown streets, and new bus shelters, all of which are streetscape improvements that have enhanced quality of life. To reverse the effects the loss of 4,000 trees has had on the City, the community-led **Greater Newburgh Parks Conservancy** has partnered with the Department of Small Interventions, **Scenic Hudson**, and **Habitat Newburgh**, in two tree-planting pilot projects to restore a healthy tree canopy, and with Outdoor Promise and the Conservation Advisory Council to create an Environmental Justice Fellowship centered on BIPOC leadership and tree stewardship. Program benefits include greater pedestrian and motorist safety through reduced traffic accidents; protection from rain, heat, and sun for people and infrastructure alike; stormwater mitigation, pollution filtration and CO2 absorption benefits; and improved physical, mental, and emotional health of residents.

Newburgh's Downing Park, the "other" Central Park designed by Frederick Law Olmstead and Calvert Vaux, underwent restoration in the late 1990s and is now playing a significant role in the **Newburgh Urban Farm and Food Initiative** (NUFFI). On the site of the original Downing Park greenhouses, the Downing Park Farm is an oasis of green in the City of Newburgh giving community members the opportunity to learn how to plant,

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grow, and harvest fresh food and flowers in urban spaces. The farm is mostly run by volunteers and much of the harvest is returned to the community — either donated to local food banks and pantries or sold at the weekly **Newburgh Farmers Market at Safe Harbors Green**. In 2020, between the food grown at the farm and coordinating donations from other food provider organizations, NUFFI distributed 10,000 lbs. of fresh produce to 15 feeding programs, a literal lifesaver for Newburgh residents in the midst of the COVID crisis.

LIVING HISTORY. Downtown Newburgh is dotted by a trail of prominent historical landmarks: Montgomery Street was the site of one of Thomas Edison’s first electric power plants making Newburgh one of the first electrified cities in the United States. 93 Liberty Street (Alsdorf Hall) was a stop on the Underground Railroad and abolitionist Frederick Douglass came to Newburgh to give a speech celebrating the ratification of the 15th Amendment. George Washington famously turned down the crown in favor of the new nation’s first presidency in Newburgh, now the **Washington’s Headquarters State Historic Site**, the first publicly-owned and preserved historic site in the United States. The site has undergone a \$4MM restoration of the grounds and “Tower of Victory,” built for the centennial of the Revolutionary War. The restored viewing deck offers unparalleled views of the Hudson and Hudson Highlands.

ACCESSIBLE ART. For many years hidden amongst world class regional art venues such as Dia: Beacon, Storm King Art Center, Magazzino Italian Art, and the Hessel Museum of Art, the **Ann Street Gallery** at Safe Harbors stood alone in Newburgh. Today, the gallery is one of a dozen local galleries exhibiting a wide range of contemporary visual art and performance pieces. A newly energized **Arts + Culture Commission**, a City-chartered resident-led committee, inventoried working artists and exhibition venues in Newburgh, followed by community conversations, the first time the prevalence and important role of the arts was publicly explored as an economic booster as well as an enhancement to quality of life. In its 11th year, **Newburgh Open Studios** provides a map and an opportunity to visit artists in their studios, see their work, and get a behind-the-scenes glimpse into their working processes. In 2019, over 100 local artists participated. In addition, pop-up galleries, group shows and outdoor sculpture exhibits continue on **Last Saturdays** of each month.

The Newburgh Community Photo Project, an Atlas Manufacturing studio tenant, is a grassroots, community-based art-making initiative. NCPP teaches photography and community activism to local youth to achieve a greater understanding of their community through creativity. Over the course of three years, the NCPP collective is researching, investigating, and photographing Black history in the City of Newburgh. “Truth Be Told: Uncovering Newburgh’s Muted Legacy” will combine portraits, landscapes, interiors, still lifes, historical/vernacular photographs, and personal mementoes in an attempt to reconsider the narrative of Newburgh’s history.

SUMMER IN THE CITY. To give kids a safe place to play socially distanced, the City has initiated Play Streets, closing off designated streets throughout the City to traffic and distributing “Play Packs” with masks, hand sanitizer, and activities-in-a-box (sidewalk chalk, hula hoops, jump ropes etc.), along with rotating summer camps in each neighborhood throughout the summer. The Boys and Girls Club Summer Series in the Parks offers drumming, hip hop dance, Double Dutch jump rope, and art programming in both Audrey Carey and Tyrone Crabb Parks. For those more daring, Safe Harbors’ Ritz Kidz Circus trains 30 students ages 12-16 each summer, working with a team of experienced, professional circus coaches in new skills such as acrobatics, tumbling, juggling, comedy, music, and dance that culminates in a spectacular performance for family, friends, and the community. For an older crowd, Safe Harbors Green hosts “Salsa under the Stars,” an outdoor dance fest to live salsa music, and the City offers free fitness classes in Downing Park.

NEWBURGH ILLUMINATED, the brainchild of late Mayor Judy Kennedy with a nod to Thomas Edison, anticipates a return in 2022, after a COVID-enforced lapse in 2020 and 2021. In 2019, the family-friendly festival, in its 7th year, celebrated a day of music, art, dance, poetry, and food to bring people together and

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shine a light on the City of Newburgh to increase tourism, attract new businesses and homeowners, and have a positive effect on the City's regional perception. Named in Hudson Valley Magazine's Best of the Hudson Valley, the event attracted over 40,000 people.

Supportive Local Policies

Over the past decade, the City Council has laid a foundation for the transformational projects proposed here to flourish within a framework of inclusive economic development and a series of progressive policies. Building upon community engagement and civic discourse, key local policies have been embraced and institutional partnerships solidified, as evidenced in the work detailed above, including mixed-use zoning and the establishment of SEDAC to support economic development, while preserving city assets and inclusion, housing and code enforcement to eliminate urban blight and poverty housing, and quality of life milestones such as complete streets and public art. With increased momentum and uniformity of purpose, City leadership has demonstrated its commitment to its constituency and determination for positive change with an increasing number of policy initiatives adopted by unanimous, or near unanimous, support, as illustrated in the following policy progression:

THE NEWBURGH COMMUNITY LAND BANK. (2012) One of the first in NYS, Newburgh was awarded \$7MM to address urban blight, rehabilitate vacant and abandoned properties, and promote homeownership. The Land Bank's target area includes the historic downtown neighborhoods, part of the DRI target area. As such, it is an important partner in acquiring and redeveloping vacant and blighted properties to help advance critical community housing and economic development goals.

RENTAL REGISTRY (2013) Required registration and inspection of rental properties to identify ownership and ensure building safety highlighting code compliance and enforcement to eliminate "zombie" properties.

COMPREHENSIVE ZONING UPDATE (2015) This comprehensive zoning update transformed restrictive and outdated code designed more for a suburban landscape than a diverse, urban built environment. Based on smart growth principles, the update created the policy framework principles needed to unlock development potential of the City's waterfront gateway, historic downtown and Broadway transit corridor. The code specifically reduces barriers to development, incorporating form-based code to encourage mixed-use with added protection to city assets such as historic and waterfront districts, environmental assets and streamlined land use approval.

COMPREHENSIVE PLAN UPDATE (2018) Presented updated new Vision to existing Plan It Newburgh! Initiative.

ESPRI—EMPIRE STATE POVERTY REDUCTION INITIATIVE (2018) Nonprofit and Land Grant University collaboration to address poverty through brainstorming and stakeholder-led in initiatives with grants to community-based organizations to pilot strategies such as peer financial coaching and public "pocket parks" to add greenspace.

COMPLETE STREETS POLICY (2019) Directed relevant departments and boards to consider and incorporate all modes of transportation in development projects or when making improvements to existing infrastructure. The adoption of a Complete Streets Policy repositions the waterfront, downtown neighborhoods, and Broadway corridors as prime areas for transit-oriented development and smart growth, maximizing neighborhood density, walkability, pedestrian safety and public health outcomes.

CITIES RISE—CITIES FOR RESPONSIBLE INVESTMENT AND STRATEGIC ENFORCEMENT (2019) Implemented strategic code enforcement programs with an emphasis on making code enforcement more effective, efficient, and equitable.

MAYOR'S STRATEGIC ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (SEDAC) (2019) Diverse 10-member group representative of the City's various sectors appointed to analyze, review and advise the City Council on development projects, advocate for studies and plans to support future mixed-income, mixed-use

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development. SEDAC has played a critical role in partnering with the Mayor, the City Council and the Department of Planning and Development to create a more predictable and focused set of redevelopment values and priorities in target areas which include the waterfront gateway, downtown core and Broadway corridor.

ANTI-DISPLACEMENT LEARNING NETWORK (2020) Collaborating with CBO stakeholders, developed targeted strategies designed to help prevent displacement of residents from their homes and community, including legal services for landlord/tenant disputes and an innovative pilot program for basic income to help the most vulnerable residents affected by the COVID crisis.

COMPREHENSIVE HOUSING FRAMEWORK (2021) Funded by the Leviticus Fund, this comprehensive housing framework provided the first housing needs assessment done in the City of Newburgh. It identified housing conditions relative to economic trends and demographics and created a unified housing redevelopment framework with recommendations around policy themes associated with “Equity, Livability and Vitality.”

“BONUS POINTS” FOR RESIDENT, MINORITY, & FIRST TIMER PURCHASERS (2021) Newburgh residents, minorities, and others seeking to purchase City properties are given added weight to their application to encourage home ownership.

REVIEW PROCESS FOR PUBLIC ART (2021) The Newburgh Arts + Cultural Commission developed a best practice process to review public art projects and facilitate implementation.

Public Support

The transformative projects highlighted and the focused DRI target area have been vetted over many years by diverse stakeholders in multiple community planning, visioning and engagement processes, and have been in some state of development for a decade or more. Each project has been the subject of visioning, placemaking, design charrettes, studies and reports informed by public engagement and resulting support. Some of the detailed policies and projects were initially developed by a small group of engaged stakeholders, a representative cross section of the Newburgh constituency; presented to a larger public audience for comment and refinement, and often revisited years later when new energy and funding became available to advance the initiative to its logical next step. This DRI application, for example, was initiated by SEDAC, a group of engaged stakeholders representing the City’s diverse and varied interests, based on the wealth of previous public discourse and the extensive work of resident-led committees, and assembled for presentation to City Council for public comment and adoption.

Newburgh history, architecture and land use have long been of academic interest and study leading to public engagement from refreshing points of view. In 2018, students from the Columbia Graduate School of Architecture and Planning engaged the community in a months-long “Re-Thinking Heritage Tourism,” providing the City with a wealth of informed opportunities for inclusive development and planting seeds in current policies and projects. Even the youngest Newburgh voices are integrated into public discourse and planning, as evidenced by a 2021 collaboration between elementary students at Horizons-on-the-Hudson Magnet School with Yale School of Architecture in a placemaking exercise reimagining Muchattoes Lake, as a site for recreation development, also studied by the Quassaick Creek Watershed Alliance as part of their quest to establish City walking trails proximate to the Complete Streets study on Lake Street, which enjoyed extensive community engagement in 2016. Also in 2021, the Pratt Institute Green Infrastructure Design Build Studio 2021 developed a series of plans and recommendations focused on Rooting Resilience in Newburgh.

Notably in 2020, the Leviticus Fund, under a grant from JP Morgan Chase Foundation, sponsored the Pace Land Use Center in a multi-disciplinary planning initiative evaluating housing needs to stimulate the City’s long term housing policies. Through a series of community listening sessions examining housing conditions,

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affordability, supply and neighborhood vitality, the project concluded with the Newburgh Housing Report and Policy Framework. This was the first time a comprehensive review of the City's housing stock and policies on housing was completed and has informed many of the housing projects now in development.

Also in 2020, the Arts + Culture Commission, a chartered and resident-led City committee, conducted a cultural survey to inventory arts resources in the City, also the first of its kind, and led a series of community conversations to inform the City to elevate and stimulate the arts development in the community.

Transformative Opportunities and Readiness

To be a catalyst in Newburgh's growth trajectory, advancing development without displacement, and further Newburgh's physical, economic, and social interconnectivity, the City looks forward to working with the DRI LPC to further explore the following projects, and others identified, that encompass the goals and values framework the City and SEDAC have developed. The short, yet visionary list represents projects that will be mobilized and/or completed in 1-2 years, funded by a \$10MM investment supporting public and private sectors, and will impact on tourism, quality of life, city function, and capacity to attract new business.

RECONNECTING A VIBRANT AND INCLUSIVE WATERFRONT

NEWBURGH LANDING PIER—GATEWAY TO THE HUDSON. Newburgh is the only deep-water port between New York City and Albany, making the Pier a crucial asset to promote regional tourism and commerce connecting Newburgh through intermodal transportation. The Pier has been closed since 2014 due to ice floe damage. The Pier design project, funded by a NYS DOS grant and now in its final stage, will yield detailed plans to demolish the existing pier and construct a newly designed structure with two pier extensions to accommodate large cruise ships. Proximity to Stewart International Airport could be an added potential benefit, as could day liners with tourists who ♥ NY. A permanent ferry terminal will provide commuter transportation to the Beacon train station connecting to Albany, New York City and beyond via Metro North and Amtrak. Historic tall ships will dock to educate school children and visitors about the transit experience of another era and the Hudson River ecosystem, while transient mooring slips will allow sailors in current day craft to access the Hudson for health and recreation. A large fixed pier and area with shaded seating will host outdoor entertainment and community events allowing people to congregate, enjoy the waterfront, and enhance quality of life in the City. This project is shovel-ready with funding through substantial completion applied for, but uncommitted and insufficient to complete the project in its entirety. DRI funding would match outstanding State and Federal grant requests to set the project in motion.

THE HILLSIDE. Once the heart of a thriving business district, but erased by a misguided federal Urban Renewal program, left vacant and contaminated, the Hillside is a barrier separating the waterfront from Downtown. With few environmental regulations in place in the 1970s when the demolition work occurred, the concerns for VOCs, metals, asbestos, PCBs, lead paint and other contaminants in the soil and groundwater have spurred the City to embark on a path to heal the land and the people. The legacy of Urban Renewal is both a physical and a spiritual one, seeding the distrust in government and much of the discord Newburgh has experienced. Additionally, following Urban Renewal, the City constructed a trunk sewer main through the hillside, bisecting the developable land and precluding possible new development of valuable land, further handcuffing the City's ability to revitalize. Recently submitted EPA Brownfield Assessment and NYS BOA grant applications will address the Hillside's physical composition, gather public input and outline remediation recommendations. A grant award from the National Park Service to collect oral histories relating to Urban Renewal will begin a community planning process for the development of the Hillside. The design and relocation of the trunk sewer main is on schedule and substantially funded. The process to collectively explore responsible development, environmental justice, City history and potential steps to implement positive change are well underway. DRI funding would leverage all funding received and complete the

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project, especially the sewer main relocation, and propel a development plan for the Hillside with the goal of finally reconnecting the Waterfront to Downtown.

A TRANSFORMED AND CULTURALLY DYNAMIC BROADWAY: THE HEART OF THE CITY

THE RITZ THEATER IS READY FOR ITS CLOSE-UP. Built in 1913, the Ritz is known historically as the place big name performers previewed their shows before heading on to larger venues. Lucille Ball made her debut performance alongside Desi Arnaz, Frank Sinatra performed with the Tommy Dorsey Band, and Ella Fitzgerald sang, making the Ritz Theater a star in its own right. Located in the very heart of the DRI target area, revitalizing the abandoned theater is the next step in Safe Harbor of the Hudson's long-term plan to realize the Ritz as a center for performance, innovation, education, job training and community engagement, a location and vision that are critical to the City. Revitalizing this historic asset will change the structure from a blighting influence to an icon of economic and cultural development.

To date, Safe Harbors has successfully rehabilitated the Hotel Newburgh into supportive, affordable housing for 128 adults including artists' live/work space, launched a vibrant contemporary art gallery that features five exhibitions each year, 2 commercial spaces including a co-working office and coffee shop, in addition to hosting a diverse, robust performing arts calendar of well-attended concerts and events. Safe Harbors' strategic investments include more recent renovations such as elevating the Ritz lobby into a performance space, restoring the Ritz marquee, and developing an adjacent quarter-acre lot, now Safe Harbors Green at the vital corner of Broadway and Liberty Street, into an outdoor venue for performance and public enjoyment. In short, Safe Harbors is an essential, visible anchor for the Downtown Corridor contributing to housing, tourism, entertainment and quality of life in the City.

The total Ritz Theater project cost is \$27.6 million, in four phases, with each phase enabling an increased level of activity and function in the space. Phase 1 (\$4MM) will enable an early opening of a bare-bones but usable space that could accommodate a maximum of 300 people with the least amount of construction and cost required and temporary HVAC. One-time special events or pop ups would be possible, but most of the work in Phase 1 is demolition, flooring, and temporary façade doors allowing for ADA access from Safe Harbor Green. Phase 2 (\$12.4MM) includes all mechanical, electric, and plumbing and finishing out of support spaces, including a steel structure for catwalks, utilities, lighting conduits, and the catering kitchen. A new glass lobby with entrance from Safe Harbors Green and an exterior wood deck stage for an outdoor performance amphitheater is added in Phase 3 (\$5.7MM) and full theater kit-out in Phase 4 (\$5.6MM) when the Ritz becomes a full-service theater and event forum with 1,000-person capacity. With the closing of Anthony's Pier 9, the only Newburgh area venue for large scale events, the Ritz will fill another market void. This project is shovel-ready.

THE BOYS AND GIRLS CLUB, CENTER FOR ARTS AND EDUCATION. This project has been a decade in the making to be realized at a time when the need to provide Newburgh school children with academic enrichment, creative exploration, the discipline and focus espoused by the arts, and safe, supervised and affordable social activities has never been more urgent. Construction stalled by funding delays and COVID-19 will resume October 2021 for approximately 12 months for completion late 2022. Repurposing a former bank building on the key intersection of Broadway and Grand, the \$12MM project is funded through base building with interior amenities, such as fixtures, furniture and finishes, approximately \$2MM, in need of other sources. DRI funding would be last dollar in completing this vital project.

The ground level is designed to be an early literacy center mission-tasked to ensure every inner-city Newburgh child is reading by third grade, after which their education potential is irreparably harmed. Dance, visual arts, music and a recording studio fill the second and third floors, with the top floor home to a performance and exhibition space with a café for waiting parents. Currently, there are 120 children enrolled

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in early literacy and 500 in the Newburgh Performing Arts Academy with enrollment expected to increase to 240 and 800 children, respectively.

With the Center for Arts and Education's proximity to the Ritz Theater, both Broadway-facing, the two projects will further solidify the Downtown Core as the epicenter of Newburgh cultural life, accelerate quality of life measures, and push tourism "up the Hill."

CENTRAL MUNICIPAL CAMPUS. The City has long endeavored to establish a centrally located municipal/public safety campus where city services could be collocated to better serve the needs of residents, business, and visitors. Envisioned is a mixed-use structure with both public and private tenancy consolidating public safety and administrative operations. Its central location will reestablish connections between the dense residential neighborhood to the north to the retail corridor of Broadway, and the Liberty Street corridor to the east, through a mixed-use civic campus. The City has completed an existing facilities analysis and is working on an RFP to engage in a public-private partnership with a developer to fund the next steps, including assessment of City services, community engagement, design, and construction. The project would be enhanced by the DRI's technical assistance and planning guidance. We expect additional dollars will be critical to construct public infrastructure improvements to make the project viable and shovel-ready, especially lane reconfiguration and traffic signals, underground remediation, and general site improvements.

BROADWAY COMPLETE STREETS. The City of Newburgh, recognizing the large percentage of households without access to a car (33%), endeavors to ensure its streets are walkable and safe for pedestrians, especially on Broadway, Newburgh's main thoroughfare. Much of this iconic avenue is a public safety hazard, with wide spans, lack of legal crossings, and poor sightlines at intersections where parking is allowed up to the corner. Broadway alone has made implementation of Complete Streets more than a concept and a policy, but essential to Newburgh's quality-of-life. To date, Newburgh has invested \$3.3MM in making Broadway more pedestrian-friendly, greener, and ADA compliant, including curb cuts, bioswales, bump-outs, and sidewalk replacement. With specific focus on the intersection of Liberty and Broadway in the heart of the Downtown Corridor, added attention has been paid not only to safety but to adding green infrastructure, trees, flower beds, and a new bus shelter to complete reconstruction of the intersection. The City will invest another \$3.5MM, from the Transportation Improvement Program (TIP) in 2022, to complete this work on Broadway from Grand Street to Robinson Avenue including construction of ADA compliant curb ramps, bioswales, bump-outs, sidewalk replacement, and new smart traffic signal devices which will include pedestrian call buttons. This work is a substantial improvement to the safety and aesthetics of Broadway, undertaking an "outside-in" approach, completing work on the outside edges of the street, while the City continues planning and funding for the median and lane configuration work. This project is a giant step in transforming Broadway to meet the vision embraced as a Park Avenue-like boulevard. With DRI funding, unfunded intersections from Robinson Avenue to West Street would be completed so that all of Broadway would be ADA compliant, pedestrian friendly, with pedestrian call buttons to facilitate crossings, making the intersections safer for pedestrians and the avenue walkable — and crossable — at any point in the City.

ELECTRIC VEHICLE (EV) CHARGING STATIONS. Currently, the SUNY Orange campus has the only EV charging station in the City of Newburgh with others at the car dealerships on Route 17K, the Town of Newburgh extension of Broadway, and at Cosimo's on Union. Increasing public utility access is consistent with the City's goals to build its tourism industry and promote healthy alternative transit modes. EV charging stations will support large venue entertainment and hospitality projects such as the Ritz Theater and Foster Hospitality Supply's "Urban Resort," which will in turn attract more restaurant and retail business to the area. Public parking areas near the Waterfront Gateway and on Lower Broadway could accommodate installation and be proximate to both landmarks.

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AN INCLUSIVE, MIXED INCOME AND MIXED-USE DOWNTOWN

PROMOTING HOME OWNERSHIP. Newburgh is currently a city of renters with homeownership accounting for only 35% of the residential units, where 65% should be the norm. In 2021, the City implemented a new policy to give added points to applications from minority applicants, City residents, and other specific groups to purchase City properties to encourage homeownership. The Land Bank aggressively sought to transfer its roster of vacant and abandoned properties to developers who would maintain the units as owner-occupied and Habitat Newburgh has created 100 new homeowners over the past 20 years, with a community-based approach to supporting the transition from renter to homeowner. Leveraging the recommendations in the Leviticus study, “*Newburgh Housing Report*,” these organizations and others working to promote homeownership could spearhead a collaboration with the City to develop new models of homeownership – such as limited equity co-ops, community land trusts etc., which would advance the housing needs of existing low and moderate-income residents in the City’s downtown core supported by DRI technical assistance and funding.

CITY FUND. The City anticipates establishing a revolving loan fund to support small business enhancements such as façade improvement, sidewalk repair, streetscape, signage, etc. to help grow small business development downtown. In the past, the City has supported small businesses for these purposes with CDBG funds which could be repurposed—to expand children’s summer programming, for example. The funds were leveraged nearly 5 to 1 on average, and we expect that level of private investment to continue. Public art would also be supported by this fund, monitored, and administered through the new and highly engaged Arts & Cultural Commission.

Administrative Capacity

In 2018, Mayor Torrance Harvey stepped up from his City Councilman position to take the helm at the City Council when Judy Kennedy died after serving two terms as mayor; he was elected as Mayor the following year. Midway through his term as mayor, Harvey has brought an energy and empathy to the position, looking for positive change while raising the bar for stability and inclusion. The Council, as well, has enjoyed more positive collegial relationships. Almost a decade after a charter change recommended by a Pattern for Progress review shifted the Council size from five members to seven, with four members representing their home ward, Council members are more accessible and more accountable to their constituency. As evidenced by the increased number of legislative policies passed, mostly voted with unanimous or overwhelming majority support, Newburgh residents are getting used to a city that gets things done. City Manager Todd Venning, the City’s chief executive officer and chief administrator, previously served as the Comptroller/CFO for Newburgh, helping the City not only to close a budget gap but to end 2020 with a surplus and steadily reduce the tax burden on property owners over a period of years. In his role as City Manager, Venning retains his CFO responsibilities as part of a dual role to maintain consistent oversight on the City’s finances. Previously a sore spot in City leadership, financial management is now a shining example of the hard work from this team. The City has a dedicated grants administrator who has been in the position for several years, unravelling unfinished business from previous administrations and smoothly administering more recently acquired funding. Both the Director of Planning and Development and the City Engineer have successfully implemented planning, community engagement and grant initiatives as the City replaces significant parts of its infrastructure and builds a foundation for large-scale City improvements by design rather than by emergency. The shovel ready projects detailed here are a testament to the ongoing leadership of the management team to guide these projects from development through final construction. It is well within this team’s capacity to see these projects completed with their various federal, state, and private funding streams.

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Significant to the leadership is the shared responsibility residents and stakeholders have accepted to add capacity to the City. In particular, SEDAC has assisted the City in RFP development and management for significant properties, reviewed the projects through an equitable and inclusive lens based on a set of shared values, interviewed and vetted the applicants, and made recommendations to the Council, replacing emotion with information. It should be noted that there are now 18 fully-functioning boards and commissions providing oversight and support to the work of the City, adding an invaluable dimension to public service.

\$20 Million Request

Since the failed legacy of Urban Renewal in the 1970's, Newburgh's designers have known that the key to revitalization was to better connect the Waterfront with the rest of the City and the region beyond. In the early 2000's, in recognition of its unique characteristics and untapped potential, developers began the transformation of the Waterfront into an all-season destination. In the last decade, incredible work has been done to rebuild neighborhoods and create a thriving, livable downtown "up the hill." Over the next several years, especially with technical assistance and \$10MM provided by the DRI, Newburgh will finally be able to see its major transformational projects mobilized and completed, including the Hillside readied for redevelopment. An additional \$10MM of construction funding will guarantee that that physical connection from the Hudson River to the rest of the City is finally realized and fully constructed. The funding will ensure the completion of two key catalytic projects — the construction of the **Newburgh Landing Pier** and the construction of the full **Broadway** improvements project — to change Newburgh forever.

In requesting an additional \$10MM in funding to meet the \$20MM request, the City of Newburgh will complete the transformative projects detailed, which are shovel-ready awaiting funding to commence, or underway and will be completed with DRI funding. Each of the transformative projects proposed represents a different aspect of City life highlighted for its ability to stimulate and attract funding, business, and people to Newburgh, as well as to leverage public and private investments in hospitality, housing, and commerce, contributing to the vibrancy and vitality desired for the Downtown Corridor. The new Newburgh Landing Pier will become the anchor and the region's Gateway to the Hudson River, capitalizing on Newburgh's unique location in the region to boost intermodal transportation, tourism, entertainment and recreation. It will act as an overwater public park and meeting place for residents to feel connected to the water, to hold events, and to be a part of the waterfront buzz. It will allow Newburghers to access jobs at points south and east, and will be a capstone to the incredible private redevelopment of the waterfront. To complete the connection of the Waterfront to the Downtown, the long-vacant Hillside will then become one of the most desirable and coveted properties for developers. EV charging stations will provide convenience and service near hospitality and entertainment venues. The Ritz Theater and the Center for Arts and Education will anchor key Eastern Broadway intersections attracting tourists and residents to entertainment, education, and community events. A new municipal center will concentrate civic matters in a central, walkable location in the heart of the downtown. And Broadway will become the catalytic link that will stitch all these projects together and connect neighborhoods, private development, and transportation to the western reaches of the City and the region. Funding the Broadway project will allow the City of Newburgh to immediately and completely finish the "outside-in" redesign of Broadway, enhancing public safety, walkability and quality of life. Under the \$20MM request, the City can propel the Broadway project forward to finish the streetscape and conclude all the engineering required. Securing funding to complete Broadway is the missing link for its final transformation as the conduit to connect the entire City, physically, socially, and economically.

ENSURING NEWBURGH LANDING

Newburgh is the only deep-water port between New York City and Albany, making the Pier a crucial asset to promote regional tourism and commerce connecting Newburgh through intermodal transportation. Closed since 2014 from ice floe damage, the Landing is a constant visual reminder of Newburgh's past failures and a catalytic project so close to completion. The project is in the final design stage, funded by a NYS DOS grant,

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which will result in project construction documents to demolish the existing pier and construct a newly designed structure with two pier extensions to accommodate large cruise ships, day liners, a permanent ferry terminal, historic tall ships, and transient moorings for recreational craft. A large fixed pier and area with shaded seating will host outdoor entertainment and community events allowing all residents and visitors to the City to congregate, enjoy the waterfront, and enhance quality of life in the City. As the permanent, public, home of the Newburgh-Beacon Ferry, the Landing will increase job access, reduce dependence on fossil fuels, and reduce state and local expenditures on rent for the current ferry dock location.

This project is shovel-ready with funding for substantial completion applied for, but the funding is not assured nor is it sufficient to complete the project. The additional DRI funding would guarantee the completion of this \$5-6MM construction project. While State, County, and Federal partners have all noted the critical and transformative nature of this project and are currently supportive, the grant application is under review along with thousands of other infrastructure projects. The City does not have any funds committed for construction of this essential project. Therefore, DRI funding is an essential component of the funding package needed to complete this project.

The City of Newburgh Engineering Department, which has steered projects of similar size and even larger projects to successful completion, has taken the lead on this project. The Department has dedicated staff to oversee the project to its conclusion. A single source of non-Federal funding for construction of this project would simplify the construction process and reduce the time for completion. The Pier would be open for public use and enjoyment much sooner than current scheduling would permit under the funding stream applied for. Engineering staff is well versed in grant and project management, completing construction projects using various Federal and State funding programs, and overseeing construction activities. They are immediately able to take on the management of this project, supported by a dedicated Grants Administrator in the Comptroller's office to manage payments and reimbursements, and the Department of Planning and Development in a support position ready to be called upon, if needed. Furthermore, the City has the fiscal capacity to add additional staff if warranted.

BEAUTIFYING BROADWAY INTO A TREE-LINED BOULEVARD

The City of Newburgh has been a divided community in many aspects, but none quite as literally as Broadway, the City's primary east-west arterial and main corridor in Downtown Newburgh. Broadway is an extraordinary 133' wide boulevard with a roadway spanning 93' curb to curb at its widest point. Like much of Newburgh, it has been the subject of many visioning exercises and planning studies to potentially elevate Broadway and the Downtown Corridor as a model for transit-oriented development. However, the costs to reconfigure Broadway have far exceeded the City's financial threshold, only to be "back-burnered" year after year. Each study advanced the Broadway project another step, but fell short of a final engineered plan from which funding could be sought and implementation could be realized. A fully re-designed and re-engineered design for Broadway – including the potential creation of a Tax Increment Financing (TIF) district to capture the increased values of real estate lining Broadway and to help fully finance this transformative project— would be a complete game changer for the City of Newburgh and a focal point of the Newburgh's \$20MM request.

Most importantly, this vision has broad buy-in from Newburgh residents and small businesses. In 2007, more than 1,000 interested people attended the Duany/Leyland Alliance Charrettes. The participants recognized Broadway as "Newburgh's principal thoroughfare" and envisioned the rehabilitation of buildings along Broadway with cafes and shops on the ground floor and apartments above. Several schematic designs were developed detailing how Broadway could be redesigned to include a wide green median punctuated by squares at different strategic intersections, including a transit line within the green median to connect downtown to New York Stewart International Airport. Aspirational perhaps, but highly effective in piquing

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public imagination and expanding the possibility of what could be. The following year “PLAN-IT Newburgh,” Newburgh’s 2008 Comprehensive Plan, detailed its goal of providing a “safe, efficient, and... welcoming environment for pedestrians, bicyclists and handicapped persons,” reiterating the potential for square/plaza space along existing roadways; incorporating bicycle and pedestrian paths along connector routes; synchronizing traffic lights; installing traffic calming measures; and installing bike racks and public buildings and new commercial developments.

Orange County convened a study team comprised of a group of planners, engineers and transportation experts to develop the Newburgh Area Transportation and Land Use Study (2012), informed by a series of focused interviews, roundtable discussions, and public design workshops engaging nearly 500 people. A pilot program, the Complete Streets Project, in 2015 restriped two blocks of Lower Broadway to gauge “on-the-ground” reaction to a redesigned Broadway building on enhanced conceptual models from the 2012 study and was incredibly successful, outlining a clear path for implementation. Great progress has since been made to advance Broadway’s transformation and make the avenue ADA compliant. Approximately \$3.3MM has been invested in intersection makeovers with another \$3.5MM slated to continue the work. Improvements include curb cuts, bump-outs, and new smart signal devices with call buttons for waiting pedestrians.

The project is currently funded for the section of Broadway from Grand Street to Robinson Avenue, however the DRI funding will allow the project to be completed to West Street, where Broadway narrows to a two-lane road. With the additional \$10MM in funding, the City will add public amenities to the project, specifically street furniture, street trees, and lighting elements, for which funding is not eligible under the current TIP funding program. The full engineering design of the center median and redesign of the travel lanes and parking will commence with the additional funds, making the final redesign of Broadway finally shovel-ready. In the interim, the City *will* complete the projects which will greatly transform the look, feel and safety of Broadway. The comprehensive redesign of the sidewalks and curbs for the length of Broadway will change the City, creating a vibrant boulevard for the entirety of Newburgh’s main arterial and a welcoming Boulevard from the western suburbs to the Waterfront.

This funding will specifically ensure the completion of the project along the full length of Broadway, from Grand Street to West Street, with the following improvements and assets:

1. Upgraded Traffic Control devices at every signalized intersection, including pedestrian signals and ADA compliant signals
2. New Pedestrian Traffic Control devices at un-signalized and mid-block crossings
3. ADA compliant curb ramps
4. Planted extended Bump-Outs with Bioswales at each corner of each intersection
5. New Street Trees along the entire Broadway Corridor
6. New Street furniture along the entire Broadway Corridor, including benches, bus shelters, lighting, signage, and trash receptacles where appropriate
7. Full engineering re-design of travel lanes, parking, and center median where appropriate

The re-engineering and transformation of Broadway as a tree lined boulevard would also significantly add to the City’s tree canopy. The City has lost 4,000 trees in the past decade. Not only will replacing the trees lost enhance the tree canopy to soften the stark, urban hardscape for a more aesthetically pleasing vista down Broadway, but this will also improve public health by removing pollutants from the air that trigger asthma and other respiratory ailments. New trees will also provide essential shade and windbreaks to facilitate the heating and cooling of the City, reducing the expense of air conditioning and heating fuel consumption.

The addition of new landscape features, street furniture, and road reconfiguration comes with additional responsibilities regarding maintenance which will be thoroughly assessed and addressed with best practice planning and policy. Landscaping elements are a prominent component of Complete Streets due to the

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varied and important services they provide, including stormwater management, beautification, and crash reduction. Interventions such as bioswales, planters, rain gardens, and street trees alleviate the negative environmental impacts of stormwater via filtering and retaining runoff. These same landscaping measures are often a large component of various traffic-calming elements like chicanes, islands, and curb extensions, which deter crashes and injuries. It is largely recognized that these same green interventions also contribute to a more comfortable and visually stimulating environment for all street users. The transformation of Broadway will make the city's commercial corridor more attractive for private sector investment, attracting significant new potential residential and commercial investment in an area that is zoned for higher density.

These realized projects as well as the demonstration projects, design workshops, and host of completed studies signal a public that is ready, willing, and able to support change and work together through the potential stumbling blocks to implementation. The City will develop a funding plan to incrementally put the final Broadway re-design into action over a period of time. As per the Complete Streets Project recommendations, the City will develop a series of performance measures to evaluate the incremental project completion, and to help define and assess efficacy of the implementation at each step. This data that will support continued funding of the long-term project through to completion.

A DECADE IN THE MAKING. A decade of community visioning and planning – adopting several comprehensive smart growth-oriented zoning plans, housing initiatives and Transit Oriented Development (TOD) friendly policies that center on inclusivity and development — have positioned Newburgh to finally realize its full growth and economic development potential. For the first time in nearly a decade, there is strong consensus across a broad range of public, elected, community, resident and private sectors, around the need to foster more mixed-income, mixed-use development to re-activate the City's significant real estate and natural assets in a way that benefits new and existing residents and the growing business community. There is strong support around a more targeted redevelopment effort that integrates and links the City's historic waterfront gateway with its Downtown Core and Broadway transit corridor, all within the proposed DRI target area.

For a decade, the City of Newburgh has worked consistently and persistently to align its policy and planning with demands for sensitive growth and redevelopment. Now another generation is picking up the big ideas left undone and is championing their implementation. The redesign of Broadway, perhaps delayed due to the sheer enormity of the project, is positioned to be Newburgh's catalyst, linking the Newburgh Landing and the nearby Hillside to the east, with its Downtown Core and neighborhoods to the west. Now, with fully engineered designs for these two transformational projects, the necessary capacity to oversee their implementation, and an engaged and supportive community, the City of Newburgh is ready to seize its moment. And its moment is now.

IT'S NEWBURGH'S TIME TO SHINE.