

Downtown Revitalization Initiative

City of Poughkeepsie

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: **Mid-Hudson**

Municipality Name: **City of Poughkeepsie**

Downtown Name: **Poughkeepsie's Target Area**

County Name: **Dutchess**

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Vision for Downtown

The City of Poughkeepsie is on the go, and we invite innovators, artists, and residents of every culture and background to join us. The city's successful branding campaign, PKGO, highlights the resilient and growing investment fostered in Poughkeepsie's Target Area over the past few years. By implementing new policies that provide private investors with strong incentives for urban investment — such as the creation of the visionary Poughkeepsie Innovation District — Poughkeepsie has already begun to develop new housing, improve the public realm and pedestrian connections, and encourage market diversification in businesses and activation of vacant spaces. With revitalization well underway, and with the support of the MHREDC and Governor Hochul's DRI, Poughkeepsie will continue to reclaim its place as the center of commerce, living, and entertainment, within the Mid-Hudson Region.

The vision for the target area and a number of uniquely transformational projects will distinguish Poughkeepsie from all other applicants as a community primed for a \$20 million DRI investment. To be clear, the vision is not just for Poughkeepsie to move toward sustainability - the vision is to become a model for advanced smart city technologies and infrastructure worldwide through our partnership with Uncharted Power. The vision is not just to increase services for Poughkeepsie youth - the vision is to build a new, state-of-the-art Youth Opportunity Center that will set a standard for youth empowerment and create a model for a homegrown approach to workforce development as a means of supporting increased economic activity. And the vision is not just to support the arts - the vision is to create a "welcome center" that shows all those exiting the Poughkeepsie Train Station how a community adaptively re-imagined historic buildings to capitalize on the arts as an anchor within transit-oriented development. DRI funding and technical support will help the City to achieve its vision through the transformative opportunities identified in this application, reshaping a struggling relic of the 20th century's industrial economy to a shining example of what happens when a community doubles down on its inherent potential and aims for "better than ever before."

Justification

Poughkeepsie is ready for DRI investment. Poughkeepsie has always had great bones and, as *The New York Times* recognized, “has worked hard for its revival.” A historic Main Street, stunning river views, locally owned shops and businesses, and an eclectic community have always been steadfast Poughkeepsie characteristics, but there is new movement in the air. Poughkeepsie is a city on the go. New buildings are going up, old favorites are getting renovated, partnerships strengthening, and new connections being made. Everybody is investing in Poughkeepsie.

Poughkeepsie has been experiencing a steady increase of development investment over the past six years since the DRI program began, now totaling \$1.5 billion, a 36% increase from 2019. And more importantly, the city has stepped up to match that intensity of investment, initiating nearly \$60 million in public infrastructure improvements designed to support the demands of new development interest, a 97% increase from 2019. Despite budgetary pressures caused by the Coronavirus pandemic, efforts to reduce the city’s general fund deficit have continued throughout it all. This has been an extraordinary 18 months, which makes it all the more remarkable that we have made the progress we have. And the future looks even brighter.

The city is the location of a number of transformational projects the likes of which Dutchess County and the Mid-Hudson Region have never seen. Each project is founded in collaboration with public and private partners who have chosen Poughkeepsie over our Mid-Hudson peers.

Uncharted Power and their smart city technology is poised to bring Poughkeepsie into the 21st century and make the city a model for the nation and world over. The partnership between Dutchess County, the City of Poughkeepsie and the many partners of the 35 Montgomery Community Coalition is a model for intermunicipal collaboration culminating in a state-of-the art Youth Opportunity Center. New City Parks, led by former Parks Commissioner Rose Harvey, is the city’s newest partner helping to bring thriving urban parks to Poughkeepsie’s historically underserved neighborhoods. The budding public-private partnership at Pelton Manor promises to create a destination arts hub just steps from the Poughkeepsie Train Station and waterfront. These are just a few of the exciting projects that are moving forward right now with committed funding, investors, and scopes of work. There are also a number of transformative projects, such as the Kaal Rock Connector and redesigning the arterials, that an injection of DRI funding can make a reality.

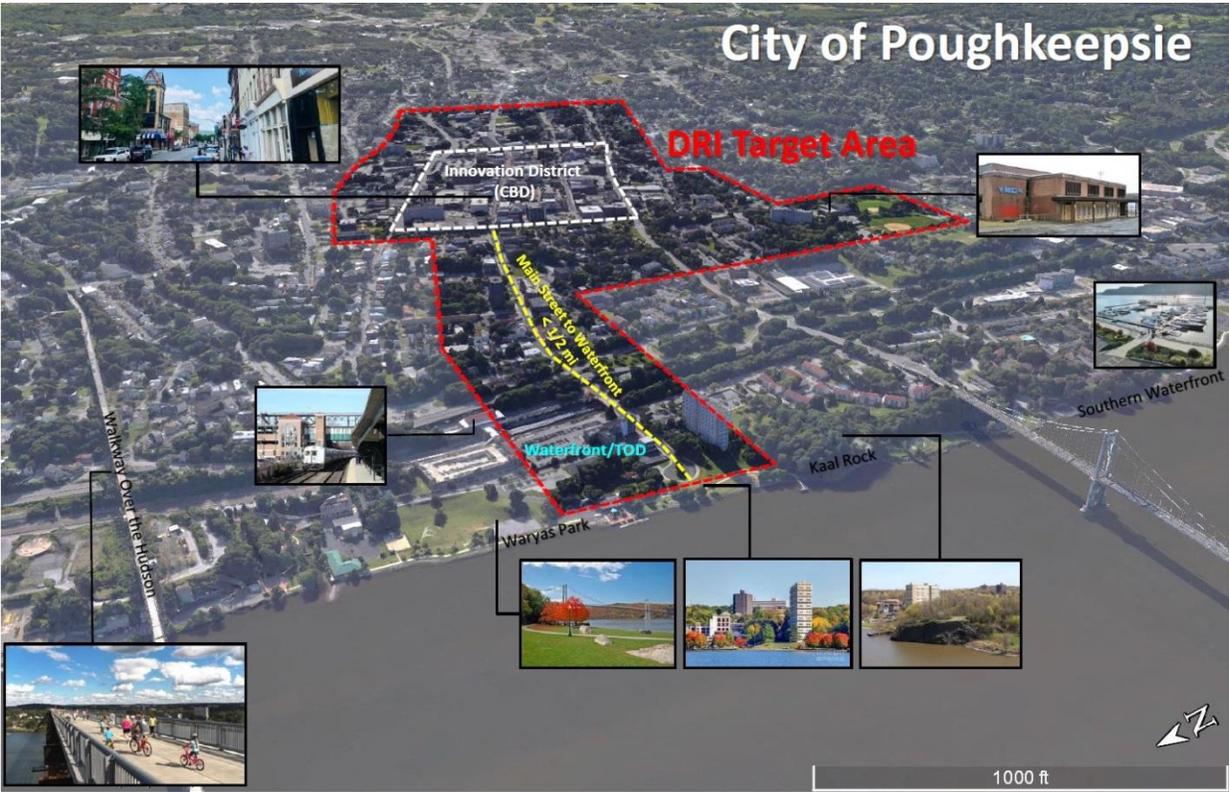
We have our challenges, but we are eager and prepared to address them. With increased staff capacity, stabilized finances, an improved bond rating, and reduced general fund deficit, we have reversed many negative trends and are now well positioned to be forward thinking and strategic about the city’s future development. Renewed faith in the city’s ability to lead and deliver has encouraged our residents and partners to step up like never before, and we welcome the DRI team to be one of those partners. With the infusion of DRI funds, we will build upon existing momentum by supporting local businesses, enhancing public spaces, and reactivating Poughkeepsie’s historic downtown as a center for live, work and play.

DOWNTOWN IDENTIFICATION

1) Boundaries of the proposed DRI area.

The Poughkeepsie Target Area encompasses 270 acres of walkable, compact, historic urban fabric in the heart of the city. The proposed area focuses on the city’s historic Central Business District (CBD),

while extending west down lower Main Street to the Poughkeepsie Train Station and waterfront and east to the edge of the Middle Main District and the Poughkeepsie Underwear Factory. The boundary also extends for nearly two blocks along southern Market Street to include Eastman Park and the former YMCA property, which is the focus of a major public-private redevelopment effort to create a Youth Opportunity Center, discussed in greater detail below. Thus, the target area connects pockets of strength and activity, with north-south and east-west axes meeting in the heart of the city's downtown. The Poughkeepsie Target Area is bordered on the north by the city's primarily-residential Northside neighborhoods, including a significant portion of the Fallkill Creek, and the Walkway Over the Hudson State Historic Park, which attracts nearly 500,000 visitors annually. To its south, the target area is bordered by historic Southside residential neighborhoods and some of the city's largest employers and commercial institutions, including the Vassar Brothers Medical Center and the Central Hudson Gas & Electric Corporation. Within the target area, the roughly mile-long Main Street corridor encompasses three distinct but compact subdistricts – the waterfront, CBD, and Middle Main – and includes a rich and diverse array of housing, offices, restaurants, nonprofits, retail establishments, arts venues, and government services.



The Poughkeepsie Target Area serves as the civic, commercial, entertainment, and transportation heart for Dutchess County and much of the Mid-Hudson Valley. In this regard, the area not only serves the nearly 77,000 residents living in the City and Town of Poughkeepsie, but hundreds of thousands from beyond their borders. In non-COVID times, thousands of commuters converge on the Poughkeepsie Train Station daily to travel to jobs in the New York City metro region. As the Dutchess County seat, the downtown corridor provides a range of governmental services, from Department of Motor Vehicles to the County Clerk's office to County Court facilities. Entertainment and hospitality venues — including the Bardavon, the Chance Theatre, the Mid-Hudson Civic Center, and the Poughkeepsie Grand Hotel — bring thousands here throughout the year. Nearly 100 downtown restaurants of every size and type offer

a rich blend of cuisines (American, French, Greek, Mexican, Chinese, etc.) to appeal to every palate, attracting many more visitors to downtown Poughkeepsie. In sum, while the target area's blend of attractions and services provide for the day-to-day needs of greater Poughkeepsie's inhabitants, Poughkeepsie's downtown also serves as a cultural, civic, and commercial magnet drawing visits from hundreds of thousands of Mid-Hudson Valley residents.

2) Past Investment, future investment potential.

Poughkeepsie's current revitalization can be traced to contributions from all sectors — government, nonprofit, business, and community stakeholders — toward a shared vision of a new and rejuvenated 21st century city. The strategic planning and community engagement of the recent past have led to real projects and substantial investments that have repurposed long-vacant buildings and constructed new structures on empty lots. In the last six years alone:

- Almost 2,000 new housing units have been built or are in the development pipeline, a 56% increase from the number reported in our 2019 application
- Nearly \$1.5 billion in public and private investment in residential, commercial, and institutional development is either under review, under construction, or completed, a 36% increase from 2019
- The city has initiated nearly \$60 million in public infrastructure improvements designed to support the demands of new investment, a 97% increase from 2019
- New commitment of \$25 million for the creation of a Youth Opportunity Center at the former Dutchess YMCA site

Public Sector - Investments by the City of Poughkeepsie in major public infrastructure over the past five years share three common themes: make capital investments that support growth of the City's business environment, improve public safety and quality-of-life for all citizens and visitors, and take meaningful and deliberate steps towards becoming an environmentally aware city. In total, the city has invested or will invest \$59.2 million in public infrastructure improvements. A sampling of those improvements include:

- **Water and sewer infrastructure** - Water and sewer projects that began in 2018 are near completion in 2021. \$20M in combined grant and bonded investments eliminate combined sewer overflows (CSOs) in and adjacent to downtown. American Rescue Plan (ARP) funds (\$2M) will be used to target additional needs in the immediate downtown corridor.
- **Public Safety** - In 2020-21 new vehicles were leased (\$1.5M) that replaced aged assets with a mix of hybrid and electric vehicles, reducing the city's fleet carbon footprint. Over the last several years, streetlights in the downtown and adjacent corridors were upgraded to LED bulbs to improve energy efficiency and enhance security in the downtown (\$4.5M). To advance the vision of a safe and walkable downtown, the city has begun construction to eliminate numerous dangerous intersections using recently awarded funds through the NYSDOT Pedestrian Safety Action Plan (\$2.4M).
- **Quality-of-Life** - 2020 and 2021 marked completion of the first phase of city-wide parks improvements (\$2.5M) with rejuvenated basketball courts, pools, baseball diamonds and dugouts, and new playground equipment, grills, benches and signage. Two exciting new parks initiatives being completed in partnership with New City Parks and Scenic Hudson include Pershing Park improvements (\$1M), including a new urban farm and nutrition education program, completed in 2021 and Malcolm X Park improvements (\$1M) including a natural playground, bioswales (NY Green Infrastructure Grant \$365K), and repaved basketball courts.
- **Support for the business environment** - Between 2019 and the present, \$5.2M has been invested in parking meter and facilities upgrades in the most utilized areas of Downtown, improving the user experience, making Downtown more welcoming, and addressing critical infrastructure issues. The

Market Street Connect initiative is funded by a congressional earmark (\$2.4M) with the remaining (\$600K) to be funded by ARP funds. The initiative converts Market Street to a two-way bi-directional street, improves vehicular and pedestrian traffic, and includes amenities for walkers, bikers in the form of signals, signage and striping and other curbside amenities.

Private Sector - Poughkeepsie continues to experience a transformative wave of commercial, institutional, and residential development that promises to generate jobs and economic resurgence in the coming decade. Over 40 redevelopment, expansion, or new construction projects, collectively valued at close to \$1.5 billion, are either under review by local regulatory agencies or under construction. A survey of these projects indicates nearly 2,000 new residential units and just over 1M SF of commercial space are expected to come online city-wide in the next few years. A sampling of some of the transformative projects recently completed, under construction, or moving through the approval process is highlighted below. While some projects are located just outside the corridor, their scale and proximity contribute significantly to the vitality of the downtown core.

- **Vassar Brothers Medical Center Expansion Project (\$500M/ Completed Spring 2020)** - the completed project retained 1,650 jobs and created 65 new positions. During its construction the project received two ESD grant awards.
- **Queen City Lofts (\$22.6M/ Completed 2019)** — A mixed-used development on lower Main Street, Queen City Lofts provides 70 residential units, with 50 units designed to support artists and their work in the heart of the Poughkeepsie Target Area. One of three projects chosen to participate in the state’s new and highly-selective Middle Income Program, Queen City Lofts was awarded a \$300,000 ESD grant as a priority project in 2015. The project has transformed a once-sleepy section of Lower Main Street into an economic hub, enlivening the neighborhood with artists, a new craft brewery, a meadery, and fitness center, embodying the city’s vision of economic and creative diversity for Main Street.
- **One Dutchess Avenue (\$80M / Phase 1 Completed Spring 2019)** — A mixed-use development along the city’s northern waterfront, Phase 2 is currently under construction. The project involves more than 300 residential units and approximately 14,000 SF of commercial space as well as a waterfront promenade, which is now open to the public.
- **Fallkill Commons on Rose (\$22M / Completed 2020)** - Fallkill Commons on Rose consists of 78 units and was completed in Spring 2020. Half of the units are subsidized by Empire State Supportive Housing Initiative funding and include robust on-site services, including case management by healthcare professionals. The project was awarded \$20.2 million in funding from the New York State LIHTC program and Supportive Housing Opportunity Program.
- **The Academy (\$13M / Under Construction, expected completion winter 2021)**. This innovative adaptive re-use of a long-vacant downtown structure at 33-35 Academy Street will create 28 mixed-income apartment units and nearly 24,000 SF of commercial space, featuring event space, food hall, and co-working space. Named a priority project by the MHREDC, The Academy (formerly “The Hive”) received \$2 million in ESD funding in 2018.
- **Crannell Square (\$22M / Under construction, expected completion beginning of 2022)** - Following the adoption of the Poughkeepsie Innovation District, Crannell Square was the first big test case for the district’s new zoning regulations. The city sold a portion of a large, underutilized parking lot to Kearney Development (Queen City Lofts) for the development of 75 new housing units in the heart of Downtown. The project would not have been possible under the previous zoning code’s strict requirements, demonstrating the wisdom of modernizing the zoning for this neighborhood. By early 2022, instead of an unproductive and unused surface parking lot, new residents will be living, working and patronizing local businesses. Similar to Queen City Lofts, the project benefits from state subsidy from the Middle Income Program.

- **289 Main Street (\$2.4M / Completed Spring 2021)** - Loss of the former Ridley Lowell Cosmetology School at this location was a major blow, but local builder/developer Baxter Corporation bought the vacant building, redeveloping the space into a fully occupied downtown anchor. A third story was added to the building, along with six residential apartments and an eclectic mix of new downtown businesses, including a yoga studio, a kombucha maker, and architecture firm MASS Design's new headquarters. In addition, the building fills a void for smaller niche enterprises by providing flexible spaces for entrepreneurs who don't need large commercial square footage, including a videography studio, barbers, and photography studios.
- **Bow Tie Cinemas (\$17.5M / Planning Phase)** - Well known cinema developer Bow Tie Cinemas plans to establish their newest location in Downtown Poughkeepsie, complementing other investments directly adjacent (Crannell Square). The multiplex will provide city residents and visitors a new place for entertainment as well as potential employment opportunities. The project comes with a development cost of \$17.5 million and received a \$2 million grant from Empire State Development in 2019.
- **Luckey Platt Rehabilitation (\$27M / Under construction)** - One of Downtown Poughkeepsie's largest apartment buildings - Luckey Platt - is under new ownership and is receiving a major interior and exterior overhaul. Total investment is \$27 million.
- **Northside Junction / Scenic Hudson Headquarters (\$30M / Currently in Approvals Process)** The well known and influential environmental organization Scenic Hudson has been a bedrock organization and employer in the Hudson Valley for more than half a century. Headquartered in Poughkeepsie, the organization will move from their rented office space into a long-vacant former factory on Parker Avenue near the Walkway Over the Hudson. The space will not only serve as Scenic's new home but will also provide community and public greenspace to entice visitors off of the Walkway and into the city. Redevelopment of the site will involve brownfield remediation and a considerable investment from multiple funding sources.
- **Youth Opportunity Center/YMCA (\$40M / Planning Phase)** - Vacant for over 10 years and in increasingly deteriorated condition, this well known landmark inspires fond nostalgia but also lament among long-time Poughkeepsie residents. The city took the property in 2019 and conducted an intense public process to determine a new use and operator for the site. In partnership with a diverse group of organizations known as the 35 Montgomery Community Coalition as well as Dutchess County, this public-private partnership will transform the blighted property into a shining beacon of hope for Poughkeepsie and Dutchess County youth. Dutchess County has already committed \$10 million toward the project, with another \$15 million expected later in the development phase.
- **Downtown Rehabilitation Projects, Various (\$120.9M / Total Investment)** - Developers are busy rehabilitating Downtown Poughkeepsie properties. Some notable examples include:
 - **316 Main Street** - mixed-use new construction, \$21 million
 - **278-282 Main Street** - mixed-use rehabilitation and expansion, \$4 million
 - **Wallace Campus** - mixed-use new construction and rehabilitation, \$68 million
 - **35 Main Street** - mixed-use rehabilitation and expansion TOD, \$20 million
 - **Pelton Manor** - TOD with anchor arts entity headquarters, \$12 million
 - **160 Union Street** - adaptive reuse residential, \$8 million
 - **387 Main Street** - mixed-use rehabilitation, \$4 million
 - **489 Main Street** - adaptive reuse commercial, \$5 million
 - **40 Cannon Street** - mixed-use rehabilitation, \$6.4 million
- **Uncharted Power** - Technology startup Uncharted Power has invested over \$150,000 in renovations, relocation and rent payments to establish the startup's new headquarters in Downtown Poughkeepsie and an estimated half a million dollars in human capital developing relationships with local partners, bringing in potential investors from across the country to tour their

new facility, and holding other in-person events in the city. Uncharted's revolutionary smart-city technology has attracted interest from a wide array investors and venture capitalists. The development, testing and deployment of the proof-of-concept platform in Downtown Poughkeepsie received \$1.8 million in financial backing from the Siegel Family Endowment in partnership with the Community Foundation of the Hudson Valley.

While Poughkeepsie is experiencing robust investment activity, the Poughkeepsie Target Area remains well positioned to accommodate future growth and business development. A recent analysis of the Main Street corridor shows that approximately 50 vacant storefronts exist in the city's downtown, representing a 14% commercial vacancy rate. Existing vacancy, combined with ample surface parking and numerous vacant developable lots, will enable the city to absorb new businesses and their employees seamlessly.

3) Recent or impending job growth.

Poughkeepsie has long been the economic center of Dutchess County. Job composition in the city mirrors sectoral strengths found in the region. According to Census statistics, roughly 51% of jobs in the city fall within healthcare and education, 11% in public administration and government positions, and 7% in hospitality and food service. The remaining 30% of local jobs are scattered across industries, such as manufacturing, retail, information, and professional services. Within the boundary of the City of Poughkeepsie, there are more than 2,800 jobs per square mile, and nearly half of the City's residents travel less than 10 miles to get to work. Statistics show a 3% increase in the total number of jobs within the city since our last DRI application. The two largest non-governmental employers are Vassar Brothers Medical Center (1,600 employees) and Central Hudson (600 employees). Poughkeepsie also serves as a primary regional transportation hub with rail and bus routes converging at the Poughkeepsie Train Station and where busy state highways cross the Mid-Hudson Bridge. As the northernmost terminus of Metro North's Hudson Line the Poughkeepsie Train Station connects Poughkeepsie to New York City, Amtrak serves the broader region with stops in Albany and western New York.

When looking at the combined unit of the City and Town of Poughkeepsie, 77,000 residents live here representing 26% of the county's population, but 44,000 jobs are located here representing 39% of the county's job base. While employment in Dutchess County has fallen in the past two decades, led by a major contraction in the manufacturing sector, the healthcare and education sectors have notably expanded over the same time period. The heart of those two sectors is in Poughkeepsie, where four anchor institutions are less than a ten-minute drive from Downtown Poughkeepsie, including MidHudson Regional Hospital, Vassar Brothers Medical Center, Dutchess Community College, Marist College and Vassar College. (The Culinary Institute of America in Hyde Park is also just a ten minute drive from Downtown.) These institutions represent very stable economic anchors that bring professionals and many visitors with disposable incomes into Downtown Poughkeepsie's orbit. However, Downtown Poughkeepsie has long been challenged to fully capitalize on this, lacking the conditions or business mix that might attract users.

Targeted investments can help build the vibrancy and appeal of the area to help unlock Downtown's potential to compete for demand that has long been on its doorstep but out of reach. As noted in the previous section, investors have begun to see Downtown's untapped possibilities, and the city is making strategic public infrastructure improvements to complement those efforts. A DRI investment can help push Poughkeepsie toward a fully realized vision of being the region's economic destination.

4) Quality of Life.

Poughkeepsie's Target Area features a classic late 19th Century urban design with broad sidewalks, tree-lined streets, and attractive four and five-story historic buildings interspersed with more

contemporary designs. Throughout the nearly ten blocks comprising the Main Street corridor at the heart of Poughkeepsie's Target Area, pedestrians encounter numerous opportunities to access an array of businesses, offices, and services. Strolling a few blocks along Main Street presents a visitor with numerous dining options — from French and Italian to Caribbean and Mexican—as well as access to galleries, professional offices, human service agencies, government offices, and entertainment venues. Set to the backdrop of iconic bridges and stunning views of the Hudson River, downtown Poughkeepsie's sense of place cannot be attributed to any one feature but rather to an eclectic mix of historic architecture, walkability, diverse housing stock, eateries, entertainment, and above all, the people of Poughkeepsie.

Amazing architecture. Poughkeepsie's downtown, particularly along Main and Market Streets, is blessed with a number of architecturally significant buildings that not only provide downtown with pockets of aesthetic beauty but that also help to reveal the city's history and symbolize hope for its future. The classic pre-war department store buildings, Victorian-era homes transformed into mixed-used structures, and industrial spaces ready for creative reuse provide ample stock to support a diversity of businesses and residents. Local entities such as Hudson River Housing and the city's historic preservation commission offer assistance and resources to potential homeowners and developers seeking to purchase and repair these structures. In 2020, the city created a self-guided walking and biking tour, complete with advertising video produced by local marketing firm Ashworth Creative, encouraging residents and visitors alike to get out and explore the rich architectural history of Poughkeepsie - take a look at www.poughkeepsiego.com/explore/

Mix of housing types affordable to a range of incomes and ages. The Poughkeepsie Target Area boasts significant housing options at a variety of affordability levels, including luxury, market rate, workforce housing and housing for lower-income residents. This includes artist and middle-income housing such as Queen City Lofts, which offers discounted rents to artists, and Interfaith Towers, which provides a mix of senior and market rate rental units. Much of this housing is located in traditional mixed-use buildings, but a significant number of new residential development projects have either been completed or are expected in the coming year to provide an impressive array of new residential options. These include Crannell Square, the former Luckey Platt department store, The Academy, 316 Main Street, Wallace Campus, and a number of smaller scale developments along Main Street. Developers are responding to low vacancy rates and high demand for apartments close to the city center and transportation connections.

Multi-modal Infrastructure and Walkable. Because of its traditional urban design, Poughkeepsie is already a compact, walkable and bikeable city, one that is ready to serve those who either prefer not to or are unable to utilize automobiles in their day-to-day lives. This makes the city an ideal location for both the millennial and senior populations, who are increasingly looking to urban centers as alternatives to suburban and rural living. With unparalleled access to local and regional transit, sidewalks, and a planned bicycle network with improved biking infrastructure, people looking for an urban environment where car dependency is less critical have found Poughkeepsie to be quite accommodating. Much of the city's population lives within walking distance to downtown, the Market Street Transit Hub or the Poughkeepsie Train Station.

Eating, Markets & Retail. Poughkeepsie's Target Area features a rich array of commercial and retail businesses serving residents as well as visitors seeking unique services within the city. A diverse selection of more than 20 eateries, spanning a range of cultures and styles — including Irish, German, Italian, Asian, French, Caribbean, Mediterranean, Mexican and American — can be found within this evolving restaurant district. Small scale markets such as Tropical Fresh and Casa Latina provide specialty goods while the Waterfront Farmers Market and Poughkeepsie Farm Project provide farm

fresh produce and craft goods for residents living in and around downtown. Throughout the pandemic we worked hard to support our small businesses through the PKGO Forward Economic Recovery Plan, allowing restaurants and retail businesses to easily expand outdoor seating and displays in response to social distancing requirements. While a small handful of businesses were unable to survive the strains brought on by the pandemic, Poughkeepsie saw a number of new businesses open amidst the pandemic and thrive. These businesses include Zeus Brewing Company (Best of Hudson Valley 2020 - New Brewery), FitSocial (Best of Hudson Valley 2020 - Reader's Pick for Health/Fitness Club and Yoga Studio), Slate Meadery, Hudson & Packard (Best of Hudson Valley 2021 - New Pizza Restaurant), The Seafood Joint, Aunt Connie's Kitchen, Kelly's Bakery (Best of Hudson Valley 2021 - New Bakery), Laughing Gut Kombucha, Firefly Power Yoga, Temptation Cocktail Lounge, Truth, Topanga's Consignment Shop and more.

Parks, Art, and Events. The target area links the CBD to the waterfront and a rapidly evolving shoreline park system without rival in the region for its nearly 2.5 miles of interconnected and direct river access. Nearly 20 public parks dot the City of Poughkeepsie, all of which are located within walking distance of the Target Area. Along with a new southern waterfront promenade being planned as part of the Southern Waterfront Redevelopment Task Force and Poughkeepsie Landing redevelopment project, the city is seeking funding for an innovative trail around the Kaal Rock promontory — utilizing an award winning design supported by state funds—that will link the southern and northern waterfront parks to create an incredible destination unto itself. The target area is also in close proximity to Poughkeepsie's world-class recreational opportunities such as the Dutchess Rail Trail and Walkway Over the Hudson State Historic Park.

In addition to the city's green spaces, public art and murals are transforming the downtown via creative placemaking. Most notably, the brightly colored gateway mural, which connects the waterfront to lower Main Street, transformed the unwelcoming Route 9 underpass into a life-size art experience for all residents and visitors leaving the train station. The city's parks and public spaces are increasingly used to host celebrations, such as Poughkeepsie's First Friday events (temporarily suspended during the COVID 19 pandemic), which have become a monthly occasion not to be missed, drawing visitors and residents from every walk of life to downtown for culture, dining, and entertainment. The Jazz in the Valley Festival, Bike New York's Discover Hudson Valley Ride, and Festival of Lights, also flood Poughkeepsie's parks and streets with welcome visitors every year. Adjusting to the constraints of the COVID19 pandemic and residents' desire to reconnect, 2021 also welcomed a number of outdoor events, such as Poughkeepsie's first Upstate Immersive Sculpture Park at Dongan Park and Pelton Manor, and the city's second annual Porch Fest along the Academy Street Historic District.

Entertainment & Cultural Amenities. With its wealth of established entertainment and hospitality venues, the Target Area hosts many cultural attractions and renowned performers that draw visitors into the city center throughout the year. These include larger, regionally significant venues like the Mid-Hudson Civic Center, Mid-Hudson Children's Museum, the Poughkeepsie Grand Hotel, and the Bardavon 1869 Opera House as well as smaller mainstays such as the Chance Theater, Cunneen Hackett Arts Center, Barrett Arts Center, and Arts Centro. Significantly, numerous smaller, but impactful galleries and arts hubs—such as the Trolley Barn, Cryptic Gallery, Gallery 15, and print studio at PUF—are springing up in spaces along Main Street, adding to the city's diverse, multimedia arts scene.

Culturally Diverse Population. From Poughkeepsie's Italian heritage to the growing Latino population, among them more than three generations of Mexican Americans who trace their roots to Oaxaca, Mexico, the city hosts numerous cultural and ethnic institutions and features many events that reflect its strong immigrant tradition. The annual Festa Italiana and La Guelaguetza festivals demonstrate the

ethnic and cultural diversity of the city, which also hosts annual Greek and Polish festivals and marches. The African American community celebrates its traditions in many events throughout the year, including the annual Martin Luther King Jr. celebration and breakfast hosted by the Catharine Street Community Center, an engaged nonprofit human service agency that has served city residents for over a hundred years. In 2017, the city hosted its first ever Juneteenth event, celebrating the end of slavery. The annual event was continued in 2021 with social distancing protocols in place.

5) Supportive local policies.

Poughkeepsie strives to provide the highest quality of life for its residents. To achieve this, over the last several years the city has introduced a number of policies, including creation of a land bank and anti-blight task force, implementation of modern zoning codes, an on-going update to the city's comprehensive plan, certification within the State's Climate Smart Communities program, complete streets interventions, creation of youth enrichment opportunities, deployment of mental health services, and public space improvements, as discussed in more detail below.

Dutchess County - City of Poughkeepsie Land Bank. The Dutchess County-Poughkeepsie Land Bank, a bipartisan, joint venture between Dutchess County and the City of Poughkeepsie, was incorporated in April 2021. This collaborative was initiated to return vacant, abandoned, and tax-delinquent properties in the community to productive use, in concert with other complementary efforts as described below. Currently in its first year of incorporation, the land bank board is in the process of creating a strategic plan, engaging with residents to better understand the needs and vision of the community, drafting policies to help guide the business of land banking, and preparing to receive problem properties by seeking funding for capital needs.

Anti-blight Initiative. Created in 2018, the Anti- Blight Task Force is composed of key city staff as well as stakeholders from the private sector and non-profit community, including the Poughkeepsie Affordable Housing Coalition (PAHC), a consortium of the city's local housing advocacy organizations, including Habitat for Humanity, Hudson River Housing, and Rebuilding Together. The task force has implemented a multi-faceted plan that includes high-profile demolitions of long- time problem properties; the transfer of identified properties to redevelopment partners; strategic use of the city's Community Development Block Grant funding; and legislative changes to the local tax law, allowing homeowners the ability to pay tax arrears through payment plans in order to preserve homeownership and eliminate one of the causes of properties becoming 'zombies' and falling into disrepair. Thanks to the City's Anti-Blight Task Force, the number of vacant properties in the City has declined from a high of about 600 in 2016, to fewer than 200 as of April 2021.

Zoning and Transit Oriented Development. The 2019 adoption of the Poughkeepsie Innovation District (PID) included new zoning regulations designed to remove barriers to development and promote active streets in a mixed-use environment. The modern code allows maximum flexibility in land use while ensuring a high-quality public realm through design. By implementing recommendations from the city's 2018 downtown parking study, the PID code eases parking requirements within the downtown, enabling developers to save costs, increase density, and foster a walkable environment. With the zoning in place and already bearing fruit, city staff is now focusing on other revitalization policies within the PID framework, including business attraction and retention, placemaking, and redesigning the arterials, as discussed in greater detail in the *Transformative Opportunities and Readiness* section.

PK4Keeps Comprehensive Plan & Zoning Code Update. PK4Keeps is the community-based effort to develop a new comprehensive plan and updated zoning code for the City of Poughkeepsie over a 15 month process between June 2021 and August 2022. The process will help further define the community's vision for its future and translate that vision into priorities, strategies, policies, and

guidance for making decisions within City Hall and throughout the city. If Poughkeepsie is selected as the Round V DRI recipient, the comprehensive plan and updated zoning code will be in place to provide essential input and guidance to the DRI strategic planning process.

Climate Smart Communities Certification & Sustainability. In tandem with the smart city interventions being pursued through the city's partnership with Uncharted Power, the city is taking significant steps to ensure Poughkeepsie is a sustainable 21st century city prepared for a future with increasing climate risks. A few examples include installation of EV charging stations in municipal lots, use of EV vehicles by city departments, and the inclusion of density incentives for green building practices within the Poughkeepsie Innovation District. This year Mayor Rolison formed a Climate Smart Communities Task Force, which successfully submitted the city for bronze certification in June 2021 through the DEC program. Certification will memorialize the work the city has completed thus far and qualify us for funding to support future climate smart actions. The City of Poughkeepsie has also been selected as the host community for Cornell University's fall 2021 *Climate-adaptive Design Studio*. In partnership with Cornell students and DEC's Hudson River Estuary Program, the community will explore design alternatives for more climate resilient and connected waterfront areas.

Safe Streets, Complete Streets. The city's existing walkability invites a large segment of Poughkeepsie's population to use cars sparingly. The city is committed to making its streets safer for pedestrians, and in 2018, the city was awarded \$2.4M through NYSDOT's Pedestrian Safety Action Plan. Work will begin in fall 2021 to upgrade the city's most utilized crosswalks and intersections. The city has also created a Complete Streets Working Group, focused on creating streets designed for all users, including pedestrians, bicyclists, transit users, persons with limited mobility and motorists. The group is working toward a city-wide Complete Streets policy and implementation of the city's Transect Bike Route which will connect Vassar College and Southside neighborhoods to the Walkway Over the Hudson and Northside neighborhoods directly through the downtown along Market Street (see additional detail in *Transformative Opportunities* section below).

For decades, city leaders, planners and residents have discussed how redesigning the Poughkeepsie Arterials and Route 9 Interchange could dramatically improve how people travel to, within, and through Poughkeepsie. The Route 9/44/55 Interchange and Route 44/55 Arterials regularly serve high volumes of traffic and experience high rates of crashes. For this reason the Dutchess County Transportation Council (DCTC), the City and Town of Poughkeepsie, and the State's Department of Transportation have undertaken the **Poughkeepsie 9.44.55** study to explore how these two facilities can be redesigned to improve safety and travel time reliability, while also making them better integrated with the fabric of Poughkeepsie. The team has finished its work developing draft concepts for the Routes 44/55 Arterials and is collecting community feedback through an on-demand virtual meeting until September 15, 2021. Once public feedback is incorporated, the team will further develop designs and produce an implementation plan.

Youth Programs Initiatives. In February 2020 Mayor Rolison joined with Poughkeepsie City School District Superintendent Dr. Eric Jay Rosser as co-chair of the *Poughkeepsie Children's Cabinet*, a partnership anchored in the belief that it is not just the responsibility of the school district — but of the entire city — to ensure that all of the city's children are able to reach their full potential. To ensure every child has the in-school — and out-of-school — support they need requires bringing together at one table all of the agencies and organizations that serve youth. The Children's Cabinet is a coordinating body designed to do just that. By establishing a Children's Cabinet, Poughkeepsie joined a select group of communities nationwide and became the first city in New York State, outside of New York City, to join the Local Children's Cabinet National Network — the city simultaneously became only the tenth

community in the country invited to join the By All Means Initiative at Harvard University. As a 'By All Means' community, the city benefits from the intensive support of Harvard staff, who are advising the Cabinet on the development of a comprehensive cradle-to-career agenda for the City of Poughkeepsie. This work is underway with the recent launch of two citywide Working Groups in "early childhood" and "out-of-school enrichment and learning." Additional groups will soon be launched focused on "health and wellness" and "civic, career and college readiness." Additionally, Mayor Rolison's Youth Activities & Opportunities Program, inaugurated in 2018, continues to allow local organizations to apply for funding to support opportunities for Poughkeepsie youth to participate in community-based programs. These programs emphasize active lifestyles, provide instructional guidance and build long-lasting relationships so important to personal growth.

Inclusive Community Initiatives. Poughkeepsie is a welcoming place with a population rich in cultural, ethnic, racial, and socioeconomic diversity. This is reflected in the city's inclusive policies, demonstrating acceptance, tolerance and appreciation of all who call Poughkeepsie home. In the last two years the city has declared June to be "Pride Month" in perpetuity; passed a "safe city" policy, acknowledging the value that immigrants bring to the community; and the city continues to support people with developmental disabilities, notably through the annual Think Differently Dash. The city established a municipal identification card program in 2019 to improve safety for its valued residents and foster easier police-community relations.

Mental Health Services. In 2018 the City Police Department implemented the BEAT (Behavior Evaluation Assistance Team) Initiative, which pairs a county-trained mental health professional on patrol with a PD unit specially trained in crisis intervention. The program engages with the city's at-risk population directly, right on the street, in an innovative plan to fit individuals with existing programs at the state or county level. Announced earlier this month, the City Police Department is also eager to begin working with the Mobile Crisis Team (MTC), which is being provided via a partnership between MHA Dutchess and the County to further improve response time and service for mental health emergencies within the City. The City Police Department is currently working to partner with both MHA Dutchess and Hudson River Housing to bring in additional case managers to assist officers in outreach to individuals affected by COVID19 and the pandemic's associated public health and housing impacts.

6) Public Support.

City of Poughkeepsie staff discussed the DRI application with residents during a community open house on August 24th in conjunction with the city's ongoing comprehensive plan initiative. During the open house, staff engaged with interested residents specifically about the Downtown Revitalization Initiative, our past and current efforts in the competitive process, and potential priority investment areas should the city be selected as a winner. Nearly 100 stakeholders shared their opinions about the city and how funding could be used, with a keen focus on the YMCA/youth center project and youth programming; pedestrian safety and street redesign, particularly the arterials and Market Street; and encouraging a greater mix of retail along Main Street. Other items that interested participants included green infrastructure in the downtown, public space and streetscape improvements, and smart-city technology. There was a strong sense that Poughkeepsie's downtown is the lynchpin to the city's revitalization efforts and that the city is ripe for this investment.

The city continues to enjoy broad support from our community partners. Dutchess County Regional Chamber of Commerce President & CEO Frank Castella Jr. said, "The City of Poughkeepsie is uniquely positioned to make the most of this [DRI] funding. [It] would go a long way toward helping [the city] continue on its path to prosperity. The Chamber pledges to keep the business community

engaged, making the city a model in the state for economic revitalization, as well as an attractive destination for residents, as well as visitors.”

Executive Director of the Dyson Foundation Andrea Reynolds said, “[DRI] funding would be pivotal to Poughkeepsie’s continued renaissance. It would support the momentum that is already underway and add to and leverage the existing investments happening in the city. There is boundless optimism for what is happening and can happen in Poughkeepsie.”

Vice President of Central Hudson Anthony Campagiorni said, “Perhaps no city in the Mid-Hudson Region is better positioned than the City of Poughkeepsie to put [DRI] funding to good use. Poughkeepsie has the unique combination of infrastructure, transportation facilities, and centralized commercial corridor necessary to meet the goals of the program and build upon a DRI investment.”

With regard to one of our transformational projects, startup technology company and strategic partner Uncharted Power has been working with several local non-profit organizations and the school district to engage the community and supplement youth STEM education, hosting an invention showcase featuring Poughkeepsie Middle School students and securing \$10k in grant funding to support education initiatives. The company continues to engage with residents and community leaders on uses of smart city technology, a major focus of the city’s DRI application. For example, with real time and near real time data, the city can make smart decisions about how to prioritize scarce financial resources.

7) Transformative Opportunities and readiness.

The following section identifies a number of transformative projects that are ready for implementation with assistance of DRI funds. The mix of exciting, capital-intensive projects along with strategic programmatic investments can further catalyze the revitalization of the Poughkeepsie Target Area.

Youth Opportunity Center at Former YMCA site. In Poughkeepsie’s 2019 DRI application we announced the city’s intent to prioritize redevelopment of the long vacant and blighted YMCA property, with plans to issue a “Request for Expressions of Interest ” to renovate and return the key downtown parcel to a new purpose. Two years later, amidst a pandemic, the city partnered with Dutchess County and the 35 Montgomery Coalition (including but not limited to the YMCA of Kingston and Day One with founding member and entrepreneur Geraldine Laybourne) to move forward with demolition of the existing structure and development of construction of a new, state-of-the-art Youth Opportunity Center at the site. The center will be a multi-use facility that focuses on recreational, educational and healthy opportunities, both physical and mental, for youth and also will be the home of the county’s Path to Promise initiative that employs strategic ways to ensure all young people in Dutchess County — from birth through employment — have the assets they need to achieve their full potential as they grow into young adults. To complement the center, Poughkeepsie has identified \$800k of improvements to nearby Stitzel Field, Lincoln Soccer Field and Eastman Park as a priority within the city’s capital plan.

Proposed total project cost \$40 Million. Current funding sources and project sponsors: Dutchess County (\$25 Million), City of Poughkeepsie infrastructure funds (\$1M), DRI (\$5 Million), Unidentified Future Sources (\$10 Million).

Smart City Tech with Uncharted Power. Founded in 2011, Uncharted (Uncharted Power, Inc.) is an award-winning MWBE-certified technology company on a mission to accelerate the development of sustainable infrastructure worldwide. Founded by a Poughkeepsie native, Uncharted brings its work to a global audience and has been featured as a thought leader in top tier media outlets such as *The New York Times*, *Bloomberg*, *TechCrunch*, *Politico*, *CNN*, and more. In Q1 of 2020, the company installed a

proof of concept pilot in the public right of way of the Poughkeepsie Innovation District, demonstrating the technical feasibility of their platform that was designed to address the obstacles that make development and management of smart cities cost-prohibitive. Over the last 2 years, Uncharted has made a multidimensional investment in the City of Poughkeepsie, as discussed in detail in the Past Investment section above.

Uncharted is currently developing a platform solution that will provide the City of Poughkeepsie with the following smart city services: (1) *Contextual Analysis*: See infrastructure data streams in real-time, visualized in a single visualization instead of siloed dashboards; (2) *Scenario Modeling*: Model and evaluate new infrastructure ideas with real-time, accurate information prior to capital deployment for the new initiatives; and, (3) *Predictive Analysis*: Receive proactive insights that recommend opportunities to improve the health and performance of the city's infrastructure and reduce failures.

In Phase 1, Uncharted will leverage existing data streams including but not limited to data from parking, traffic, and buses to create a digital twin that will enable contextual analysis. In Phase 2, Uncharted will provide the City with a proposal on how to upgrade some infrastructure services to become smart--improving the operational efficiency of and quality of life in the city. The completion of this upgrade will unlock scenario modeling and predictive analysis services on the platform.

This DRI funding will enable key hardware and technologies to be deployed to serve the City long-term in transforming into an advanced smart city with equitable access to basic infrastructure services for the community. Potential use of DRI funds for Phase 2 includes sidewalk/road pavers, edge nodes, environmental sensors, and traffic detection cameras. This technological investment will allow for increased data capture to drive more efficient scenario modeling and predictive analytics for a variety of the city's proposed DRI transformative projects, such as: downtown parking improvements, pedestrian improvements, green infrastructure interventions, retail recruitment initiative, and more.

Proposed total project cost for Pilot through Phase 2 is \$2.8 Million. Current funding sources and project sponsors: Siegel Family Endowment grant (\$1.8 Million), City of Poughkeepsie (\$240,000), DRI (\$2 Million).

Pelton Manor Arts Center. Pelton Manor sits perched upon a distinguished bluff, overlooking the Hudson River and Fall Kill Creek, greeting visitors as they exit the Poughkeepsie Train Station, and catching the eye and curiosity of patrons on the Walkway Over the Hudson. The historic manor house has sat vacant for nearly a decade as the City of Poughkeepsie administration, the Historic District Commission, local developer Tinkelman Architecture, and the public at-large have debated the highest and best use for the manor house and a realistic plan for redevelopment of the site. After a year of impassioned debate - at long last a plan is emerging that envisions the renovation of the Manor to house a non-profit arts entity tenant while utilizing the remainder of the parcel to develop much needed transit-oriented housing. A competitive "call for resident arts-entity" shall be drafted jointly by the city and the developer. Designed as a contest, the successful respondent shall receive build-out and renovation work which, to the fullest extent practical, satisfies their specific operational needs (including, but not necessarily limited to, office space, gallery space, academic space, a dance studio, artist-in-residence space, etc.).

Proposed total project cost \$12 Million. Current funding sources and project sponsors: Private Developer (\$9.4 Million), City of Poughkeepsie (\$600,000), DRI (\$2 Million).

Complete Market Street Plan. Market Street, a key downtown cross street, has been studied extensively over the last two years for vehicular and pedestrian improvements and will serve as the city's first model complete street. In 2019 the City engaged industry leader, Sam Schwartz Engineering to draft design concepts for the remodel and in 2020 a pilot program on Market Street with a demonstration bike lane was implemented to much fanfare and excitement, demonstrating how complete streets solutions could benefit everyday users. With the plan, funding, and community support in place, the project is staged to enhance pedestrian accommodations, make the street safer and the user experience more pleasurable, and encourage people to spend more time patronizing businesses. DRI funding would be utilized to enhance and expand this project through improvements to the adjacent Mid-Hudson Civic Center (MHCC) plaza (estimated cost for plaza improvements \$500k) and design and implementation of the City Transect Bike Route which will connect Vassar College and Southside neighborhoods to the Walkway Over the Hudson and Northside neighborhoods directly through the downtown along Market Street (estimated cost for Transect Route \$500k). MHCC is currently in the process of completing facade and signage improvements to improve the aesthetics of Market Street and the plaza area (\$500k).

Proposed total project is \$4.5 Million. Current funding sources and project sponsors: New York 18 Congressional Appropriations (\$2.6 Million), City of Poughkeepsie (\$600,000), Mid-Hudson Civic Center (\$500,000), DRI (\$ 1 Million).

Pedestrian Safety Improvements. In 2019 analysis was completed by the city's Planning Department to identify the city's most utilized and dangerous intersections in regard to pedestrian crossings. A total of 40 intersections were identified within or immediately adjacent to the city's downtown, including crossings on Main Street, Market Street, Academy Street, Mansion Street, and Hamilton Street. Proposed improvements include new pedestrian signals, signage, and markings to promote visibility of crosswalks and safety. The project is partially funded through a federal highway grant and the Pedestrian Safety Action Plan (PSAP) to complete improvements at 12 intersections. DRI funding would be utilized to expand that number to a total of 20 key intersections within the Poughkeepsie Target Area.

Proposed total project is \$4 Million. Current funding sources and project sponsors: Federal Highway Administration (\$2.4 Million), DRI (\$ 1.6 Million).

Kaal Rock Connector. Building off the success of the Walkway Over the Hudson, the city plans to unite the northern and southern waterfront, currently bisected by a sixty-foot rock outcropping, with an elevated walkway around the rock. This walkway would connect the popular Waryas Park with the parks and public promenades existing or in the planning stages to the south, creating a continuous greenway along the city's waterfront from north of the Walkway to the Poughkeepsie Landing site. This project has enjoyed ongoing support from the state, with nearly \$600k secured in grant funding.

The City has a multi-phased approach to improvements to Kaal Rock Park and construction of the Connector. Phase 1 includes a total of \$700k to be spent on playground equipment (\$100k), replacement of the entrance gate (\$10k), retrofit park lighting (\$100k), purchase of 10 new grills and tables (\$10k), upgrades to the picnic area (\$250k), repair to the kayak launch (\$150k), and contingency. Phase 2 installation of a promenade sidewalk (\$1.88M) and the design and construction of the Kaal Rock Connector linking Waryas and Kaal Rock Parks.

Proposed total project is \$9.8 Million. Current funding sources and project sponsors: Department of State (\$600,000), City of Poughkeepsie (\$1-2M), DRI (\$3 Million), and Future Fundraising Sources.

Retail Recruitment & Diversification Program. The vision of this program is to create a "critical mass" of pedestrian and business activity in the downtown core by filling vacant storefronts with a curated cohort of diverse businesses to serve the city's growing downtown population and HV region at large.

Operating with the belief that the proliferation of vacant storefronts within the City of Poughkeepsie is one of its greatest barriers to economic development and yet also its greatest opportunity, The Main Street Row collaborative aims to incentivize growing/expanding retail and experiential businesses to locate and thrive in downtown Poughkeepsie/PID. Central to the mission of the collaborative is to establish a diverse offering of services and goods that complement existing businesses and institutions in the downtown, while simultaneously filling commercial voids that currently encourage residents and potential visitors to shop and stroll elsewhere.

Formed in March 2020, the Main Street Row Collaborative consists of a broad spectrum of individuals with experience in business development such as local business owners, city staff from planning and development, local real estate professionals, marketing professionals, representatives from banking institutions, and local developers and property owners. The collaborative will support 10 select businesses over a three-year period by providing capital, connections, and access to the broad experience and expertise of our coalition members. Benefits include: build-out and fit-up grants, compiling market data, a curated list of available commercial spaces, execution of favorable lease agreements, guidance through building permit requirements and land use approvals, identifying financing options and small business loans, access to accounting and legal services, assistance with marketing and promotion, and networking and information sharing with existing and new businesses.

Businesses will be selected via an open application process, with finalists participating in a pitch competition before the community. Selection will be focused on proven business models seeking their first 'brick and mortar' location, or businesses from the New York Metro Region and Hudson Valley looking to expand and locate in the City of Poughkeepsie. Selected businesses will also need to commit to goals of local hiring processes and workforce development opportunities for youth.

Proposed total project is \$2 Million. Rhinebeck Bank Poughkeepsie Innovation District Loan Fund (\$1 Million remaining), Anticipated fundraising by the Main Street Row Collaborative (\$500,000), DRI (\$500,000).

Green Infrastructure Municipal Parking Lots. In line with Poughkeepsie's vision to become a sustainable 21st century city, the community and administration have prioritized conversion of two aging surface parking lots in the city's downtown core, Liberty Street Lot and Academy Street Lot. Green infrastructure improvements will be utilized to transform these spaces into visually appealing and environmentally friendly spaces while simultaneously improving the city's outdated storm runoff management. Green Infrastructure to be deployed will include landscaping and permeable pavers that permit water to soak into the ground and reduce runoff from flooding during strong weather events. The city held two public meetings on the Liberty Street Lot project after being awarded funding through the New York State Environmental Facilities Corporation's Green Innovation Grant Program. Work on the Liberty Street Parking Lot began in July 2021 while the city continues to seek funding for the Academy Street Lot, which will require brownfield cleanup prior to green infrastructure improvements. DRI funding would be utilized for partial buildout and/or additional streetscape improvements surrounding the lot.

Proposed total project is \$4 Million. Current funding sources and project sponsors: anticipated Green Innovation Grant Program (\$1.2 Million), Anticipated Brownfield Cleanup Program (\$1.5 Million), City of Poughkeepsie (\$500,000), DRI (\$1 Million).

Pedestrian and Ecological Improvements to Fall Kill. The Fall Kill Trail will provide recreational and pedestrian access to this long-underutilized resource traversing the city's northside neighborhoods. The trail will connect the Hudson River near the Mid-Hudson Children's Museum to the city's northside

and the Middle Main neighborhoods. With planned pocket parks in key locations along the way, the Fall Kill Trail will connect people to nature, transit and employment centers. Community engagement facilitated by Mass Design Group began last year and resulted in a schematic design for 4,000 linear feet of the trail between Rose Street and Catharine Street, bordering the Main Street Corridor. With DRI funding, this community-driven concept will become a reality. The City of Poughkeepsie, in collaboration with New City Parks and Scenic Hudson, has already begun implementing key nodes of this vision through its Pershing Park improvements (\$1M), to be completed in 2022 and Malcolm X Park improvements (\$1M), completion in 2022.

Proposed total project is \$5 Million. Current funding sources and project sponsors: Anticipated CFA (\$1 Million), Anticipated City of Poughkeepsie and partner contributions (\$3,000,000), DRI (\$1 Million).

Implementation of Parking Study Recommendations. Recommendations from the 2018 parking study include upgrades to parking meter infrastructure with smart technology, allowing for convenient payment methods and dynamic pricing in order to manage parking usage. Other recommendations include physical improvements to parking facilities, which will be coupled with streetscape improvements, including wayfinding signage, street trees, lighting, trash receptacles and seating in order to make residents and visitors more comfortable exploring downtown on foot. The city installed new meters in key locations in 2020 and launched a user-friendly parking application in 2021. DRI funding would be utilized to unify parking signage in the downtown, add trees and amenities to existing walkways, and potentially contribute toward a multi-tier parking garage that would serve both new and existing operations downtown.

Proposed total project is \$7 Million. Current funding sources and project sponsors: Fee in Lieu of Parking Collected from Downtown Developments (\$800,000), City of Poughkeepsie (\$5.2 Million), DRI (\$1 Million).

Arterials Redesign. The Poughkeepsie 9.44.55 study will be completed by winter 2021, culminating in identification of preferred design concepts for the Routes 44/55 Arterials and production of an implementation plan. DRI funding could be utilized to progress initial strategies identified in the implementation plan, such as development of engineering drawings for the community-supported design alternative. Once engineering drawings are complete, the City and NYS Department of Transportation will be well positioned to apply for competitive federal transportation grants such as the RAISE grant.

Proposed total project is \$2.4 Million. Current funding sources and project sponsors: Dutchess County Transportation Council (\$400,000), DRI (\$2 Million).

8) Administrative Capacity.

The addition of city staff in the key areas of planning and economic development, finance and technology, and youth services, demonstrates the city's commitment to growing the local economy, optimizing the delivery of services and providing a solid foundation for the city's youth to grow and prosper.

Planning and Economic Development - In previous applications, the City of Poughkeepsie highlighted its success in building an expert team of planning, zoning and economic development professionals. With that team in place, the city has been able to introduce award-winning zoning changes; initiate complex, long-term strategic planning projects for the first time in many years; and manage the growing development interest in Poughkeepsie. Two years ago, the city added the position of director of community engagement, emphasizing the city's focus on planning with the community, not just for the community. Today, the city is in the process of expanding the planning and economic

development team by restoring the Development Director position for the first time since 2011. These dedicated staff are ready to work with the Local Planning Committee.

Finance and Technology – Another key leadership position adding to the city’s capacity for managing grants such as the DRI is Dr. Brian Martinez, who joined the City of Poughkeepsie as the Commissioner of Finance in February 2020. He retired from the federal government, where he served as a program manager responsible for finances and technology requirements, and completed his PhD in Public Administration with a focus on public management and organizational change involving technology. Dr. Martinez has professionalized the city’s capital planning process, leading to improved communication and collaboration among city departments and a more strategic approach to public infrastructure projects. He also performs as the city’s chief technology officer, keenly focusing on modernizing the city’s IT infrastructure, and acting as the primary liaison with Uncharted Power and the application of their smart city technology within the city’s decision-making process for capital and programmatic investment, as discussed in the previous section. The city created additional analytic capacity with two new accounting and budget positions, and by updating antiquated position titles in accounting, program management and IT. Staffing changings position the city with enhanced capacity in program and project management.

Youth Services – In order to nurture and focus on child development in the City of Poughkeepsie, Mayor Rolison has called for the creation of the Youth Services Division, which will include a division head, a part-time administrative staff person, and a bi-lingual family engagement staff member shared with the Poughkeepsie City School District. The new division complements the ongoing work of the Poughkeepsie Children’s Cabinet, which brings together leaders across sectors from the community to make policy and other recommendations for youth services; the creation of the Youth Activities & Opportunities grant, which has made over \$500k available to dozens over programs over the last three years; and the redevelopment of the former Dutchess YMCA into a youth opportunity center. The city, the county, the school district, and the community are working in harmony to foster a culture of opportunity, and we are well positioned to steward DRI funding for the youth opportunity center as discussed in the previous section.

9) Other. Poughkeepsie is abuzz with the new ideas and energy needed to catapult the city into an exciting new 21st Century version of itself. Perhaps no one symbolized that feeling more than Jessica O. Matthews, a Poughkeepsie native and Harvard University graduate who burst onto the international scene when, at just 22, she launched Uncharted Power, a revolutionary power infrastructure company. She was named *Fortune Magazine’s* “Most Promising Women Entrepreneurs” and “10 Most Powerful Women Entrepreneurs,” *Forbes* “30 Under 30,” and the Harvard Foundation for Intercultural and Race Relation’s “Scientist of the Year.” Former President Bill Clinton said of Matthews, “If ever there was an innovator, she’s it.” In April 2019, Ms. Matthews returned to her roots to address an enthusiastic audience at the Bardavon for the debut of PKGO Getters speaker series, a new city initiative designed to encourage a new wave of optimism in the City of Poughkeepsie. Ms. Matthews demonstrates to many the power of disruptive thinking, exciting optimism among Poughkeepsie’s residents for what could be. Two years later, Jessica moved her headquarters to Poughkeepsie and is bringing international attention to the city through her smart-city infrastructure pilot program.

Early in Mayor Rolison’s administration a seasonal series of downtown celebrations called “First Fridays”, (where every first Friday of the month residents, workers, visitors and other downtown denizens gather to celebrate at one or more of Poughkeepsie’s signature theaters, galleries, restaurants, or businesses) was launched. It was the first of many simple but impactful ways of creating a positive vibe which had been lacking for some time. First Friday has proven to be a refreshing example of the power of positive thinking. In 2018 the city built upon its First Friday series by embarking upon a new branding campaign: PKGO. The mission of PKGO is to highlight the City of

Poughkeepsie as a thriving and growing city, and to create a positive sense of community amongst current and future residents, businesses and visitors. “PKGO Getters” is a planned event series that will celebrate the achievements of Poughkeepsie notables who have inspiring stories to share.

All of this newfound buzz would lose steam if it weren't supported and nourished by a tightly knit group of stakeholders working together toward the common goal of rejuvenating downtown Poughkeepsie. These include: **Hudson River Housing (“HRH”) Middle Main Network.** The Middle Main Initiative represents a multifaceted effort including a community leadership program, a nationally recognized neighborhood branding strategy, Made-In-Middle Main small business alliance, and monthly community meetings. **Poughkeepsie Alliance.** The Alliance is a group of business, nonprofit and community leaders who are helping to improve the perception of Poughkeepsie. **Higher-Ed Institutional Partners.** Four renowned institutions of higher education—the Culinary Institute of America, Marist and Vassar Colleges, and Dutchess Community College—have demonstrated a commitment to working together to align their resources and efforts in the City of Poughkeepsie. **Poughkeepsie Youth Coalition.** The Youth Coalition is a consortium of over 300 individuals from the community and agencies that have been engaged over the last two years in workshops, forums and one-on-one conversations. **Workforce Development & Job Creation Initiatives.** Workforce development and mentoring programs by Dutchess One-stop, Workforce Investment Board, My Brother's Keeper, Nubian Directions and Hudson River Housing provide essential resources to the youth and underemployed residents of the community. **Philanthropic and Regional Support Organizations.** Outside philanthropic and regional organizations that have long been invested and passionate about the revitalization of Poughkeepsie. Mass Design's Hudson Valley Design Lab, Scenic Hudson, and Hudson Valley Pattern for Progress are all distinguished non-profit organizations that have recently focused considerable resources toward improving the quality of life in the City of Poughkeepsie.

Like a well-made quilt, Poughkeepsie's downtown revitalization hinges upon many threads artfully woven to create something encompassing, beautiful and purposeful. Many stakeholders, private business people, community leaders, and government officials are making connections every day to lead Poughkeepsie into a bright and promising 21st Century.

10) \$20 Million Request

The City of Poughkeepsie views connecting its assets as an important strategy for revitalization. While we have discussed a number of transformational projects throughout this application, we highlight two projects in this section that will help the city achieve its goal of connectedness: the Kaal Rock Connector and the East-West Arterials.

Creating a fully connected waterfront by traversing the Kaal Rock promontory, the Kaal Rock Connector is a bold and inspiring project that will create a destination like no other on Poughkeepsie's waterfront. A suspended bridge with a contemporary, 21st century design that complements the 19th century railroad trestle (Walkway Over the Hudson) and 20th century car bridge (Mid-Hudson Bridge) will simultaneously showcase the city's modern thinking and historic roots. The city owns and has dedicated as parkland the area upon which the connector will be built. We have committed project partners with New York State Department of State (multiple CFA grant awards), The Chazen Companies (engineering and technical feasibility work), Scenic Hudson (design inspiration, grant writing) and the Poughkeepsie Alliance (partially funding feasibility work). The City of Poughkeepsie has committed nearly \$2 million in Kaal Rock Park improvements to complement the Connector, as described in Section 7. The project enjoys broad public support, having been the subject of numerous public meetings and discussions since 2016, and it appears as a priority project within the city's draft Local Waterfront Revitalization Plan,

currently in the approvals process with the Common Council. Managing the project will involve an “all hands on deck” approach, utilizing staff from Planning and Economic Development, Engineering, Public Works, and Parks and Recreation. As a capital project, the Kaal Rock Connector would be project-managed by the city engineer. However, we anticipate continued support from our community partners as well.

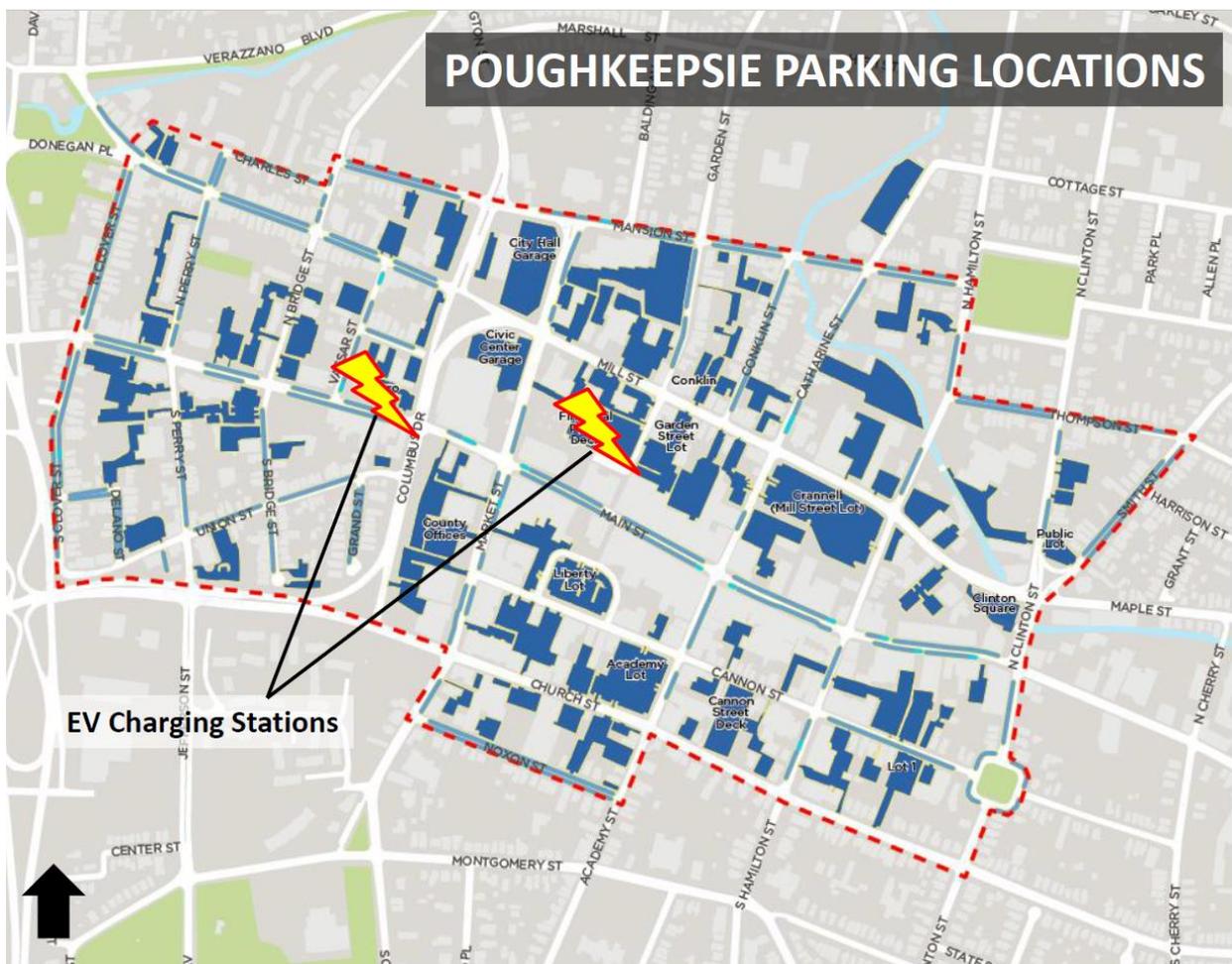
The other project we wish to highlight is the East-West Arterials redesign. Perhaps no other project in the city has inspired such a passionate response as redesign of this urban highway in Downtown Poughkeepsie. For decades since they were first introduced, the community has well understood and lived with the impacts of these two highways. Downtown is disconnected from surrounding neighborhoods, property values are diminished for being in close proximity, and cars rather than people have been prioritized in the heart of the city. A redesign, potentially involving a narrowed, boulevard-style street, would dramatically improve the quality of life for folks living in this area, and it would improve the viability and desirability of Downtown Poughkeepsie’s commercial, entertainment and hospitality sectors. Currently being studied with support from the Dutchess County Transportation Council (DCTC), implementation of the arterials redesign falls within the jurisdiction of New York State Department of Transportation as the owner of the facility. The DCTC has already committed funding to the initial planning work underway currently, and we anticipate applying for large federal funding such as the RAISE grant program or other infrastructure-related funding sources.

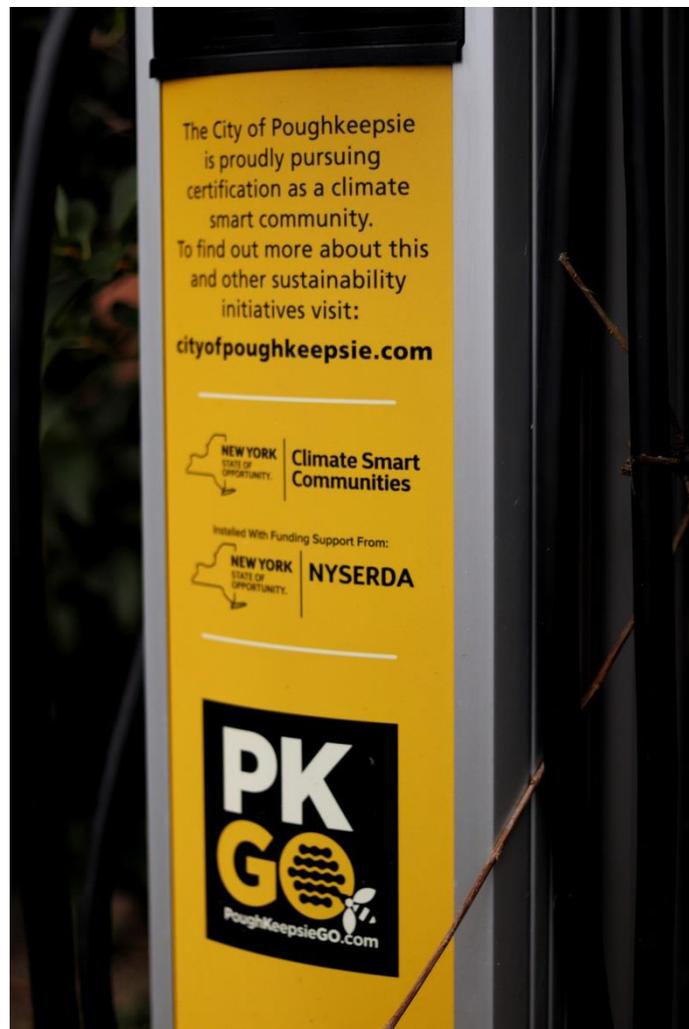
These two projects would help connect Poughkeepsie and bolster the waterfront and the Downtown, cementing their status as the region’s premier destinations. Bold and visible, completion of these two major infrastructure projects would inspire people about what is possible when a community comes together to bring vision to reality. The DRI can make that happen. Let’s PKGO!

Addendum: Opportunities for Electric Vehicle Charging Stations

It is the City's ultimate goal to have EV Charging Stations located at all of its municipal parking lots. The City recognizes that the future of personal vehicle travel will be electric. How long it will take to implement a city-wide program is a question of our ability to implement the required infrastructure needed to accommodate new stations.

Currently, the City of Poughkeepsie has four charging stations and eight total plugs across two municipal lots as shown on the map below. The City's goal is to have two chargers and four plugs (spaces) in every municipal lot. The parking lots targeted for these upgrades are: the Liberty lot, the Academy lot, the Garden Street lot, the Crannell lot, and the Conklin lot. In total five lots, 10 chargers, 20 plugs (spaces). It is worth noting that the Liberty lot is undergoing a substantial rehabilitation currently, and included in the improvements are the underground conduits necessary to accommodate EV stations.





Images: EV charging stations at the Duro parking lot in Downtown Poughkeepsie