



VILLAGE OF ENDICOTT Strategic Investment Plan

Southern Tier Regional Economic Development Council

New York State
Downtown Revitalization Initiative
September 2022



Downtown
Revitalization
Initiative

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VILLAGE OF ENDICOTT STRATEGIC INVESTMENT PLAN

Downtown Revitalization Initiative

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TABLE OF CONTENTS

FOREWORD	i
EXECUTIVE SUMMARY	v
SECTION I: DOWNTOWN PROFILE & ASSESSMENT	I-1
Introduction.....	I-2
DRI Boundary.....	I-3
Past Planning Efforts	I-9
Investment in the DRI Area.....	I-11
Economic and Demographic Analysis.....	I-13
SECTION II: COMMUNITY VISION, GOALS, AND STRATEGIES	II-1
SECTION III: DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY	III-1
SECTION IV: PUBLIC INVOLVEMENT	IV-1
SECTION V: PROJECTS RECOMMENDED FOR DRI FUNDING	V-1
Overview.....	V-2
Proposed Project Summary Table	V-6
Projects Recommended for Other Funding	V-78

FIGURES:

Figure 1: Endicott DRI Boundary.....	I-4
Figure 2: Endicott DRI Sub-Areas.....	I-6
Figure 3: Regional Map.....	I-7
Figure 4: Socioeconomic Data Points (DRI Area).....	I-13
Figure 5: Population by Age (2021 Snapshot).....	I-14
Figure 6: Median Age (2010-2026 Trends).....	I-15
Figure 7: Household Income, Endicott, Broome County, DRI Area (2021 Snapshot).....	I-15
Figure 8: Household Income in Endicott DRI Area (2021 Snapshot).....	I-16
Figure 9: Educational Attainment in DRI Area (2021 Snapshot).....	I-16
Figure 10: ESRI Total Crime Index.....	I-17
Figure 11: Endicott Commuter Profile.....	I-18
Figure 12: Primary and Secondary Retail Market Areas.....	I-20
Figure 13: Housing Tenure (2021 Snapshot).....	I-22
Figure 14: Housing Units in Endicott DRI Area (2020-2026 Trends).....	I-23
Figure 15: Housing Units by Year Structure Built.....	I-23
Figure 16: Housing Units by Units in Structure.....	I-24
Figure 17: Median Home Values (2021 and 2026).....	I-24
Figure 18: Median Rent (2021).....	I-25
Figure 19: Land Use.....	I-29
Figure 20: Property Ownership in Endicott DRI Area.....	I-31
Figure 21: Zoning.....	I-32
Figure 22: Major Open Spaces and Washington Avenue Connector.....	I-39
Figure 23: Parking Areas.....	I-41
Figure 24: Transit Map.....	I-42
Figure 25: Historic Resources.....	I-45
Figure 26: Flood Hazard Areas.....	I-47

TABLES:

Table 1: Recent Private Investment.....	I-11
Table 2: Recent Public Investment	I-12
Table 3: Population and Households: 2010-2026 Trends	I-14
Table 4: Race/Ethnicity, 2021	I-17
Table 5: DRI Area Employment by Sector (2021)	I-19
Table 6: Largest Employers in Broome County.....	I-19
Table 7: Land Use Area.....	I-28

PROJECTS PRIORITIZED FOR DRI FUNDING

1A: Construct a Multi-Tenant Office Building at a Vacant Site on Washington Avenue	V-6
1B: Redevelop a Vacant Retail Site for an Electrical Equipment & Supply Distribution Center	V-11
2A: Improve Connectivity Throughout the Downtown for Pedestrians and Bicyclists.....	V-17
2B: Implement a Gateway Signage Program	V-29
3A: Create a Wine Tasting Facility at a Gateway to Little Italy.....	V-32
3B: Revitalize the Southern Tier Community Center.....	V-37
3C: Implement a Downtown Revitalization Fund	V-43
4A: Construct a Workforce Housing Development on Washington Avenue.....	V-48
4B: Renovate 32-36 Washington Avenue for Mixed Uses	V-53
4C: Upgrade and Modernize the Endicott-Johnson History and Heritage Center Building.....	V-58
4D: Transform a Significant Little Italy Building to Support a Community Resource	V-62
4E: Renovate 116-118 Washington Avenue for Mixed Uses.....	V-66
4F: Implement a Significant Facade Upgrade of 54 Washington Avenue.....	V-70

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FOREWORD



FOREWORD

Downtowns define our cities and regions with their energy and diversity, as well as their artistic, cultural, and historical assets. Vibrant downtowns serve as anchors and catalysts for local and regional growth, and they epitomize what we refer to as a ‘sense of place.’ These enduring qualities attract businesses, jobs, residents, and visitors and provide the critical infrastructure and diverse tax base necessary to foster broader and more inclusive growth.

Despite their tremendous value to our society and economy, downtowns suffered decades of disinvestment, economic decline, and community despair with the advent of sprawl and de-industrialization. But people and businesses are once again recognizing the tremendous value downtowns offer to residents, communities, and regions. With that renewed appreciation, many downtowns are beginning to revamp and reinvent themselves. With Governor Kathy Hochul’s leadership, there is a new era of rebirth, revitalization and redevelopment occurring throughout New York State. Communities are creatively leveraging their proud heritage, not as a whimsical look backward to a bygone era, but as a catalyst for a brighter future. And yet, obstacles remain, as does the need to accelerate and ensure equitable revitalization and build communities that are more climate resilient. This is where the DRI comes into play.

Recognizing both the potential and the challenges of our urban centers, the State launched a major new initiative in 2016: the Downtown Revitalization Initiative (DRI). The DRI effectively accelerated and expanded the revitalization of downtowns and neighborhood centers to serve as centers of activity

and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative “plan-then-act” strategy that couples strategic planning with immediate project implementation.

In the first five rounds of the DRI, the State committed \$600 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business development, job creation, greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils (REDC) select ten downtowns to receive \$10 million each. For DRI 5, each region received \$20 million, with the REDCs selecting either two \$10 million awardees or one \$20 million awardee to refine a vision and strategy for revitalization and to implement projects that show the greatest potential to improve the economic and social vitality of their downtown areas. The projects realized through DRI grant funds in turn catalyze multifold additional investments and projects, creating the momentum and progress necessary to sustain a long-term successful revitalization effort. The excitement and community pride generated by the DRI are clear and palpable.

The nineteen communities selected in DRI 5¹ will continue to address the impacts of COVID-19, building on recent recovery and adding resiliency to absorb future shocks. They demonstrated a clear readiness to undertake DRI as a whole community, pursue a vision and recommend project selections to make DRI investments in their communities impactful and sustainable.

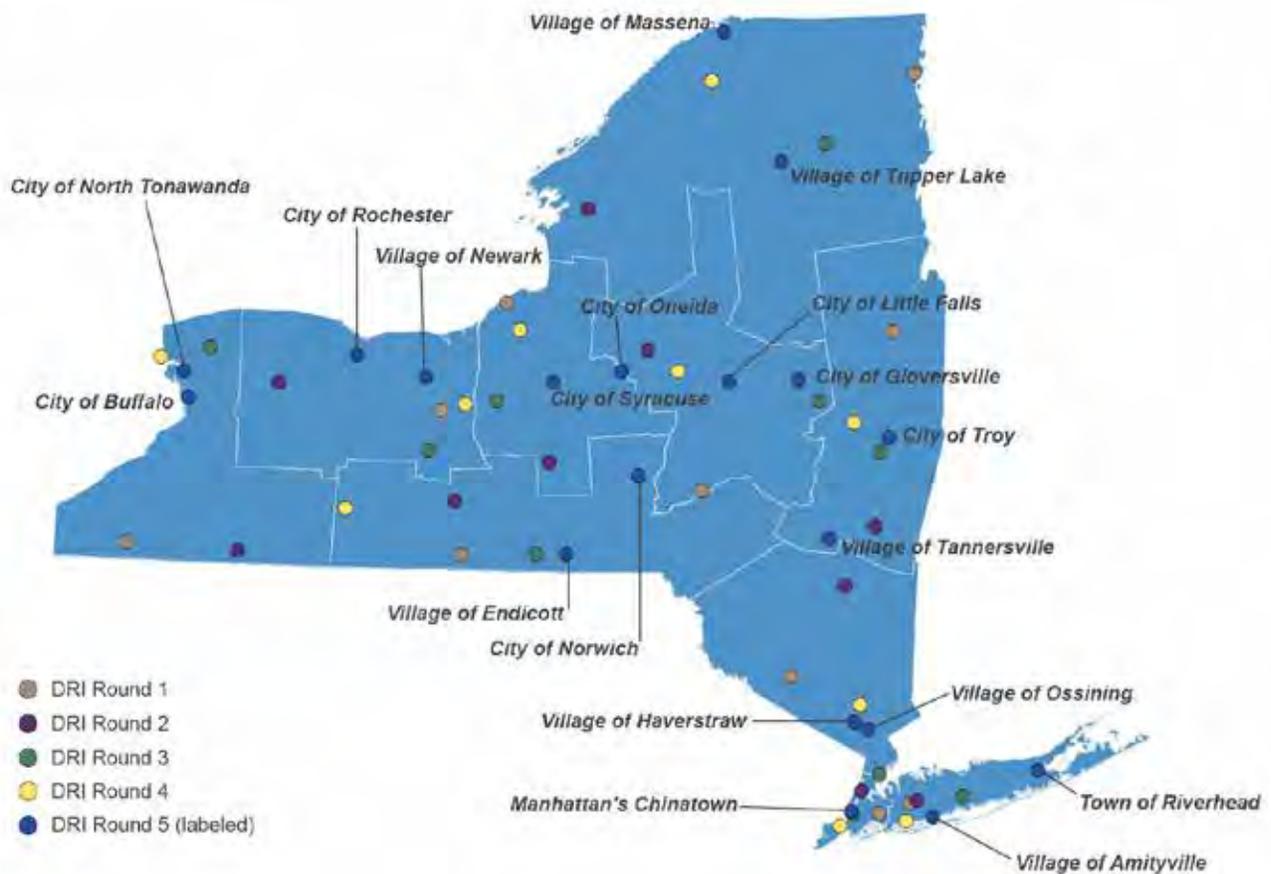
1 DRI communities selected in Round Five include: Troy, Tannersville (Capital Region); Gloversville, Little Falls (Mohawk Valley Region); Syracuse, Oneida (Central New York Region); Chinatown (New York City Region); Amityville, Riverhead (Long Island Region); North Tonawanda, Buffalo (Western New York Region); Haverstraw, Ossining (Mid-Hudson Region); Endicott, Norwich (Southern Tier Region); Rochester, Newark (Finger Lakes Region); and Tupper Lake, Massena (North Country Region).

The DRI also presents an opportunity to address another looming, omnipresent and global crisis: climate change. Downtowns are inherently climate friendly. Their compact, mixed-use, and pedestrian/bike/transit-friendly design reduces car use and dependence, thus reducing automobile greenhouse gas emissions. Due to high demand from the concentration of population and industry, downtowns provide fertile ground for the proliferation of renewable energy resources, energy efficiency and mass electrification of both buildings and vehicles—all to “de-carbonize” our communities and the State. These climate benefits are helping

achieve the nation-leading climate goals contained in the landmark Climate Leadership and Community Protection Act of 2019 (CLCPA).

In furtherance of these goals, certain DRI projects will now be required to achieve a higher level of energy efficiency and renewable energy use. DOS has forged mutually supportive partnerships with both the New York State Energy Research and Development Authority (NYSERDA) and the New York Power Authority (NYPA) to support carbon-neutral projects and the siting of electric vehicle charging stations in downtowns, respectively. To advance

DRI Communities





the over-arching emphasis in the CLCPA on equity and climate justice, certain DRI projects will need to address housing affordability.

Downtowns are complex, multi-dimensional systems that require a highly collaborative, partnership-based form of governance. Recognizing this challenge, the DRI process integrates a combination of community-based strategic planning, inter-agency project support, inter-governmental collaboration and public/private leveraging of outside investments.

The DRI strategic planning process is led by Secretary of State Robert J. Rodriguez and facilitated by staff from the Department of State's Office of Planning, Development and Community Infrastructure, NYS Homes and Community Renewal and Empire State Development. This highly collaborative, multi-agency effort mobilizes the full complement of resources available from state agencies, tapping into their expertise, technical assistance, and project management skills as necessary. Through each DRI planning effort, a Strategic Investment Plan is developed, which sets forth a clear vision for the downtown, as well as goals and strategies to accomplish the vision and catalytic projects.

A Local Planning Committee identifies the slate of viable, transformative, and catalytic projects that show the greatest potential to contribute to overall revitalization. The most catalytic projects that are collectively transformative receive DRI funding, while the State works with the community to attract and leverage funds from other sources, both public and private, for the remaining projects.

The DRI is much more than a one-off grant. First, the projects are not selected in a vacuum; rather, they are synergistic and catalytic, working in concert with one another and contributing exponentially, not just additively, to the upward cycle of vibrancy and

revitalization that the DRI sets in motion. Second, the positive momentum created by the DRI continues well after the Plan is done and projects are awarded. The DRI process is designed to generate exponential effects that assist the community with leveraging additional public and private investments that, in turn, create a self-perpetuating cycle of revitalization. That's what sets the DRI apart from all other urban revitalization initiatives.

Downtowns are a place to connect, eat, shop, drink, learn, absorb, innovate, observe, and interact—a cultivator of human ingenuity and entrepreneurial spirit. They offer public gathering spaces that allow people of all ages, incomes, backgrounds, and abilities to interact safely and comfortably while appreciating the diversity of city life.

There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. Through its focus on placemaking, the DRI treats and respects each downtown as its own special place.

The DRI represents the crown jewel of smart growth programs in NYS. Its emphasis on the "Four E's" of Smart Growth—Economy, Equity, Environment and Energy—ensures that multiple policy goals and priorities are achieved under one integrative umbrella. The DRI is accomplishing its overarching goal of supporting local and regional economic development and quality of life. The program has proven to be remarkably adaptable, pivoting to both new and ongoing challenges, such as the COVID-19 pandemic, climate change, housing affordability, and socio-economic equity. In this respect, the DRI is even more relevant and imperative now than it was when it began six years ago. And its past, present and future provide a bright beacon light for the State's communities and regions moving forward.

EXECUTIVE SUMMARY



Washington Avenue (looking south from North Street)

INTRODUCTION AND CONTEXT

In December 2021, the Village of Endicott was one of 19 communities identified by the New York State Regional Economic Development Councils (REDCs) to receive at least \$10 million in State funding in the Downtown Revitalization Initiative (DRI). This program, first launched in 2016, aims to rejuvenate downtowns ripe for development through a comprehensive, community-driven approach, ultimately transforming the places that people live, work, and raise families. Now in its fifth round, New York Secretary of State Robert J. Rodriguez chairs this initiative, leading a team of planners from the NYS Department of State (NYS DOS), NYS Homes and Community Renewal (NYS HCR), Empire State Development (NY ESD) and private-sector experts to help communities develop strategic investment plans to achieve the initiative's goals.

This Strategic Investment Plan ("DRI Plan") for the Village of Endicott seeks to maximize the impact of DRI investment by advancing projects and initiatives that have catalytic and transformative potential, have the greatest public benefit, are primed for implementation, and enjoy broad stakeholder support. The DRI Plan will provide guidance to the Village, region, and State on how to best utilize the allotted funding and leverage additional public and private investment.



EPAC with upgraded marquee



Residential street near the downtown core

ENDICOTT DRI AREA

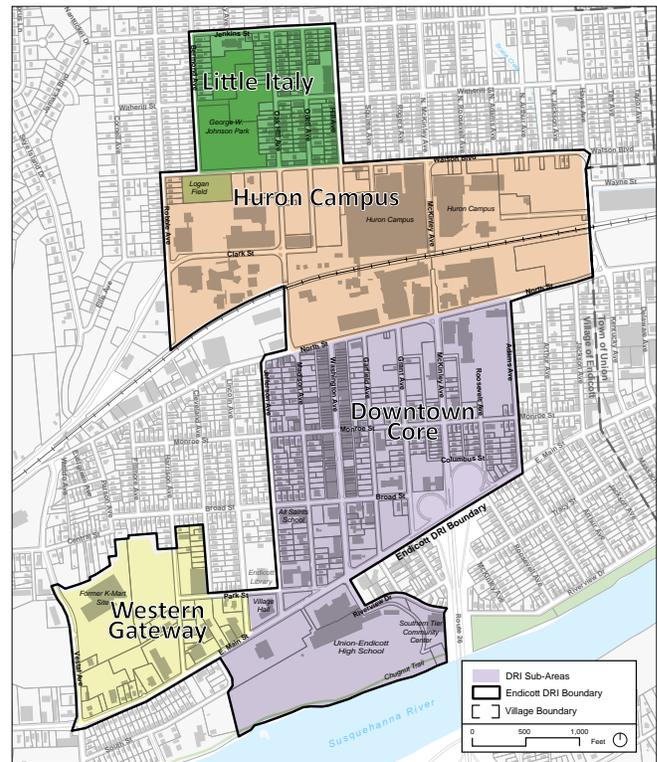
The Endicott DRI Area is roughly 375 acres in size and is centered on Washington Avenue and the Huron Campus, but also includes the culturally significant Little Italy neighborhood and the southern gateway into the Village, which connects to the Susquehanna River.

The DRI boundary was created to connect Washington Avenue and the Huron Campus job center to the Little Italy community and its dining and cultural attractions, and to better integrate institutional uses on Main Street and the Susquehanna River, as well as large-scale vacant and underutilized retail properties to the west, into the core downtown. The DRI boundary extends from portions of Jenkins Street at the north, to Hayes Avenue to the east, to Susquehanna River to the south, and to Vestal Avenue to the west.

The DRI Area encompasses four parts of downtown Endicott: 1) the Downtown Core, 2) the Huron Campus, 3) Little Italy, and 4) the Western Gateway.

The Downtown Core is bounded to the west by Jefferson Avenue, to the east by Adams Avenue, to the north by North Street, and to the south by the Susquehanna River. This part of the DRI Area includes the restaurants, retail, and commercial uses on Washington Avenue, community anchors like Village Hall and houses of worship, some housing, and large areas of surface parking.

The Huron Campus is a group of large commercial and industrial buildings that were the birthplace of the International Business Machines Corporation (IBM). The Huron Campus is located between North Street to the south, Watson Boulevard to the north, Hayes Avenue to the east, and Robble Avenue to the west. The campus, recently purchased by Phoenix Investors, is home to advanced industrial and manufacturing jobs that support Endicott's current



DRI Boundary and Sub-Areas

Sources: Broome County; NYS GIS Clearinghouse; BFJ Planning



Washington Avenue streetscape



Recently refurbished building on the Huron Campus

residents and have the potential to attract new residents and visitors to the Village. The Huron Campus also includes large areas of surface parking and industrial infrastructure like railroads and utilities that create a physical and psychological barrier between the Downtown Core and residential neighborhoods to the north.

Little Italy is a historic and culturally rich neighborhood north of the Huron Campus, that was originally established by the Endicott-Johnson Corporation to house immigrant workers. The DRI boundary contains portions of the neighborhood between Bermond Avenue to the west, Jenkins and Witherhill Streets to the north, and Hayes Avenue to the west. Oak Hill Avenue and George W. Johnson Park are the heart of the neighborhood and are included within the DRI boundary.

The Western Gateway is a small part of the DRI Area, but represents an area of great revitalization potential. This sub-area is located between Vestal Avenue to the west, East Main Street to the south, and Lincoln Avenue to the East. The northern border of the area is roughly Park Street and the northern edge of the former Kmart site, which is a key opportunity site for redevelopment.

COMMUNITY ENGAGEMENT

Input from the Endicott community was a critical part of the planning process, and will be instrumental in the success of the DRI Plan's implementation. The DRI program calls for a robust and wide-ranging outreach strategy to ensure that all voices are heard, and the ongoing COVID-19 pandemic required additional targeted strategies. The public engagement process allowed Endicott residents, business owners, civic leaders, and property owners to propose projects, confirm the vision and goals, give feedback on potential projects, and provide overall guidance to the planning process.

Public outreach included traditional in-person workshops, virtual meetings and workshops, stakeholder interviews, a virtual "Ideas Wall," an online survey, and an ongoing website and social media presence. In addition, the Local Planning Committee (LPC) requested submissions of proposals for DRI funding through an Open Call for Projects, which generated enthusiasm among local residents, entrepreneurs, and property owners. Some of the submissions developed into projects proposed for funding, and others may be candidates for other funding sources in the future.

The LPC members were instrumental in providing direction and information to shape the DRI Plan as well as reaching out to their broader constituent and social networks.



Flyer for first public workshop



Public workshop #2

CRITICAL ISSUES, ADVANTAGES, CHALLENGES, AND OPPORTUNITIES

Through the inventory and analysis of existing conditions, community engagement, and discussions with the LPC and Village staff, a clear picture emerged of downtown Endicott's relative strengths and weaknesses. Understanding this baseline position helped to identify appropriate goals, strategies, and actions to spur meaningful and sustainable economic revitalization. As the chart below summarizes, the Village already has many of the pieces that

are necessary for a successful downtown: a substantial daytime employment base; a well-defined, mixed-use downtown core with adjacent walkable neighborhoods; strong connections to regional employers; ample public parking; and a significant foundation of public investment. The challenges lie in how these assets are connected to each other, the overall condition of the DRI Area, a lack of diversity in uses and shopping and dining options, and the perception and reality of crime and environmental contamination.

Challenges

- **High vacancy and lack of diverse offerings in downtown core**
- **Concerns about safety and crime**
- **Weak pedestrian connectivity throughout DRI Area**
- **Poor condition of facades and signage**
- **Few downtown housing opportunities for families and young professionals**
- **Limited civic spaces in downtown core**
- **Legacy and perception of environmental contamination**

Opportunities

- **Presence of thousands of well-paid workers in DRI Area at Huron Campus**
- **Past initiatives create a framework for investment and implementation that is showing visible progress**
- **Underutilized parking lots that create development opportunities**
- **Two compact and walkable grid neighborhoods (Downtown Core and Little Italy)**
- **Recreational amenities (George Johnson Park, Chugnut Trail) that can attract Village residents and visitors**
- **Proximity to major employers in the region**

VISION, GOALS, STRATEGIES, AND PROJECTS

ENDICOTT VISION STATEMENT:

Downtown Endicott is rooted in innovation, with historic assets and high-tech amenities that attract businesses and investment, foster collaboration, and welcome residents and visitors to live, invent, create, and build the future of the region.

DRI AREA GOALS AND STRATEGIES

1 Foster a high-tech environment in the downtown that attracts businesses, creates jobs, and grows the workforce to expand the local innovation economy.

- Advance the establishment and expansion of new companies with facilities and infrastructure to invest and grow in downtown Endicott.
- Stimulate economic development by activating vacant or underutilized downtown properties.

2 Strengthen connectivity between the Downtown Core and surrounding neighborhoods, and establish a strong sense of place to ensure that these areas function as an integrated downtown community.

- Improve multi-modal connectivity with an emphasis on biking and walkability enhancements.
- Invest in signage and wayfinding improvements to make downtown Endicott easier to navigate for residents and visitors alike.
- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.
- Leverage technology and best-practices to further a “Smart Downtown” and enhance the function of infrastructure.

3 Provide downtown amenities such as improved urban design, recreational opportunities, and arts and cultural resources to attract young professionals to live downtown.

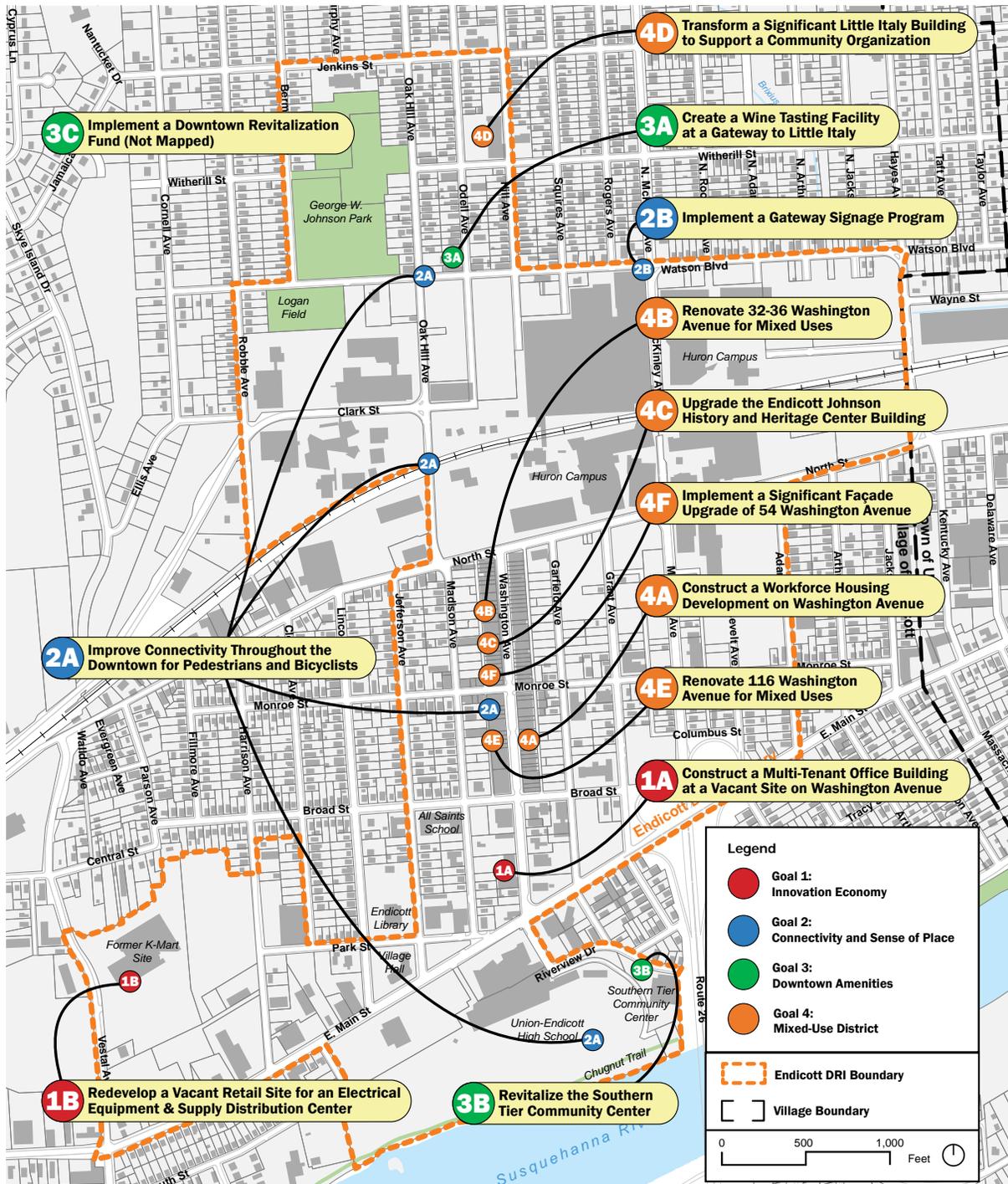
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Facilitate the location and expansion of shopping and dining opportunities.
- Create additional opportunities for year-round recreation and activities.
- Support the growth of arts and cultural attractions and events.

4 Create a mixed-use district that includes housing, retail, restaurants, and cultural and civic institutions that support an active and vibrant community.

- Support mixed-use development that provides for downtown living opportunities.
- Invest in buildings and uses that support community-oriented organizations and services.

PROJECTS RECOMMENDED FOR DRI FUNDING

The 13 projects selected by the LPC for consideration by the State for DRI funding are requesting approximately \$14.4 million in DRI funding and together with local public and private investment would invest \$38.1 million in Endicott.



Sources: Broome County; NYS GIS Clearinghouse; BFI Planning

Goal 1: Innovation Economy



Project: **1A - Construct a Multi-Tenant Office Building at a Vacant Site on Washington Avenue**

Total Cost \$6,600,000

DRI Funding: \$2,640,000

Construct a two-story, 20,000-square-foot modern office building on a vacant, nearly one-acre site on Washington Avenue, with space for up to six professional tenants.



Project: **1B - Redevelop a Vacant Retail Site for an Electrical Equipment & Supply Distribution Center**

Total Cost \$12,087,000

DRI Funding: \$3,120,000

Revitalize a long-vacant site as a warehouse distribution center, bringing 25 to 50 jobs to Endicott and transforming the vitality of the Western Gateway.

Goal 2: Connectivity and Sense of Place



Project: **2A - Improve Connectivity Throughout the Downtown for Pedestrians and Bicyclists**

Total Cost \$3,787,000

DRI Funding: \$3,787,000

Implement a multi-pronged initiative to better link areas of the downtown, with a focus on improving safety and aesthetics, through measures such as sidewalk and curb extensions, crosswalk improvements, signage, landscaping and lighting, and addition of amenities such as benches and bike racks.



Project: **2B - Implement a Gateway Signage Program**

Total Cost \$525,000

DRI Funding: \$525,000

Install three gateway signs at key entry points into downtown Endicott, building on a prior branding initiative funded through the Greater Binghamton Fund, to strengthen the sense of place and help visitors and residents navigate Village businesses and community resources.

Goal 3: Downtown Amenities



Project: **3A - Create a Wine Tasting Facility at a Gateway to Little Italy**

Total Cost \$925,000
DRI Funding: \$271,000

Establish a new wine tasting business in a newly constructed building in Little Italy, bringing vitality to the neighborhood through live music, outdoor dining, and a unique experience tasting New York-made beverages.



Project: **3B - Revitalize the Southern Tier Community Center**

Total Cost \$2,595,000
DRI Funding: \$1,141,000

Implement a series of building and site upgrades to help the Center better serve the Endicott community through improved interior spaces, lower energy costs and a smaller carbon footprint, and capital improvements that will keep the building safe and vibrant for years to come.



Project: **3C - Implement a Downtown Revitalization Fund**

Total Cost \$708,000*
DRI Funding: \$600,000

Create a fund to help small businesses and property owners in the DRI Area make capital improvements. Eligible activities include facade improvements, interior upgrades, small business creation and expansion, and green building elements.
 *DRI funding includes \$60,000 for grant administration. Total project cost assumes a 20% private match for each project.

Goal 4: Mixed-Use District



Project: **4A - Construct a Workforce Housing Development on Washington Avenue**

Total Cost \$5,451,000
DRI Funding: \$402,000

Build a new, mixed-use infill development with 14 workforce housing units and ground-floor retail, on a parking lot at a key location along Washington Avenue.

Goal 4: Mixed-Use District (cont.)



Project: 4B - Renovate 32-36 Washington Avenue for Mixed Uses

Total Cost \$2,600,000

DRI Funding: \$910,000

Implement interior renovations and facade upgrades to a large mixed-use building to create two upper-floor apartments, strengthen existing tenant spaces, and bring in new uses including a restaurant.



Project: 4C - Upgrade and Modernize the Endicott-Johnson History and Heritage Center Building

Total Cost \$530,000

DRI Funding: \$370,000

Improve the building’s facade and lighting to attract additional visitors, and install a new, energy-efficient HVAC system to support the current museum and commercial and residential tenants.



Project: 4D - Transform a Significant Little Italy Building to Support a Community Resource

Total Cost \$1,856,000

DRI Funding: \$400,000

Support exterior renovations to the New Life Ministries facility to improve the look of the facade and lower the building’s substantial energy costs, complementing interior renovations that would improve accessibility and functionality for community-facing uses.



Project: 4E - Renovate 116-118 Washington Avenue for Mixed Uses

Total Cost \$250,000

DRI Funding: \$100,000

Improve a two-story mixed-use structure with renovations to the ground-floor commercial space and upper-floor apartments, facade upgrades, a new roof, and improvements to the rear deck and parking area.



Project: 4F - Implement a Significant Facade Upgrade of 54 Washington Avenue

Total Cost \$251,000

DRI Funding: \$100,000

Fund a major facade upgrade and other building improvements to support an ongoing interior renovation project, retaining the ground-floor business and upgrading spaces for upper-story office and residential uses.

IMPLEMENTATION AND MANAGEMENT

Local support, capacity, and leadership will be critical to the long-term success of downtown Endicott and the implementation of the Village’s strategies. The DRI planning process was led by the LPC, with coordination from the Village Mayor and Board of Trustees, Village staff, and State agency representatives. The LPC included representatives from businesses and community organizations in Endicott. Input from these local experts – as well as from the wider public and Village government and staff – established a strong foundation for revitalization and strengthened community networks that will help to advance DRI projects.

PUBLIC PROJECTS

The Village of Endicott would lead all public projects awarded through this DRI process. The Village has significant prior experience in managing grant projects similar to those proposed for DRI funding. In recent years, it has received and managed over \$40 million in State grant funds to cover significant planning and capital projects, and has expertise in all stages of the grants process.

Endicott’s Village Manager, operating as the connection between the implementing staff and Endicott residents, will issue a Request for Proposals (RFP) to engineering and construction firms to design and construct capital improvements, and will

oversee employees tasked with implementing the DRI projects, primarily the Departments of Public Works, Engineering, Water, and Light.

Other public agencies, including the Broome County Department of Public Transportation and New York State Department of Transportation (NYSDOT) would also be key partners on public projects. The Village has worked with these agencies on other infrastructure projects, and they are aligned in their goals of improving the safety and functionality of local transportation.

PRIVATE AND NONPROFIT DEVELOPMENT PROJECTS

Projects that occur on private property will be managed by the property owner or developer. State agencies will contract directly with the project sponsors who must follow State requirements for the program and applicable local development procedures and regulations. The Village and/or Town of Union, through its Economic Development Department, may provide administrative assistance to help project sponsors through the process. Private sponsors include experienced local developers and business owners who are rooted in Endicott and the region.



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SECTION I: DOWNTOWN PROFILE & ASSESSMENT

INTRODUCTION

The Village of Endicott is the western anchor of Broome County's Triple Cities of Endicott, Johnson City, and Binghamton. Endicott's history is rooted in its rise as a "company town" for the Endicott-Johnson Corporation, and later as the birthplace of IBM, now a major global employer. At its peak, Endicott-Johnson employed roughly 20,000 people in the 1920s, and IBM employed roughly 16,000 in the 1960s. The presence of these industries and strong highway access fostered a thriving downtown throughout the first half of the 20th century. Washington Avenue is Endicott's "main street," lined with shops and restaurants, while to the north, the tight-knit Little Italy community, clustered along Oak Hill Avenue, grew to serve the workers of Endicott-Johnson and IBM.

The loss or downsizing of the Village's major industries caused population declines beginning in the 1950s, while major floods in 2006 and 2011 significantly impacted downtown properties. These factors led to long-term downtown disinvestment, but Endicott is on the path to revitalization. The former IBM facility, now known as the Huron Campus, is home to thousands of jobs in tech-related manufacturing and research and development. In addition, the Village has received key investments to establish an Innovation District (iDistrict) through the Greater Binghamton Fund. Continued investment through the DRI program will help grow innovation businesses, attract workers to visit and live in downtown Endicott, and upgrade infrastructure and public facilities.



Washington Avenue in 1947.
Source: Old Village of Union Historical Society



Historic IBM building

DRI BOUNDARY

DESCRIPTION OF DRI BOUNDARY

The Endicott DRI Area is centered on Washington Avenue and the Huron Campus, but also includes the culturally significant Little Italy neighborhood, and the southern gateway into the Village, which connects to the Susquehanna River (Figure 1).

The DRI boundary was created to connect Washington Avenue and the Huron Campus job center to the Little Italy community and its dining and cultural attractions, and to better integrate institutional uses on Main Street and the Susquehanna River, as well as large-scale retail properties to the west, into the core downtown. The DRI boundary extends from portions of Jenkins Street at the north, to Hayes Avenue to the east, to the Susquehanna River to the south, and to Vestal Avenue to the west.



Downtown Endicott

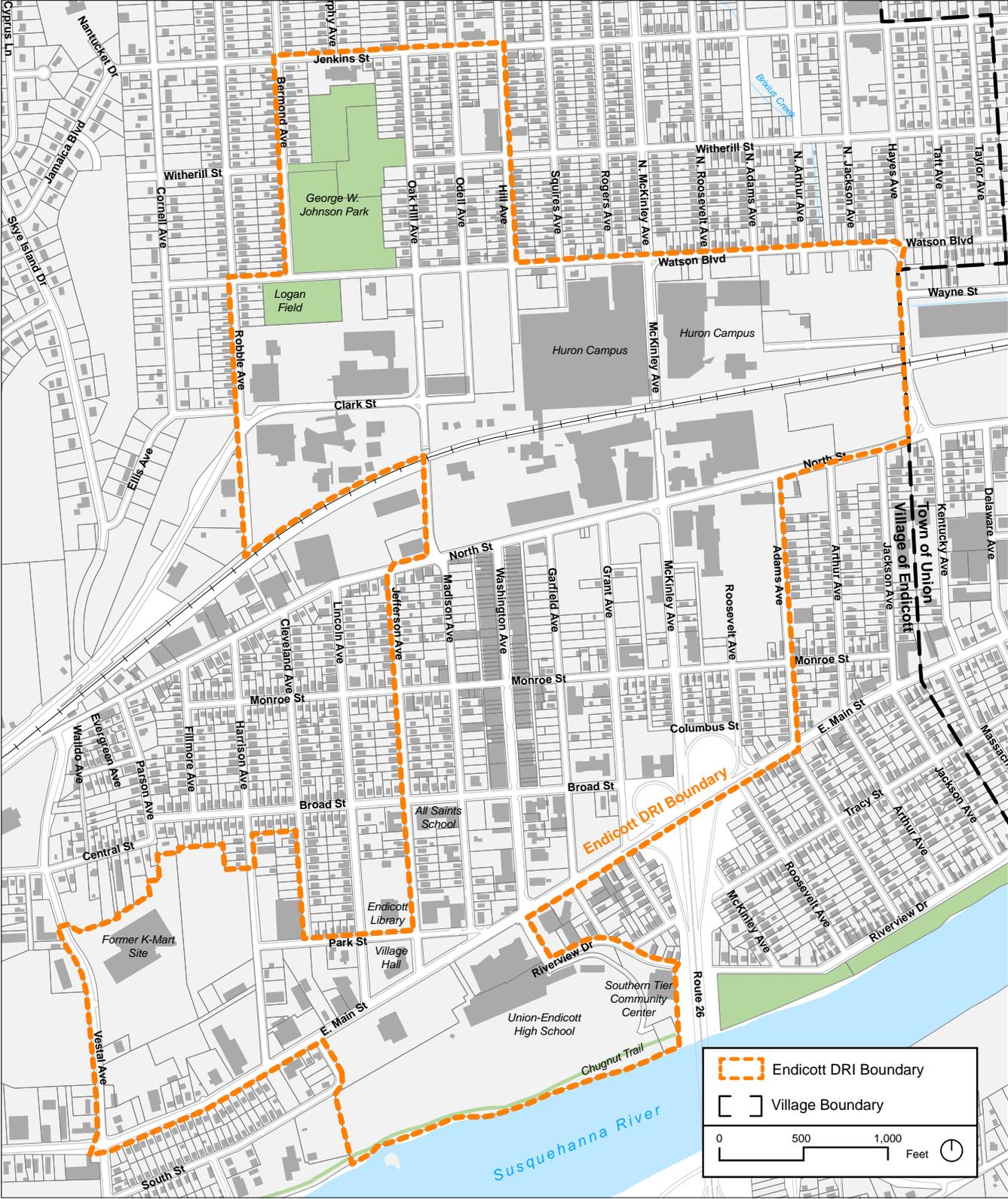


Figure 1: Endicott DRI Boundary

Sources: Broome County; NYS GIS Clearinghouse; BfJ Planning

SUB-AREAS

The DRI Area encompasses four parts of downtown Endicott: the Downtown Core, the Huron Campus, Little Italy, and the Western Gateway (Figure 2).

Downtown Core (Washington Avenue)

The Downtown Core is bounded to the west by Jefferson Avenue, to the east by Adams Avenue, to the north by North Street, and to the south by the Susquehanna River. This part of the DRI Area includes the restaurants, retail, and commercial businesses on Washington Avenue, community anchors like Village Hall and houses of worship, Union-Endicott High School, some housing, and large areas of surface parking.

Huron Campus

The Huron Campus is a group of large commercial and industrial buildings located between North Street to the south, Watson Boulevard to the north, Hayes Avenue to the east, and Robble Avenue to the west. The campus, recently purchased by Phoenix Investors, is home to advanced industrial and manufacturing jobs that support Endicott's current residents and have the potential to attract young people and young families to the Village. The Huron Campus also includes large areas of surface parking and industrial infrastructure like railroads and utilities that create a physical and psychological barrier between the Downtown Core and residential neighborhoods to the north.

Little Italy

Little Italy is a historic and culturally rich neighborhood north of the Huron Campus, and was home to many immigrant workers who came to Endicott

to work at the Endicott-Johnson Corporation and IBM. The DRI boundary contains portions of the neighborhood between Bermond Avenue to the west, Jenkins and Witherhill Streets to the north, and Hayes Avenue to the west. Oak Hill Avenue and George W. Johnson Park are the heart of the neighborhood and are included within the DRI boundary.

Western Gateway

The Western Gateway is a small part of the DRI Area, but represents an area of great revitalization potential. This sub-area is located between Vestal Avenue to the west, East Main Street to the south, and Lincoln Avenue to the east. The northern border of the area is roughly Park Street and the northern edge of the former Kmart site, which is a key opportunity site for redevelopment. The Western Gateway connects the Downtown Core to Endicott's western neighborhoods.



Little Italy

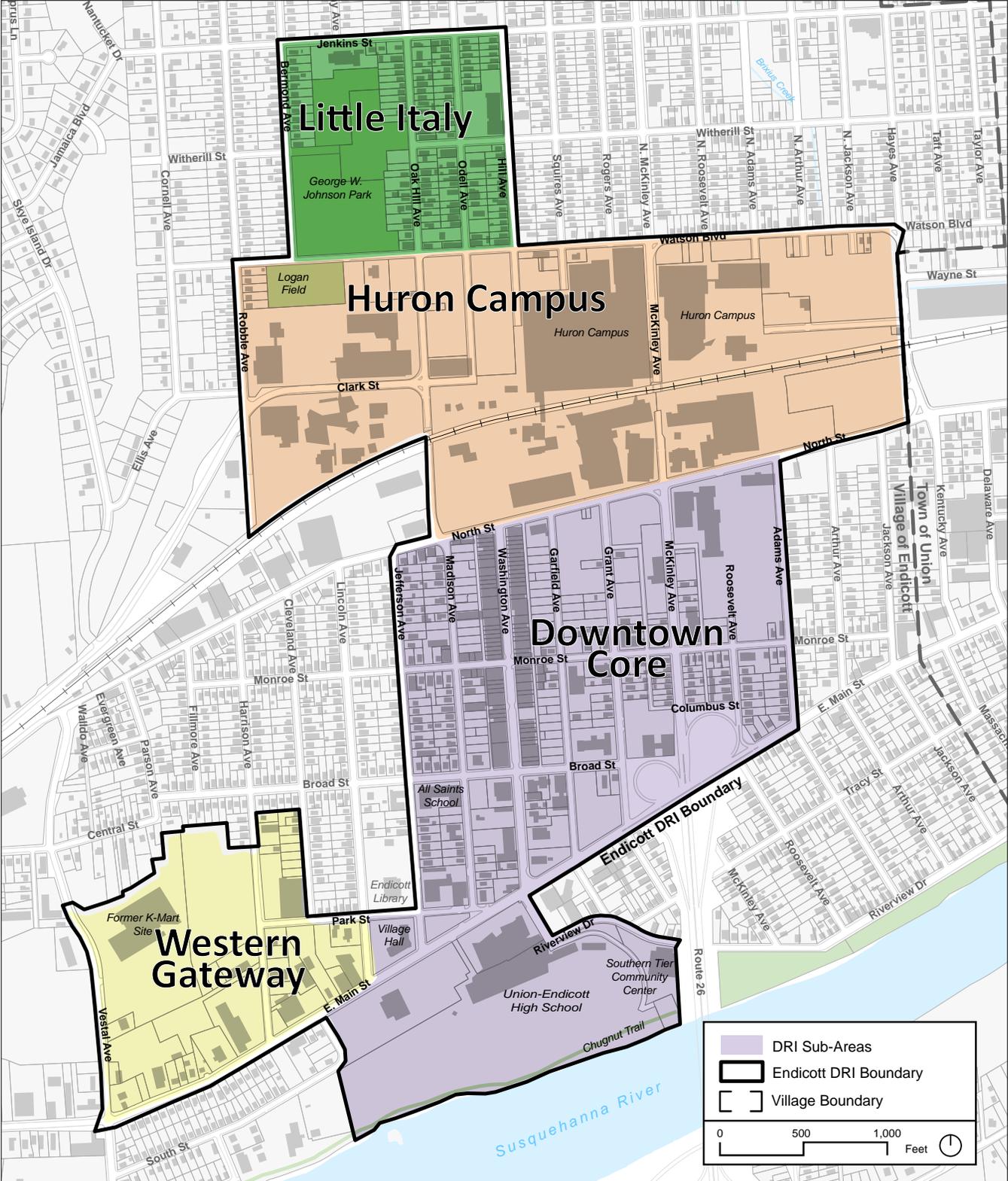
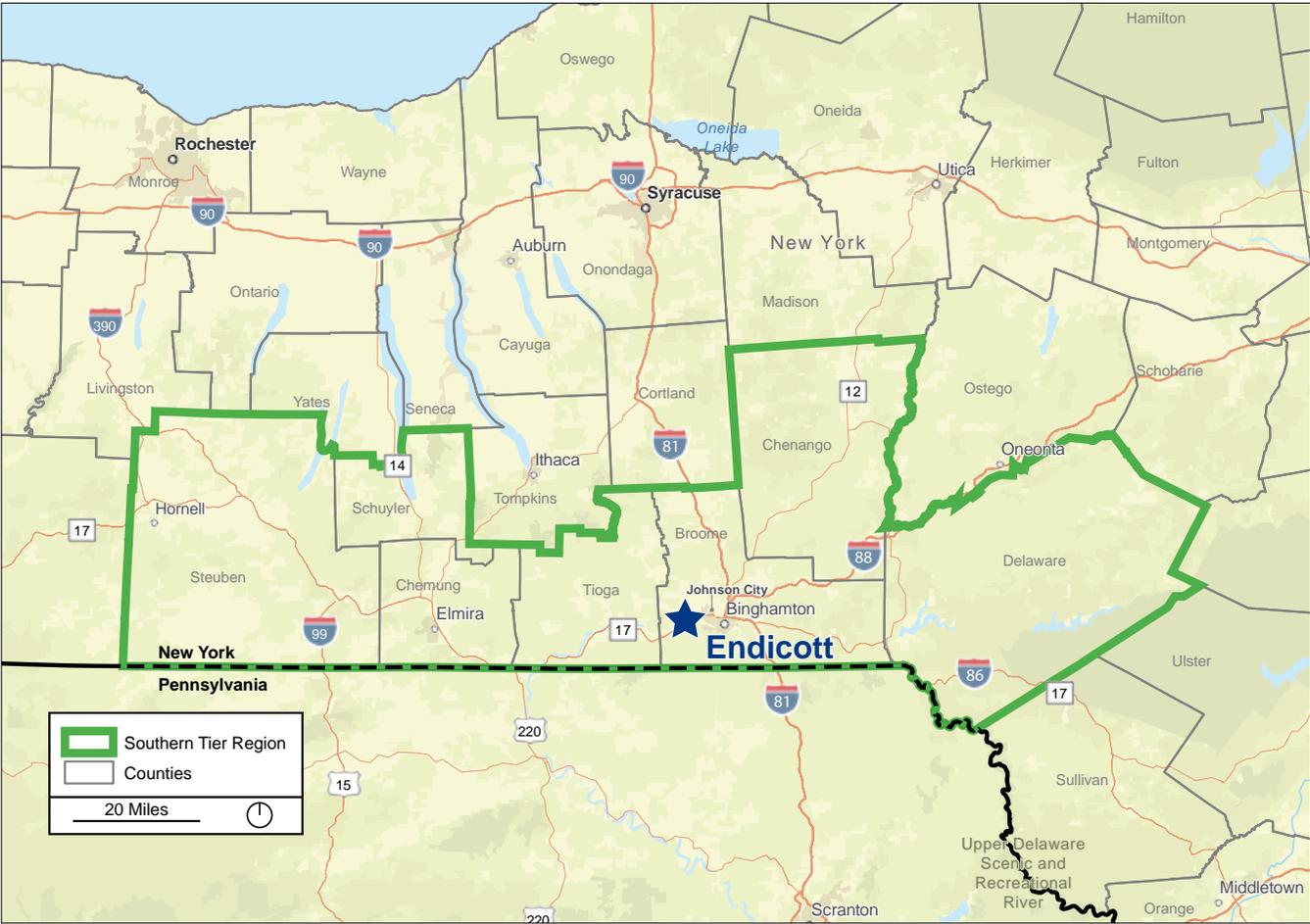


Figure 2: Endicott DRI Sub-Areas

Sources: Broome County; NYS GIS Clearinghouse; BFI Planning

REGIONAL CONTEXT

The Village of Endicott is located in Broome County, in New York’s Southern Tier region. The Village is on the north side of the Susquehanna River, and west of the other Triple Cities of Johnson City and Binghamton. Endicott is roughly 7 miles west of Binghamton, 50 miles northwest of Scranton, and 65 miles south of Syracuse (Figure 3). Regional connections are provided by the Southern Tier Expressway (I-86/Route 17) which connects Endicott to Corning and Hornell to the west and the Catskills to the east. I-81 connects the Triple Cities to Cortland and Syracuse to the north and Scranton, Pennsylvania to the south.



Sources: Esri World Elevation; NYS GIS Clearinghouse; BFJ Planning

Figure 3: Regional Map

ENDICOTT'S HISTORY



Historic photos
Source: Village of Endicott



Endicott was settled by Native Americans until the mid-1700s, when the first European pioneers reached the Susquehanna Valley. The Village was farmland until the early 1900s, when the Endicott-Johnson Shoe Company constructed a company town based on the visionary “Square Deal” concept, introducing practices such as the 40-hour work week, medical benefits, and living wages. Endicott was incorporated in 1906 and merged with the Village of Union in 1921. Endicott-Johnson built an ideal village with parks, markets, restaurants, sports facilities, houses of worship, and housing within walking distance of the factories. At its peak, Endicott-Johnson employed roughly 20,000 employees in the Triple Cities, and it actively recruited workers from Southern and Eastern Europe, building a foundation of diversity that carries on to today.

Endicott was also the birthplace of IBM, which grew out of the Bundy Company & International Time Recording Company that had opened local factories in 1907. The Village was the home of IBM during its growth into a national and global powerhouse from the 1920s until the 1960s, employing roughly 16,000 people in Endicott. IBM moved its headquarters to Westchester County in the 1960s and reduced its footprint in Endicott into the 1980s, leading to job losses, vacant buildings, and environmental contamination. The Village began losing population in the 1950s, but has seen positive momentum from recent investments and job growth in advanced manufacturing at the former IBM facilities, now known as the Huron Campus.

PAST PLANNING EFFORTS

LOCAL PLANS

Town of Union Unified Comprehensive Plan (2010)

The Town of Union Unified Comprehensive Plan reviews existing conditions and future goals and objectives for Town of Union and its two villages (Endicott and Johnson City). Economic development strategies in the plan include preserving historic and architecturally significant buildings along Washington Avenue, promoting the rehabilitation of deteriorated commercial buildings, and promoting adaptive reuse of these buildings' upper floors. The plan promotes industrial development by encouraging new zoning, assisting with creating an adequate labor supply, partnering with local colleges for research and development, and promoting entrepreneurship and small local businesses.

Town of Union Community Plan for Recovery and Resiliency, 2015

The Community Plan for Recovery and Resiliency addresses issues that stem from the Town's location along the flood-prone Susquehanna River. The plan recognizes that many people remain vulnerable to flooding, and therefore guides resources to projects that can leverage investment and use emerging technologies in a "resiliency laboratory." The plan's vision includes continued buyouts of vulnerable residential properties, retrofitting older commercial uses with green infrastructure, redeveloping the former BAE Campus, creating temporary wastewater storage for use during flood events, developing neighborhood infrastructure improvement strategies, and updating all land and water management regulations.

iDistrict Revitalization Plan (2017)

The Endicott iDistrict Revitalization Plan was created to establish a growth framework to help the Village transform into an attractive and welcoming community for residents, workers, and visitors. The iDistrict is a cluster of high-tech innovation companies with a knowledge-based economy and workforce. The plan recognizes that these companies are increasingly locating in urban communities with vibrant neighborhoods, walkable connections, and a mixed-use character.

The iDistrict has roughly the same footprint as the DRI Boundary, and the plan proposes 17 projects to support three initiatives: Welcoming Places, Redevelopment and Rehab, and Gathering Spaces and Connections. The Plan proposes creating attractive gateways, streetscape improvements, mixed-use redevelopment, park beautification, and building and site design improvements. Some of the iDistrict plan's recommendations have been incorporated into the proposed DRI projects, including the initiative to improve downtown connectivity for pedestrians and bicyclists (Project 2A).

Greater Binghamton Fund (2018)

Following the completion of the iDistrict Revitalization Plan, Endicott, Johnson City, and Binghamton partnered to apply for Upstate Revitalization Initiative (URI) funds to help implement the projects identified in the iDistrict Plan. The Greater Binghamton Fund followed a similar process as the DRI program. Projects funded in Endicott include commercial and mixed-use property revitalization, housing rehabilitation, and streetscape improvements. Notable projects that have either been completed or are underway include the EPAC Marquee Sign, North Brewery Expansion, Washington Avenue Infill De-

velopment, redevelopment of the Henry B. Endicott School, gateway improvements, and Washington Avenue streetscape improvements.

Washington Avenue Revitalization (2022)

The Washington Avenue Revitalization is a streetscape improvement project funded through the Greater Binghamton Fund that proposes to transform the corridor into a safer and more attractive street. The plan includes planting street trees and vegetation and implementing traffic calming measures through bump outs and pedestrian islands. It also proposes widening sidewalks at key cross streets, painting a bicycle lane on the southbound travel lane, and creating an at-grade median of stamped concrete to recreate the line of the trolley that once traveled down the street. The revitalization plan also includes the redesign of the Ideal Alley Parking Lot east of Washington Avenue with new plantings, a pedestrian zone, and a new parking circulation design.

REGIONAL PLANS

Comprehensive Economic Development Strategy Five-Year Plan (2018-2022)

The Comprehensive Economic Development Strategy (CEDS) guides the economic development strategy and funding in the Southern Tier and was prepared by the Southern Tier Regional Board, a designated Economic Development District of the U.S. Economic Development Administration and a Local Development District of the Appalachian Regional Commission. The plan includes six regional goals:

- Develop regional and local economic development strategies.

- Create a region where individuals can improve employment through education, skills training, job placement, and childcare.
- Address infrastructure deficiencies in the region, especially in broadband and information technology.
- Improve the appeal of the region through marketing, events, and a greater welcoming of younger residents.
- Create innovative approaches to community well-being issues of poverty, healthcare, and senior care.
- Develop strategies that focus on rural communities in tandem with urban communities.

Southern Tier REDC Annual Report (2021)

The 2021 Annual Report from the Southern Tier Regional Economic Development Council (REDC) focuses on workforce, childcare, infrastructure, economic cluster support, advanced manufacturing, and entrepreneurial support. The report centers on five initiatives:

- Build the Greater Binghamton innovation ecosystem
- Invest in the advanced manufacturing industry
- Transform the food and agriculture industry
- Promote the Southern Tier's innovative culture
- Develop tourism businesses in the Southern Tier

In Endicott, these initiatives led to supporting innovative businesses in the iDistrict, implementing projects that were selected for funding in the Greater Binghamton Fund, and supporting capital expansion of a meat processing plant.

INVESTMENT IN THE DRI AREA

Endicott has received significant amounts of public and private investment in the last 10 to 20 years, a major source of which was through the Greater Binghamton Fund. Private investment has supported job creation in the iDistrict, helped remove

dilapidated structures, and expanded hospitality businesses. Key privately funded projects include the repurposing of the former IBM factory into the Huron Campus, which houses high-technology innovation businesses. Other innovation businesses

Table 1: Recent Private Investment

Project/Program	Description	Total Investment
Huron Campus	The former IBM facility has been repurposed as an advanced manufacturing campus attracting millions in investment and a series of high-technology companies.	\$315 million
BAE Systems	BAE moved its headquarters into downtown Endicott in 2011 and has continued to grow since. It develops advanced and innovative technologies for transportation, defense, and intelligence services.	\$92 million
Endicott Center for Advanced Technology	This technology accelerator is fostering the next generation of high-tech industries with an emphasis on commercializing Binghamton University research. The Center includes companies such as Sonostics, Solace Heat, Kazmark Design, and Terraplane. Investments include initial start-up investment and investments in subsequent business.	\$20 million
CAMM/Flex-Tech Alliance	The nation's first prototype research and development facility in large area flexible electronics.	\$60 million
Charge CCCV (C4V)	A high-tech startup that develops energy storage battery technology. Imperium3-New York will be producing innovations developed by C4V.	\$1 million
TIGER Ventures	Created by the Union-Endicott school district, Tiger Ventures is a new ventures incubator housed within the district.	\$3.8 million
Endicott Inn Demolition	Clearance of a dilapidated hotel at the entrance to the downtown to support new development.	\$850,000
Southern Tier Network	Development of a fiber-optic network in downtown Endicott, the Huron Campus, and surrounding neighborhoods. Another high-speed broadband provider, First Light, has a Point of Presence on the Huron Campus.	\$265,000
Endicott Square Housing	The Housing Visions conversion of the former Henry B. Endicott School on Jackson Avenue into a 61-unit affordable housing project is complete (Greater Binghamton Fund project).	\$21.3 million
North Brewery Expansion	Expansion of production facilities for this award-winning downtown brewery (Greater Binghamton Fund project).	\$300,000
Satico's Improvements	A complete renovation and restoration of the Satico's retail store in downtown Endicott (Greater Binghamton Fund project).	\$70,000
Total Private Investments		\$514,585,000

Source: Village of Endicott

that have recently invested in Endicott include BAE Systems, the Endicott Center for Advanced Technology, CAMM/Flex-Tech Alliance, and Charge CCCV.

Public Investment

Recent public investment has improved utilities and government services to support recent business expansion and to improve quality-of-life for Endicott residents. Key investments include water system upgrades, street paving, and pedestrian-safety and streetscape improvements.

Battery-NY Center Prototype Facility

In September 2022, Binghamton University received a combined \$113 million from the Federal Government and New York State to create a battery technology center. This funding will create a prototype facility in Endicott that will be operational by 2024. The facility is expected to bring high-paying technology manufacturing jobs to Endicott, complementing the ongoing revival of the Huron Campus.

Table 2: Recent Public Investment

Project/Program	Description	Total Investment
Water System Upgrades	Connection of the municipal water system to the Town of Vestal, creating a redundancy and reliability in the system. Also included construction of a new pump station for fire protection.	\$2 million
Well Improvements	Upgrades to the municipal well to strengthen the system.	\$500,000
Smart Water Meters	Ongoing project to convert all commercial and residential water meters to smart meters.	\$4.5 million
Central Drainage Improvement Project	Mitigation of urban flooding issues in the central area of the Village.	\$2.4 million
Parks	Extension of the Chugnut Trail, George F. Johnson Carriage House renovations, historic Carousel upgrades.	\$355,000
Street Paving	Street resurfacing focusing on the downtown and areas around the Huron Campus.	\$1.5 million
Pedestrian Safety	A curb and sidewalks replacement project on North Street in the downtown. Included Village-wide ADA and pedestrian safety upgrades, curb cuts, and cross walks.	\$1.5 million
Light District Upgrades	Retrofit of all High-Pressure Sodium lights to efficient LED lights. Installation of new remote readers for all 3,200 customers.	\$2.6 million
Waste Water Treatment Plant Upgrades	Upgrades to improve treatment capacity, reduce energy consumption, and improve flood resiliency.	\$9.25 million
Public Facility Upgrades	Restoration of the historic Visitor's Center, municipal office upgrades, police lobby upgrades.	\$260,000
Total Public Investments		\$24,865,000

Source: Village of Endicott

ECONOMIC AND DEMOGRAPHIC ANALYSIS

SOCIOECONOMIC CHARACTERISTICS

Socioeconomic data provide an important context for understanding a community and its relationship and interaction with the surrounding region. Trends in population, households, income, housing, employment, and other statistics provide insight into demand for residential and retail space, as well as the types of housing formats and stores that are most appropriate. These data, which are summarized in Figure 4, have been supplemented by feedback from key stakeholders and local residents. They provide a critical foundation for developing revitalization goals and strategies for the Endicott DRI Strategic Investment Plan.

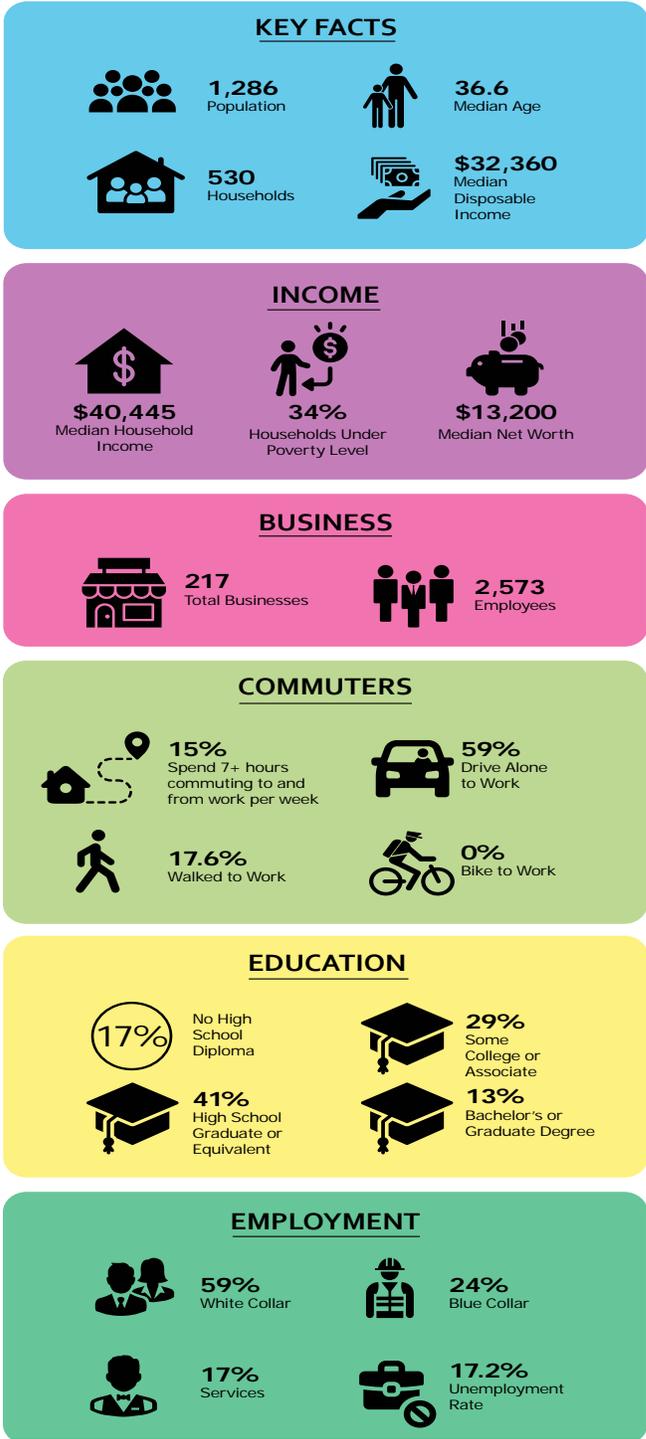
Population and Households

Esri, a secondary data source utilizing census data, estimates that in 2021 there were 1,286 residents in 530 households in the DRI Area, less than 10% of total residents in the Village of Endicott and less than 1% of Broome County.

The population and number of households in the DRI Area decreased over the last decade at a slightly faster rate than the decline for the Village and County overall. All three areas are expected to experience continued declines through 2026, although the rate for the DRI Area is expected to decrease at a slightly lower rate than the Village and County.

The average household size in the DRI Area is 2.23, similar to the size for the Village and County but below the State at 2.60 (see Table 3). Unlike national trends of decreasing household sizes, the average household size in the DRI Area and Village are expected to remain stable through 2026.

Figure 4: Socioeconomic Data Points (DRI Area)

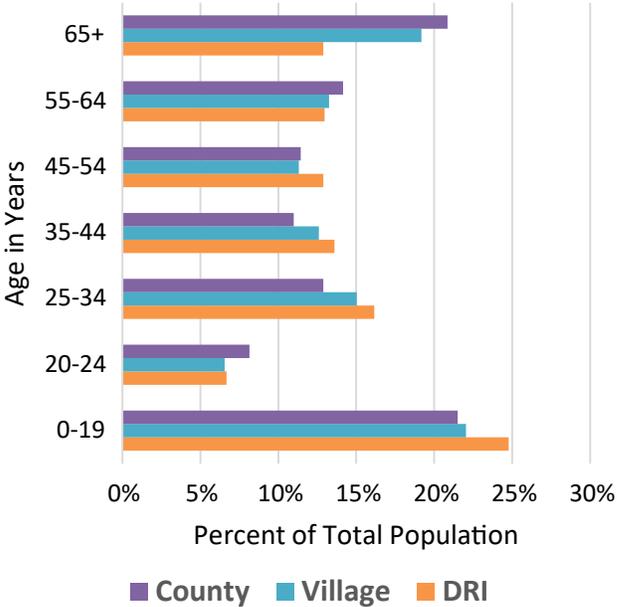


Source: Esri

The population density in the Village (4,023 residents per square mile) is higher than in the DRI Area (2,473 residents per square mile) suggesting that new housing could be added without changing the density and character of the Village. Further, the DRI Area’s location at the core of the Village and within easy walking distance of a major employment concentration suggests that it could support a higher population density than in Endicott’s outlying and less developed neighborhoods.

Population by Age

While the Village and County have similar age distributions, with a high proportion of younger (under 20 years) and older (65 and over) residents, the population of the DRI Area has higher concentrations of school-aged children and adults between 25 and 43 (Figure 5). The higher percentage of 25 to 43 year olds is unique compared with most upstate communities and a positive attribute of the DRI Area.



Source: Esri

Figure 5: Population by Age (2021 Snapshot)

Table 3: Population and Households: 2010-2026 Trends

	2010	2021 (Forecast)	2026 (Forecast)	"CAGR 2010-2021"	"CAGR 2021-2026"
DRI					
Population	1,416	1,286	1,239	-0.9%	-0.7%
Households	607	530	508	-1.2%	-0.8%
Avg. HH Size	2.18	2.23	2.23	0.2%	0.0%
Village of Endicott					
Population	13,392	12,872	12,551	-0.4%	-0.5%
Households	6,058	5,792	5,650	-0.4%	-0.5%
Avg. HH Size	2.14	2.14	2.14	0.0%	0.0%
Broome County					
Population	200,600	193,133	188,510	-0.3%	-0.5%
Households	82,167	79,453	77,694	-0.3%	-0.4%
Avg. HH Size	2.32	2.29	2.28	-0.1%	-0.1%

Source: Esri; Note: CAGR is the Compound Annual Growth Rate.

Historic and forecasted growth by age cohort was also analyzed (see Figure 6). The DRI Area, Village, and County all experienced growth in older adults (55 and older) between 2010 and 2021. While the County population is expected to grow fastest for residents 65 and older during the next five years, the 20-24 year old cohort is expected to grow fastest for the DRI Area and Village during this time.

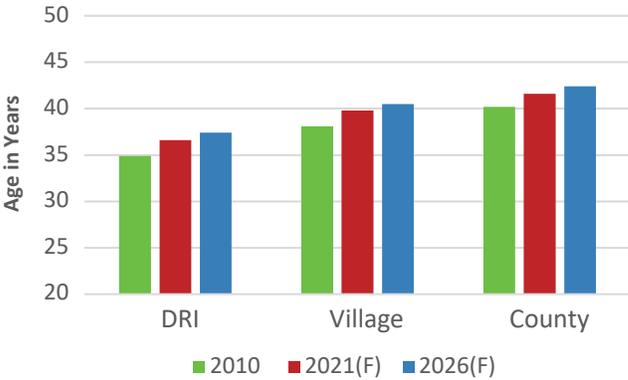
The median age in the DRI Area is younger than that of the Village and County, and by 2026, only the DRI Area will have a median age below 40 years old. Based on feedback from stakeholder interviews, this trend is likely due to the availability of lower cost rental housing as evidenced in the following charts showing the high rate of households with incomes below \$24,999 in the DRI Area, and availability of rental housing.

Households by Income

These data help identify which housing types and price points may have the greatest opportunity in the DRI Area.

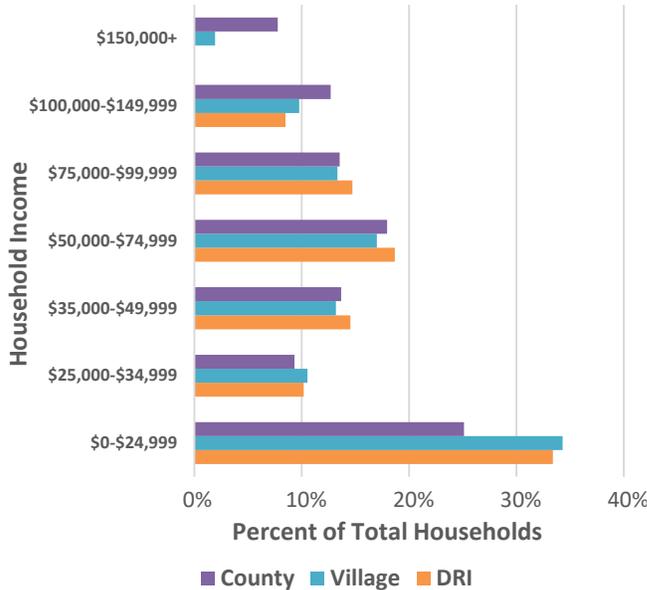
Generally, households in the DRI Area are similar to those in the Village as a whole, but households in the DRI Area generally have lower incomes than those in the County (see Figure 7). The largest household income grouping in the DRI Area in 2021 was \$24,999 or less, representing over one in three households (see Figure 8). By comparison, only one in four households in the County have incomes of \$24,999 or less.

According to Esri, the 2021 median household income in the DRI Area was just over \$40,000, similar to the Village but nearly 22% below the County. The percentage of households living below the poverty rate is 34% for the DRI Area, compared with 21% for Endicott overall and 17% for Broome County.



Source: Esri; Note: (F) indicates a forecasted data point.

Figure 6: Median Age (2010-2026 Trends)



Source: Esri

Figure 7: Household Income, Endicott, Broome County, DRI Area (2021 Snapshot)

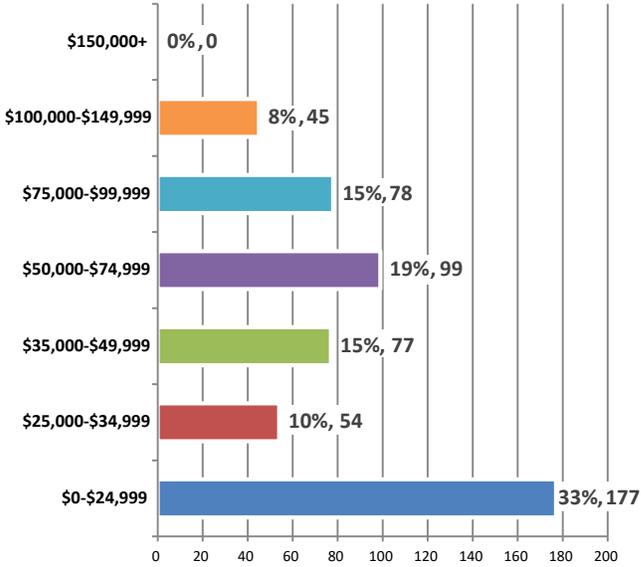
Increases in median household income are expected for all three geographies through 2026, with all three areas experiencing modest growth.

These household income data suggest demand for retail in the DRI Area could serve a wide range of incomes and price points. However, retail in the DRI Area is concentrated along Washington Avenue, which is within walking distance of the largest employer at the Huron Campus. Since the number of workers at the Campus currently exceeds the number of residents in the DRI, retail types and price points should also consider these potential customers. The improvements to lighting, parking, and sidewalks through the Greater Binghamton Fund and the use of DRI funding to improve existing buildings, recreation, and connections throughout the DRI Area may help to attract these employees. According to stakeholder interviews, two new tenants are reported to be occupying space at the Huron Campus in the upcoming years with the goal of attracting more technology-related businesses to the facility.

Educational Attainment

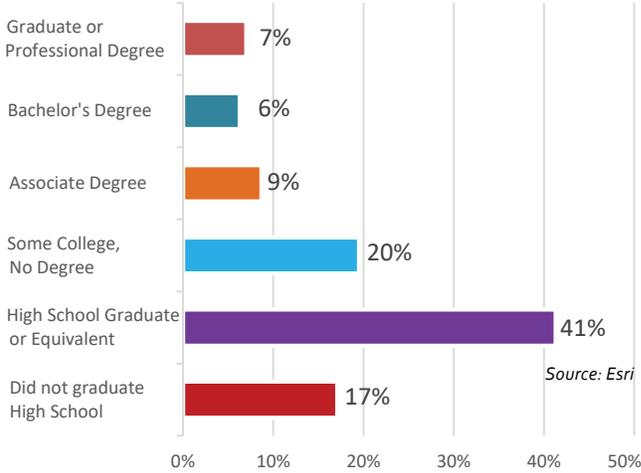
Educational attainment for the DRI Area in 2021 was lower than the levels for the Village and County. Approximately 78% of DRI Area residents do not have a college degree, below the levels for the Village (67%) and County (57%). As discussed below, this educational attainment may contribute to the higher unemployment rate in the DRI Area.

Conversely, over 20% of the DRI Area residents have Associates, Bachelor’s, Graduate, or Professional Degrees (see Figure 9). These residents may work in the nearby Huron Campus or in healthcare, education, or other industry sectors that require degrees. Stakeholder interviews suggest that if a greater variety of housing types and quality levels were available in the DRI Area, it might attract more



Source: Esri

Figure 8: Household Income in Endicott DRI Area (2021 Snapshot)



Source: Esri

Figure 9: Educational Attainment in DRI Area (2021 Snapshot)

Table 4: Race/Ethnicity, 2021

	DRI	Village of Endicott	Broome County
White Alone	72%	82%	84%
Black Alone	15%	9%	6%
American Indian Alone	1%	0%	0%
Asian Alone	3%	2%	5%
Pacific Islander Alone	1%	0%	0%
Some Other Race Alone	2%	1%	1%
Two or More Races	7%	5%	4%
Hispanic Origin	9%	6%	5%

Source: Esri

of these workers with college degrees to live within walking distance of their jobs and provide additional demand for a greater diversity of retail and other amenities.

Race/Ethnicity

The population of the DRI Area is slightly more diverse than the Village and County, but the population in all three geographic areas is at least 72% White Alone or higher (see Table 4).

Esri’s Diversity Index represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The closer an index is to 1, the more diverse a population is within a geographic area. The Diversity Index for the DRI Area is 0.545, slightly higher than the 0.40 index for the Village and the 0.35 index for the County.

Crime

The Esri Total Crime Index measures the relative risk of crime in an area and is useful for comparing different areas. Esri estimates from 2021 show a Total Crime Index of 292 for the DRI Area, significantly

higher than both the 146 Index for the Village of Endicott overall, and the 95 Index for Broome County (see Figure 10).

According to stakeholder interviews, public safety is a barrier to bringing new residents into the community. However, lighting improvements along Washington Avenue and in nearby parking lots paid for by the Greater Binghamton Fund and the installation of security cameras are expected to help decrease crime in the DRI. Some interviews indicated that the lack of safety is more of a perception

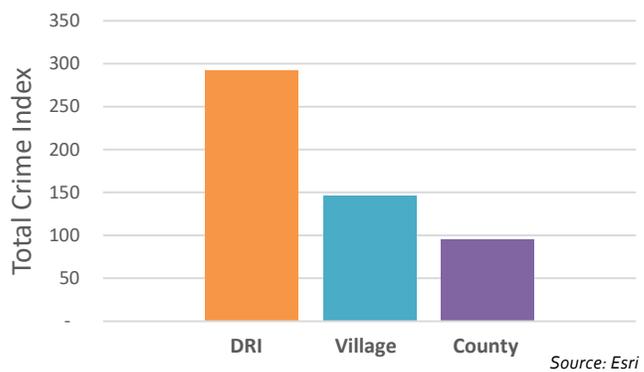


Figure 10: ESRI Total Crime Index

Source: Esri

due to the dark storefronts and lack of pedestrian activity, which is also anticipated to improve with the upcoming Washington Avenue improvement project.

Commuter Profile

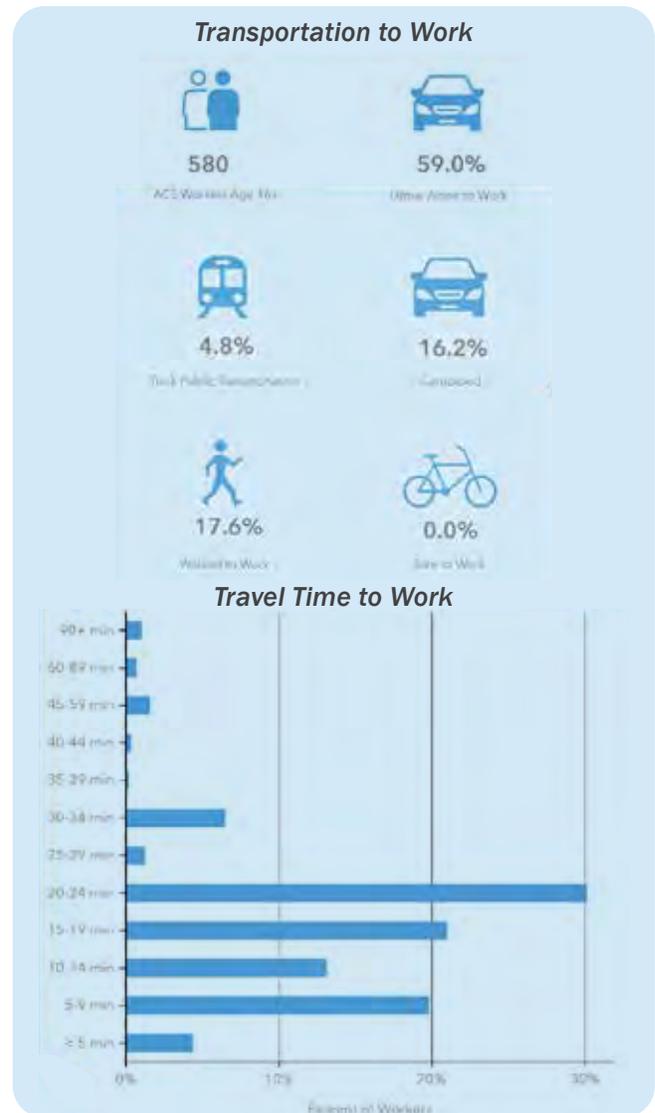
According to the 2015-2019 American Community Survey (ACS), the most recent data source available, more than half of DRI Area residents drove alone to work (59%), with 16% carpooling, 18% walking to work, and 5% taking public transportation. Commuting times were very reasonable, with 88% traveling 24 minutes or less to their job. Figure 11 shows key commutation data for Endicott.

This suggests that the DRI Area has convenient access to job centers in the area, an important consideration for new residents moving to an area. Endicott is one of the Southern Tier's Triple Cities, along with Binghamton and Johnson City, and has excellent access to job concentrations throughout the area. Interviews supported these trends and suggested that there is a lack of availability in Endicott for quality apartments or housing for young professionals and those with families working at the Huron Campus. As a result, the majority of young professionals and those with families live in the surrounding communities of Vestal and Johnson City and must commute via car to work.

As these data were obtained prior to the COVID-19 pandemic, they likely do not reflect the current number of employees working remotely for jobs that may be far outside regular commuting distance.

Employment

According to Esri, the 2021 unemployment rate for DRI Area residents was very high at 17.2%, compared with the 7.1% unemployment rate for Broome County, and the 8.4% unemployment rate for New York State for the same time period.



Source: Esri

Figure 11: Endicott Commuter Profile

Table 5: DRI Area Employment by Sector (2021)

Education, Health, Social Svcs.	24%
Services	17%
Accommodation/Food	15%
Trade	15%
Manufacturing	10%
Construction	9%
FIRE	4%
Transportation and Utilities	3%
Public Administration	1%
Arts/Entertainment/Rec.	1%
Information	1%
Ag./Forestry/Fishing/Mining	0%

Source: Esri

According to Esri, there are approximately 217 businesses located in the DRI Area, employing nearly 2,573 workers.

The three largest employment sectors are 1) Education and Health, 2) Services, and 3) Accommodation and Food, representing 56% of the jobs for DRI Area residents (see Table 5). Trade, Manufacturing, and Construction are the next three largest sectors. Given the educational attainment of DRI Area residents, training programs may

increase employment opportunities and reduce unemployment rates to levels closer to County-wide levels.

Largest Employers

Table 6 presents the largest employers in the County, according to the Broome County IDA. While most are located in Binghamton within a short commuting distance of the DRI Area, Endicott is home to a secondary location of Binghamton University as well as BAE Systems. BAE is located in the 130-acre Huron Campus, an industrial complex within the DRI Area with over 2,800 workers.

Broome County’s largest employers are concentrated in the Education, Healthcare, Manufacturing, Public Administration (government), and Retail Trade business sectors. These industries employ workers with a variety of skill and educational levels, but the Retail Trade sector has been experiencing significant challenges, especially given the rise of online shopping. In total, the largest employers in the County represent nearly 25,000 jobs.

The Huron Campus is a business park that includes 2.9 million square feet of office, manufacturing, and distribution space and is located at the center of the DRI Area. BAE is the largest tenant on the Campus,

Table 6: Largest Employers in Broome County

Employer	Location	Industry Sector	No. of Employees
Binghamton University	Vestal, Other	Education	5,943
United Health Services, Inc.	Binghamton, Johnson City	Healthcare	5,428
Lockheed Martin	Owego	Manufacturing	2,700
Broome County Gov.	Binghamton	Public Administration	2,500
Lourdes Hospital	Binghamton	Healthcare	2,311
New York State Gov.	Binghamton, Endwell, Endicott	Public Administration	2,034
BAE Systems	Endicott	Manufacturing	1,400
Dick’s Sporting Goods	Binghamton, Vestal, Conklin	Retail Trade, Warehousing	1,100

Source: Broome County IDA, RESGroup

occupying over half a million square feet with over 1,400 employees. New tenants at Huron include iM3NY, a start-up lithium ion battery manufacturer whose 250,000-square-foot factory is expected to open in late 2022 with 200-300 new workers, and Ubiquity Solar, a Canadian manufacturer that could occupy nearly 200,000 square feet with 250 new workers. Both firms anticipate expanding at the Campus, which could significantly increase the number of workers within the DRI with a variety of skills.

Given Huron’s focus on technology-related manufacturing, its companies recruit new engineers graduating from college every year. Unfortunately, the lack of high-quality rental apartments in Endicott hinders the ability of these companies to recruit engineers and other staff to fill their open positions. New professionals starting their careers tend to prefer apartments in walkable neighborhoods in close proximity to work, restaurants, and entertainment facilities. Adding apartments in the DRI could help companies attract these workers and could also support new restaurants and entertainment facilities along Washington Avenue that these young professionals seek out.

RETAIL SPENDING

Retail Sales

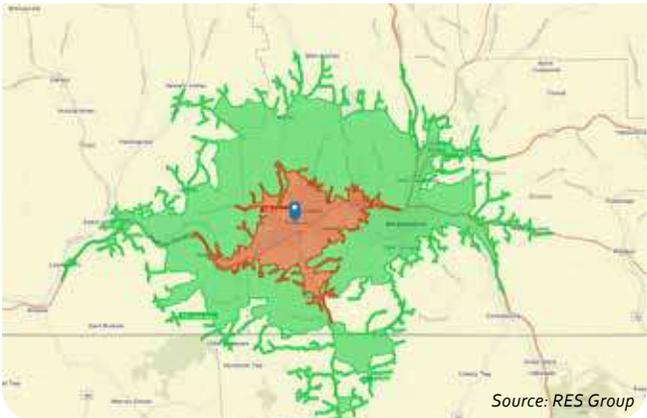
Two retail market areas were considered for the Endicott DRI Strategic Investment Plan (see Figure 12). The Primary Market Area (“PMA”) represents the distance a potential customer would travel for their most frequent retail needs, including groceries, beverages, drug/convenience stores, personal services, etc. For the Endicott DRI Area, the PMA was estimated at a 10-minute drive time from the intersection of Washington Avenue and Monroe

Street, and includes Endwell, Vestal, and portions of Johnson City and Apalachin as indicated in red below. The 2021 population within the PMA was estimated by Esri at nearly 54,000 residents.

A Secondary Market Area (“SMA”) was estimated at a 20-minute drive time, and includes the communities of Binghamton, Park Terrace, Port Dickinson, Chenango, and Owego. This area represents the distance a shopper would travel for more infrequent retail needs, such as unique restaurants or bars, clothing, home furnishings, jewelry, florists, hobby or recreation goods that are not available in the Primary Market. The 2021 population within the SMA was estimated by Esri at nearly 111,000 residents,



Retail on Washington Avenue



Source: RES Group

Figure 12: Primary and Secondary Retail Market Areas

with increased population density to the east and north. Population density drops significantly to the west of Endicott.

The PMA includes a number of large shopping centers, including a regional power center (large outdoor shopping mall that includes three or more big-box retailers) in Vestal, and portions of Oakdale Mall in Johnson City. Prominent retailers in a wide range of categories are in the PMA, including Wegman's, Home Depot, Target, Walmart, and Lowe's. Further, a wide variety of retailers, ranging from grocery stores to chain restaurants to car dealerships, is concentrated along Vestal Parkway and at interchanges along Route 17. As a result, the PMA draws retail demand from throughout the Triple Cities in most retail categories. The higher retail activity in the PMA may also reflect the increased daytime population from workers in local businesses, like those at the Huron Campus in Endicott.

Esri estimates a retail leakage (gap) in the PMA in only a few categories, including furniture stores, specialty food stores, beverage and liquor stores, shoes, jewelry, florists, and office supplies.

By comparison, the SMA has a much higher level of retail leakage, with demand in most retail categories being accommodated outside the SMA (mostly likely in stores and businesses located in the PMA). However, residents from the SMA would be less likely to travel to Endicott to shop given that they have to pass through the large concentration of retail in Johnson City and Vestal before arriving in the DRI Area.

Based on these data, it appears that shoppers and customers throughout the metropolitan area frequent the PMA for different types of goods and services, and there may be potential for existing or new stores located in the DRI to also attract this demand.

RETAIL MARKET OVERVIEW

The primary retail corridor in Endicott during the 1960s and 1970s was Washington Avenue, which is anchored to the south by Union-Endicott High School and to the north by an entrance to the Huron Campus and BAE. At its height, the Avenue had a wide range of retail options, including department stores, a home furnishing store, restaurants, apparel stores, financial planners, a hardware store, a jeweler, and pharmacies. The Avenue's decline began in the 1980s, when IBM and the Endicott-Johnson Corporation began to contract, and accelerated as shopping centers and malls opened along Vestal Parkway in the subsequent decades. By the mid-2010s, up to half of the storefronts on Washington Avenue were vacant, but more recently the number has slowly decreased. Currently businesses along Washington Avenue include ethnic restaurants, bars, some retailers, and personal service providers in their ground floor spaces, with upper floors including apartments, and office and storage spaces.

According to stakeholder interviews, addressing public safety concerns and improving the condition of the streetscape and storefronts are critical to revitalizing Washington Avenue. While the upcoming lighting and beautification improvements provided by the Greater Binghamton Fund will help address these concerns, the dense concentration and variety of retail along Vestal Parkway is also a challenge in attracting shoppers to this now secondary location. This trend is also impacted by the popularity of online shopping.

Washington Avenue stores have large parking lots behind the buildings. Stakeholders indicate that improving the lots and rear facades of the buildings will also help attract businesses and customers, as many shoppers will arrive by car.

Interviews also revealed that restaurants and bars have historically located along Washington Avenue, broadly ranging from bagel shops to upscale restaurants. More recently ethnic and other unique restaurants had been located on the Avenue, but the pandemic shutdowns caused some of these newer businesses to close. Given its proximity to Huron Campus, ample parking, and relatively easy car access, food and beverage providers on Washington Avenue could attract demand both during the lunch and dinner periods, but stakeholders believe addressing public safety concerns will be required to maximize business during dinner and in the evenings. As with all downtowns, these types of uses provide a “niche” to serve local and regional residents and workers that are unique and don’t compete with the regional centers and online shopping.

Stakeholders believe another segment of demand for DRI Area retail space are personal services firms, such as financial planners and lawyers, and medical service providers, such as doctor’s offices, testing facilities. These businesses would provide services to both the daytime workers as well as local residents, and the more unique service providers could also attract residents from the Secondary Market Area. Although these types of storefronts do not generate the same pedestrian activity as more traditional retail, they can serve to attract people who would not otherwise go to the DRI Area to frequent restaurants and visit other shops.

Rental rates on Washington Avenue are estimated at \$8 to \$10 per square foot, a lower rent than in other locations in the Triple Cities according to stakeholders. As such, Washington Avenue attracts new businesses that cannot afford more expensive locations.

RESIDENTIAL MARKET OVERVIEW

The following section presents data and summarizes conditions in the local residential real estate market. Data from secondary data sources was combined with interviews with local stakeholders, including building owners, retail tenants, residents, developers, and other local representatives with extensive knowledge of the local community and real estate markets. Finally, data were also obtained online from local periodicals, government agencies, and real estate websites that list rental rates and availabilities for residential and retail properties.

A thriving residential market is a critical element in revitalizing downtown areas. More residents increase demand for retail goods and services, and increasing pedestrian activity also increases a feeling of safety.

Housing Tenure

Housing tenure is the financial arrangement under which a housing unit is occupied (renter- or owner-occupied). The DRI Area and Village have significantly lower levels of homeownership than does Broome County overall (see Figure 13).

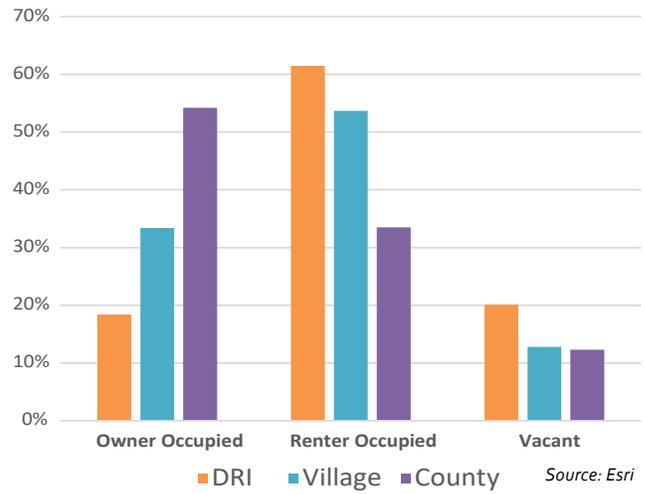


Figure 13: Housing Tenure (2021 Snapshot)

Nearly 62% of the housing units in the DRI Area are renter-occupied, which may explain the lower median age in that geographic area. Younger workers are just starting their careers and often prefer to rent rather than own a home. Further, they typically don't have the higher income and savings required to purchase a home.

The DRI Area has a higher vacancy rate (20%) compared with the Village (13%) and the County (12%). The age and condition of the housing stock in the DRI Area may be impacting the area's vacancy rate (see Figure 14), especially in buildings that are unoccupied or need redevelopment.

Housing tenure in the DRI Area and Village has been relatively stable since 2010 and is expected to remain so through 2026. The most notable trend is an increase in the number of vacant housing units in both areas, which is likely due to the decline in population estimated in the near-term and could be indicative of housing condition and age (see Figure 14).

Housing Units by Year Structure Built

According to the 2015-2019 ACS (most current survey available), on average, housing units in the DRI Area are significantly older than those in the County, with more than half built before 1939 (see Figure 15). Further, nearly 90% of the housing units in the DRI Area are over 50 years old and may require renovations or present tear-down and rebuild opportunities to attract renters and compete with properties in the rest of the Village and the County. This may also contribute to the higher vacancy rates in the DRI Area.

Stakeholders interviewed during the DRI process indicated that absentee landlords are a common problem in the DRI Area and the Village. These landlords may have relocated outside of the area

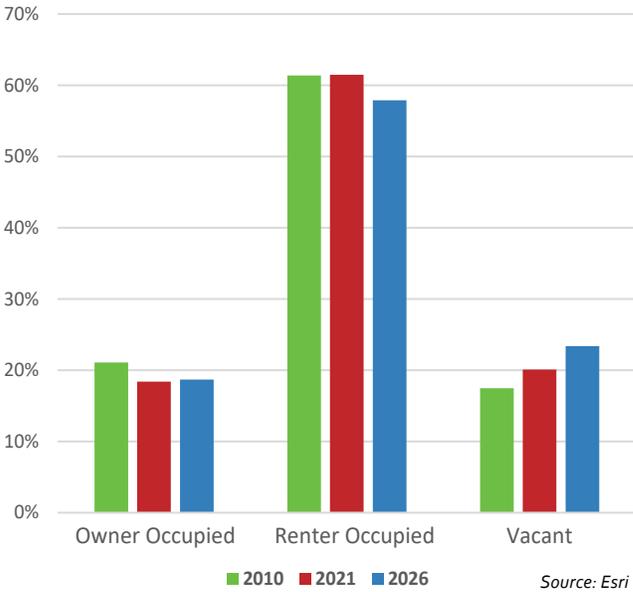


Figure 14: Housing Units in Endicott DRI Area (2020-2026 Trends)

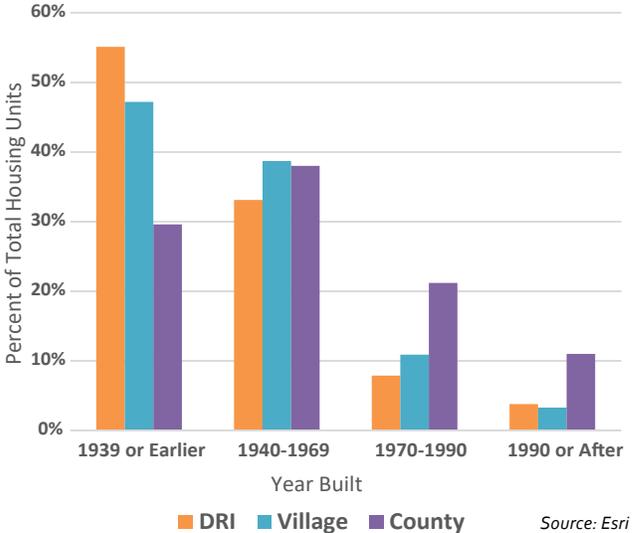


Figure 15: Housing Units by Year Structure Built

and are not reinvesting in their properties through regular maintenance and repairs. This is especially problematic given that most buildings in the Village and nearly all in the DRI Area are over 50 years old.

Housing Units by Number of Units in Structure

The DRI Area has the lowest percentage of single-family homes (detached or attached) of the three areas analyzed (29%). By comparison, Broome County housing units are twice as likely to be single-family homes (see Figure 16).

The dominant housing type in the DRI Area is 2-to 4-family homes, representing nearly two-thirds of total housing structures in 2021. Stakeholders indicate that some of these structures were previously large single-family homes that have been converted to multi-family residences with many small apartments.

Median Home Values

According to Esri, the median home value in the DRI Area in 2021 was \$79,000, below the \$95,000 value for the Village, and 40% below the \$133,000 for Broome County overall.

Despite the low median home value in the DRI Area, home values here are expected grow at a slower rate than for the Village and County. Between 2021 and 2026, Esri expects increases of 2% in median home value for the DRI Area, 3% for the Village, and 5% for the County (see Figure 17).

Many stakeholders interviewed mentioned recent increases in construction costs and how they have made financial feasibility of building new or renovating existing buildings more challenging. Since construction costs would be similar for homes built in the DRI Area, Village, or County, it would be difficult to attract investment for new home-ownership

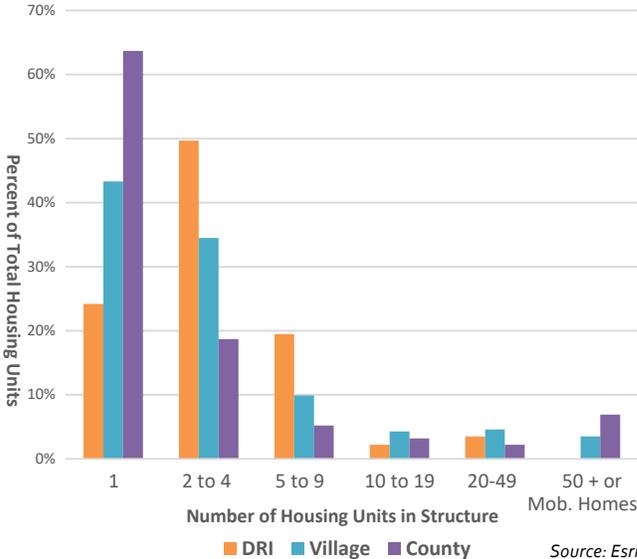


Figure 16: Housing Units by Units in Structure

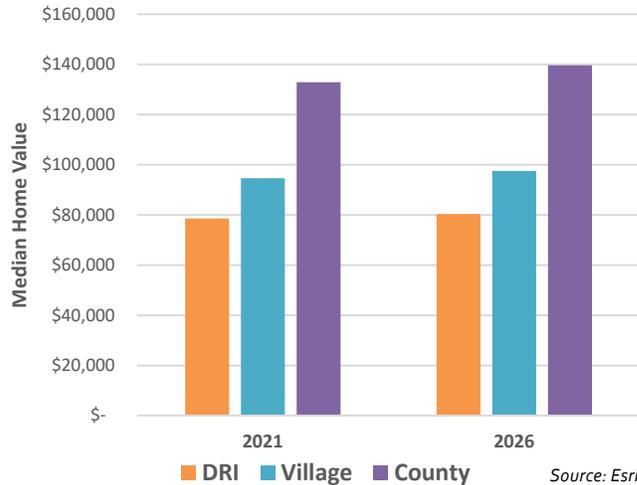


Figure 17: Median Home Values (2021 and 2026)

development in the DRI Area given how much local home prices are discounted, especially when demand for rental apartments is relatively strong.

Median Contract Rents

Monthly median contract rent for rental units in the DRI Area was estimated at \$573 in the 2015-2019 ACS, 9% less than the \$632 monthly rent for the Village, and 12% below the monthly rent for the County overall (see Figure 18). According to stakeholder interviews and other primary market research, the lower rental rates for apartments in the DRI is generally due to their low quality and/or poor condition.

To better understand the apartment rental rates in Endicott, this analysis also relied on apartment listings and discussions with real estate brokers and developers. Findings from these sources are detailed below.

Local Apartment Inventory

The apartment market in Endicott and Glendale Park contains several apartment complexes totaling nearly 600 units. Most of these properties opened in the 1970s and are in poor to average condition. One- and two-bedroom units are the most common unit types, although some properties include studios or three-bedrooms. Rents range from \$550 to just over \$1,000 per month with most offering on-site or in-unit laundry facilities, air conditioning, and parking. Demand for apartments in these complexes is strong, with only two properties having vacant units (<1% vacant).

In addition to these apartment buildings and complexes, rental units are contained in Endicott's detached homes (single-family and 2- to 4-family homes). Compared with units offered in the apartment buildings, these tend to be larger in size



Figure 18: Median Rent (2021)

and have more bedrooms, and likely attract more families. Rental rates were also higher, ranging from \$950 to \$1,500 a month.

Endicott Square was the most recent addition to the Endicott rental market, opening in the last year. This 61-unit affordable housing project is an adaptive reuse of the former Henry B. Endicott School and includes 43 one-bedroom and 18 two-bedroom apartments. Amenities include on-site laundry, storage, and off-street parking. The 77,000-square-foot project cost over \$22 million, or approximately \$290 per square foot. As stated earlier, area stakeholders indicate that construction costs have increased significantly during the last two years and could range from \$300 to \$350 per square foot.

Apartment Demand

The strong market demand for apartments in the Triple Cities is attracting developer interest to the region. Developers generally have preferred shovel-ready sites in more densely developed, walkable areas near large employment concentrations, but also have considered factors such as public safety and a community's receptiveness to new development when identifying sites. Historically, sites in Binghamton have been preferred, but development

is also now occurring in Johnson City, driven in part by Binghamton University's \$160 million investment in its Health Sciences Campus.

Interviews also indicated that there is unmet demand in the local market for quality apartments ranging from \$900 to \$1,000 per month for one-bedrooms to \$1,000 to \$1,200 per month for two-bedroom units. As construction costs have increased rapidly during the last two years, new apartments could range from \$300 to \$350 per square foot. A subsidy will be required to make a project financially feasible at these rent levels. Broome County's recent changes to the PILOT process were well-received by developers and industry professionals and considered a viable subsidy.

While recent graduates and younger residents prefer renting apartments over owning homes or condos (more flexible, not responsible for repairs or maintenance, no down payment required, etc.), stakeholders believe attracting new renters to the DRI Area will require new or renovated units that are competitive with other apartment buildings in the Triple Cities area. Interviews suggested that developers are still hesitant to invest in the DRI Area due to safety issues, high vacancies on Washington Avenue, and general perceptions of a declining downtown. It is anticipated that the investments of the DRI and the Greater Binghamton Fund, if combined with incentives such as a PILOT, could attract more investment.

Socioeconomic and Market Conclusions

The DRI consultant team reviewed recent market and planning studies for the Village of Endicott; obtained supplemental demographic data; researched online real estate listings; performed a site inspection; and interviewed local stakeholders, including economic authorities, developers, landowners,

brokers, and business owners to better understand the DRI Area's existing residential and retail markets and the potential for future development.

The Endicott DRI Area is challenged by an older housing stock in need of capital investment, with lower rents and higher vacancies than surrounding areas. DRI Area residents are primarily lower-income and are experiencing higher unemployment compared with County residents overall. Public safety is a concern for local residents and workers, and the primary retail corridor (Washington Avenue) requires streetscape, facade, and parking improvements to attract retailers and compete with the dense concentration of retail just outside of the Village.

However, the Endicott DRI Area also has many opportunities to attract new residential rental development. Apartment vacancies in the larger area are very low, and apartment developers are actively pursuing new sites or adaptive reuse opportunities throughout the Triple Cities area. The regional economy is diverse and benefits from large education, healthcare, and manufacturing sectors. The DRI Area has easy access to major employers within the region, and includes the Huron Campus, a large business park with office, manufacturing, and distribution space that has been growing as a technology center in recent years and could hire hundreds of new workers in the next few



Residential uses on Main Street

years. Businesses at the campus recruit young professionals regularly, and these recent graduates often prefer to live in walkable downtown areas like the DRI Area where a car isn't needed to get to work, go out to restaurants and bars, and shop. Interviews suggested that Phoenix Investments, the new owners of the Huron Campus, may be considering changes to the campus. Given the new ownership, there may be an opportunity to engage in conversation to create a partnership to achieve mutually beneficial goals such as integrating the campus into the Downtown Core and Little Italy with new housing and improvements to Washington Avenue and the Western Gateway.

More residents in the DRI Area would help support existing and new businesses along Washington Avenue and in Little Italy and would also improve public safety by increasing pedestrian traffic.

Current DRI Area residents are primarily lower-income and do not have college degrees, so supporting these more vulnerable residents through job training and employment opportunities should also be considered.

Attracting retail, commercial, office, and light industrial uses to the DRI Area will continue to be challenging given the proximity of the Vestal Parkway shopping centers, concerns about local public safety, and popularity of online shopping. However, there are many potential opportunities for retail in the Endicott DRI Area. The Washington Avenue corridor is a compact and walkable commercial strip that has sufficient parking and easy access to shoppers via Vestal Parkway and Route 17. The proximity of the Huron Campus is a significant opportunity to attract workers on weekdays during breaks or after work for restaurants, specialty foods, personal service providers, and other convenience-oriented retail. If new residential development occurs in



Cinema Saver, Madison Avenue



North Brewery, Washington Avenue

the DRI Area, this will also increase opportunities for new and existing businesses, and will generate demand for both work days and on weekends.

PHYSICAL CHARACTERISTICS

EXISTING LAND USE

Land use within the DRI Area is a mix of commercial, industrial, institutional, and residential uses (Figure 19). The largest percentages of land uses in the DRI Area are commercial (33% of land area) and industrial uses (27%). Single-family residential uses occupy 16% of the DRI Area, while Public Facilities/Institutions, Recreation and Open Space, and Vacant Space each occupy 8% of the area (see Table 7).

Downtown Core Sub-Area

The Downtown Core features a mix of commercial, residential, and institutional uses. Commercial uses include retail, restaurants, and services on Washington Avenue, with more limited commercial uses on the cross streets. Residential uses are found in mixed-use commercial and residential buildings and as detached single-family and multifamily homes off Washington Avenue. Village Hall, Union-Endicott High School and district offices, government buildings, and houses of worship are in the southern part of the Downtown Core near East Main Street.

Huron Campus Sub-Area

The Huron Campus is composed of commercial and industrial buildings and associated parking. These buildings are home to high-tech businesses such as BAE Systems, IBM, Imperium 3, and Ubiquity Solar. The buildings are three to four stories tall, with large floor plates. The area is also characterized by large surface parking lots.

Table 7: Land Use Area

Land Use Categories	Acres	Percent of Total
Commercial	96	33%
Industrial	78	27%
Single-Family Residential	46	16%
Recreation and Open Space	24	8%
Public Facilities/Institutions	23	8%
Vacant	23	8%
Multi-Family Residential	4	1%
Total Acreage	294	

Source: Broome County

Little Italy Sub-Area

Little Italy, also known as the North Side, is a traditional residential neighborhood with a mix of commercial, institutional, and civic uses. Oak Hill Avenue is the neighborhood's "main street," and features restaurants, retail, and services mixed with residences. Institutional uses include social clubs and houses of worship. Residential uses in the neighborhood tend to be single-family or multifamily detached homes that are 2 ½ stories tall. George W. Johnson Park is a community anchor and features baseball/softball fields, open space, a pool, gazebo, and a carousel that is listed in the National Register of Historic Places.

Western Gateway Sub-Area

The Western Gateway Sub-Area is a mix of commercial and institutional uses and vacant buildings. The largest parcels comprise the former Kmart Site, at roughly 18 acres in size. The store was badly damaged by flooding in 2011 and permanently closed. Other commercial buildings include auto shops, appliance repair, discount and thrift stores, and personal service uses. Gas stations and fast food restaurants are located in the Sub-Area facing East Main Street.

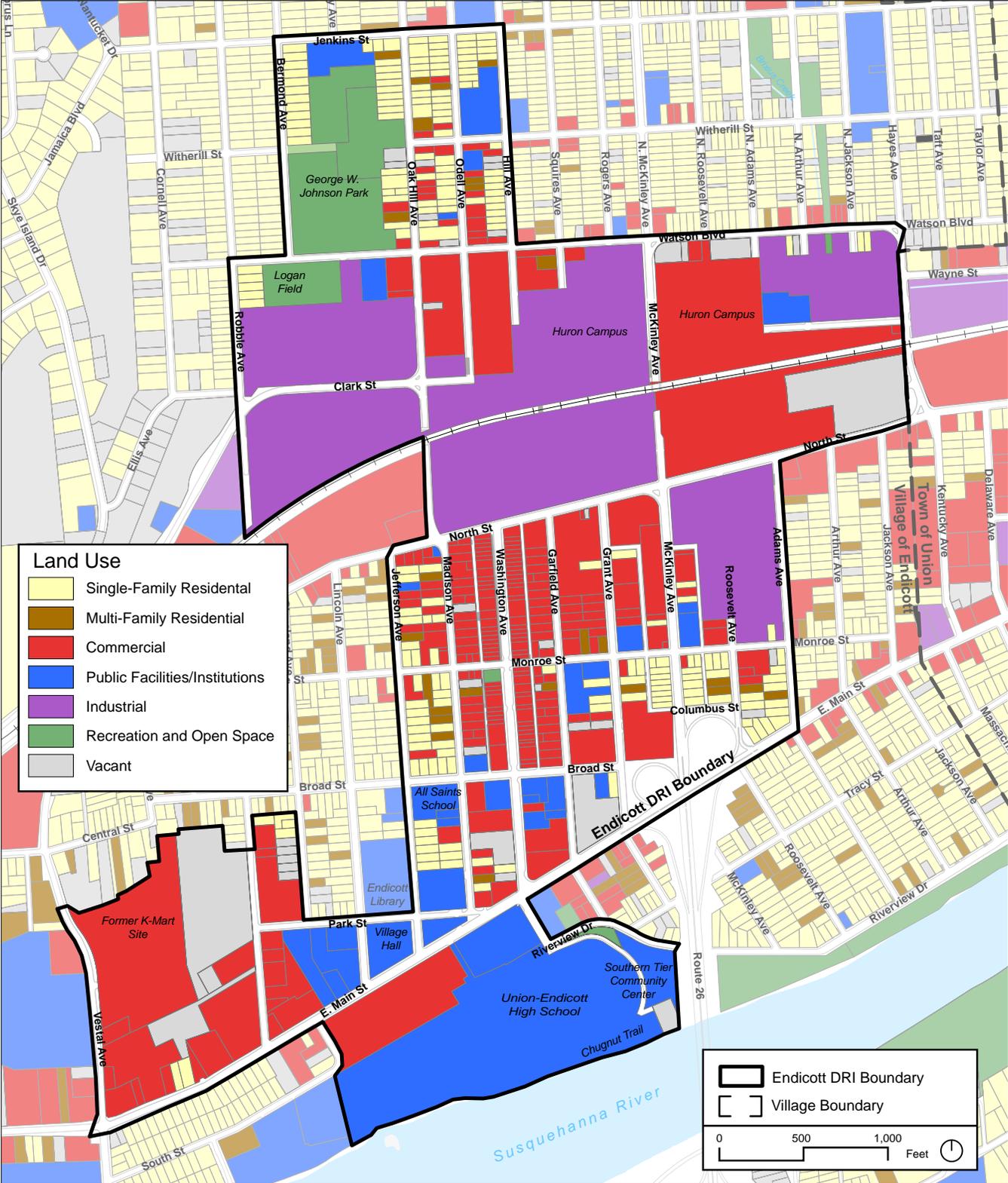


Figure 19: Land Use

Sources: Broome County; NYS GIS Clearinghouse; BFJ Planning

PROPERTY OWNERSHIP

Excluding the public right-of-way, approximately 35%-40% of the land in the DRI Area is owned by Phoenix Investors, and an additional 10%-15% is owned by the Village or another public entity (see Figure 20). Currently, the Huron Campus, which is entirely owned by Phoenix Investors, has several contiguous parcels which create an inward-looking campus with surface parking lots at its edges that create hard, impenetrable seams when intersecting with the rest of the downtown. This type of campus development was very popular from the 1950s through the 1980s, when high security systems were needed to separate high-intensity industrial uses. Modern workers are likely to want opportunities to interact with a variety of people, cultural and retail amenities, a walkable core, green mobility options, and access to housing options among others.

ZONING

As shown in Figure 21, there are nine zoning districts within the DRI Area, consisting of residential, commercial, industrial, and open space districts.

Residential Zoning

Residential zoning districts include Urban Single Family (USF), Urban Two Family (UTF), and Urban Multi-Family (UMF). There is one USF district in the DRI Area, located north of George W. Johnson Park in Little Italy. Most of the residential zoning in Little Italy is UTF, which permits two-family units, however the UTF district is mostly outside of the DRI Area. Residential zoning in the Downtown Core is UMF, which permits multifamily buildings up to 45 feet tall, on lots as small as 4,000 square feet. UMF districts are also located in the northern part of the Little Italy Sub-Area.

Commercial Zoning

Commercial districts are located around Oak Hill Avenue in Little Italy, and throughout the Downtown Core and the Western Gateway. The Neighborhood Commercial (NC) district covers the commercial part of Oak Hill Avenue, commercial areas outside of Washington Avenue in the Downtown Core, and all of the Western Gateway. Its purpose is to encourage small-scale commercial development that fits in with the scale of adjacent residential uses. It permits professional offices, banks, retail, and restaurants up to 30 feet tall. Single-family, mixed-use and multifamily residential uses are permitted as-of-right.

Washington Avenue is within a Central Business District (CBD) zone that encourages small-scale buildings with a mix of commercial, residential, and institutional uses. Residential buildings in the CBD zone can be up to 65 feet tall, and nonresidential buildings can be up to 40 feet tall. Both uses have a maximum lot coverage of 90%. Village Hall and two neighboring parcels are within the Commercial Office (CO) district, which promotes office and non-retail commercial uses.

Industrial Zoning

The Industrial (I) district covers the Huron Campus Sub-Area and permits a wide range of industrial and commercial uses. Residential uses are prohibited. The maximum building height is 65 feet, and maximum building coverage is 60%.

Open Space Zoning

Open Space (OSD) zoning covers George W. Johnson Park in Little Italy and Logan Field in the Huron Campus Sub-Area. The purpose of the district is to preserve the Village's open space and recreation areas. The only permitted uses in the district are

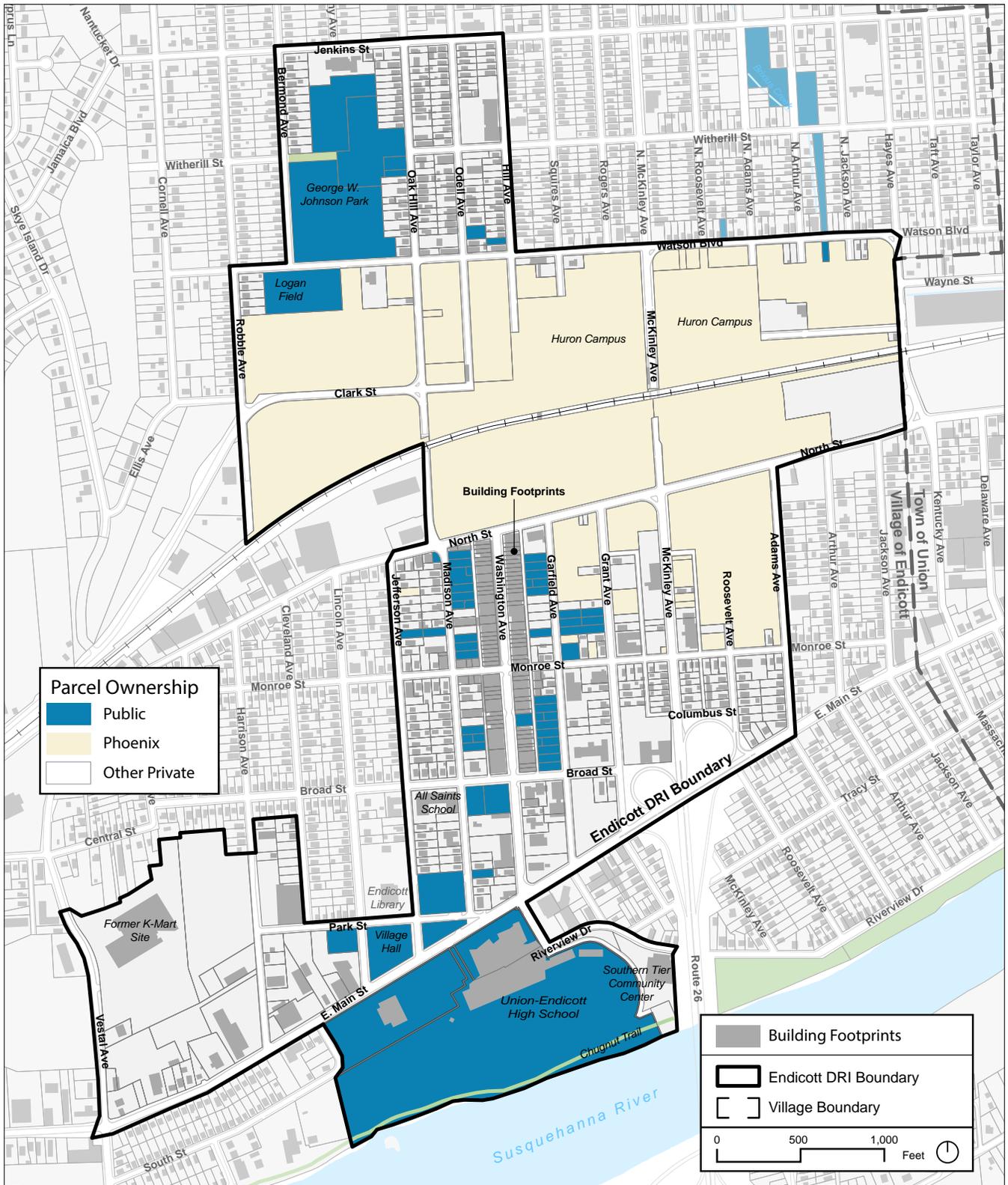


Figure 20: Property Ownership in Endicott DRI Area

Sources: Broome County; NYS GIS Clearinghouse; BfJ Planning

publicly owned parks, cemeteries, botanical gardens, marinas and docks, and outdoor recreational areas.

Design Standards

In addition to the base zoning districts described above, Endicott has established design standards for certain types of development and zoning districts. Non-residential development in the CBD zoning district is subject to a set of design standards that control such factors as the siting of buildings, facades, materials, and signage. Beyond the CBD district, non-residential buildings must abide by a separate set of standards that similarly govern building design, facades, and transition to residential neighborhoods.

Proposed Zoning Changes

As of July 2022, the Village was considering a draft local law to enact a series of zoning changes throughout Endicott. Of note for the DRI Area, a significant number of properties currently zoned Neighborhood Commercial (NC) or Central Business District (CBD) are proposed to be rezoned to General Commercial (GC). If these proposed changes are enacted, the NC zone would no longer be present in the DRI Area.

BUILT ENVIRONMENT

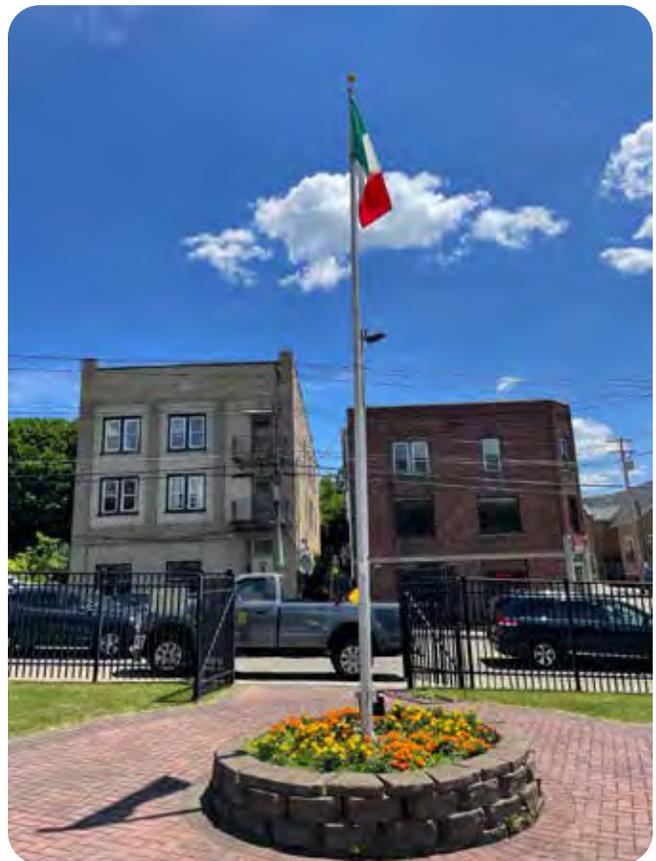
This analysis of the built environment focuses on the urban design context of the DRI Area and informs potential design improvements that can spur revitalization.

Synergies to Connect a Fragmented Downtown

Public realm improvements and private projects that receive funding through the DRI program – along with complementary ongoing and planned



St. Ambrose Church



George W. Johnson Park

Sources: Broome County; NYS GIS Clearinghouse; BFI Planning



Oak Hill Avenue looking south, with no visibility to the Downtown Core

initiatives – have the potential to create a connected network of open spaces, urban amenities, and mobility within the downtown.

A key issue within the DRI Area is the lack of interconnectedness between different “places,” which makes the limited amenities even less accessible to workers, residents, and visitors. However, working together over the long term, proposed and planned public realm initiatives can create a network of amenities and mobility options, making the entire district more accessible. In addition, along this area-wide network, smaller mixed-use nodes can provide new retail and urban amenities, including housing options in safe and walkable environments that can serve workers, residents, and visitors.

Endicott’s DRI Strategic Investment Plan, when reviewed within the context of ongoing and planned initiatives such as the iDistrict Revitalization Plan and the Greater Binghamton Fund (GBF), presents the opportunity to enhance the public realm, introduce infrastructure for green transportation alternatives, and provide much-needed retail amenities in the downtown. For example, the DRI Project 2A, which

encompasses a number of linked components to improve connectivity and conditions for pedestrians and bicyclists, directly builds on the Washington Avenue streetscape improvements that were funded by the GBF plan and the public art initiatives recommended by the iDistrict plan. In particular, the proposed redesign of the parking lot along West Ideal Alley incorporates design elements from the proposed Art Park and East Ideal Alley parking lot redesigns, projects also funded through the GBF. The prior investment in the public realm creates momentum that the DRI Strategic Investment Plan seeks to continue.

Diverse Street Typologies with Opportunity for Multi-Modal Connectivity between Neighborhoods

There are several types of streets within the DRI Area that can be broadly categorized, from an urban design perspective, into three typologies that collectively accommodate several different modes of transportation, connecting the Village’s distinct neighborhoods.

Typology 1: Residential Street

The typical Residential Street typology within the DRI Area has a right-of-way (ROW) of 50 feet, with 30% of the ROW dedicated for pedestrian movements and 70% to roadways. These streets have very little landscaping or buffer between traffic and pedestrians and predominantly serve single-family residential areas. Some key Residential Streets, such as Oak Hill Avenue, can serve as pedestrian connectors between neighborhoods. Transforming these streets would require a more equitable infrastructure distribution between pedestrians and cars, including landscaping, crosswalks, traffic calming, and pedestrian safety measures.

Typology 2: Mixed-Use Street

Mixed-Use Streets have a typical ROW of 70 feet, with 35% dedicated to sidewalks and 65% to roadways. These can be found in the Downtown Core, e.g. Washington Avenue, and they serve areas with a mix of land uses with buildings built to the edge of the street. These buildings typically have street-level retail with residential or office uses on upper levels. The Mixed-Use Street typology, when intersecting with other streets such as Monroe Street and North Street, can potentially create nodes of higher density that facilitate the movement from one neighborhood into another. These streets can easily support higher pedestrian volumes, sidewalk widening, bike lanes, and streetscape elements such as lighting, signage, benches, trash receptacles, and landscaping.

Typology 3: Multi-modal Street Typology

There are several wide roadways within the DRI Area, such as North Street, that are predominantly auto-oriented. Given the size of the DRI Area, and the regional importance of the Huron Campus, these wide roadways could adapt to serve multiple users and modes of transportation. Currently they



Residential street



Mixed Use street

support fast-moving traffic and deter pedestrians or bicyclists. However, as the Huron Campus attracts more workers, these streets could support transit such as buses/shuttles, along with safe infrastructure for pedestrians and cyclists.

Key Nodes

Intersection of Downtown Core with Huron Campus

- Washington Avenue and North Street
- McKinley Avenue and North Street

These nodes are characterized by large surface parking lots at one end and a more intricate urban fabric at the other end. These nodes can be further strengthened through the use of enhanced crosswalks, intersection improvements, semi-permeable paving materials, ornamental lighting, light pole banners, landscaping, and wayfinding signage.

Intersection of Little Italy with Huron Campus

- Watson Boulevard and Oak Hill Avenue
- Watson Boulevard and McKinley Avenue

Major nodes act as the gateways to the Huron Campus. In addition to new signage, gateways can be manifested through creating a sense of place. Indicated in the iDistrict Revitalization Initiative Plan, the notable gateway to Huron Campus is located at the intersection of Watson Boulevard and Oak Hill Avenue

Other Nodes

- Monroe Street and Washington Avenue
- Washington Avenue and East Main Street
(entry to Chugnut Trail)

Connecting the trail to Washington Avenue would provide an important link between the riverfront and downtown, connecting neighborhoods and institutions like Union-Endicott High School to Washington Avenue and the riverfront.



North Street at Oak Hill Avenue



Oak Hill Avenue looking south from Watson Boulevard

Diverse and Disconnected Open Spaces

There are five major open spaces offering a mix of passive and active recreation at the northern and southern edges of the DRI Area (see Figure 22). These are not well connected or integrated with the rest of the DRI Area and neighborhoods.

George W. Johnson Memorial Park

Located in the heart of Little Italy, George W. Johnson Park sits on low-lying topography and can be accessed at several points, including from the Huron Campus gateway at the Watson Boulevard and Oak Hill Avenue intersection. The park features a playground, swimming pool, baseball fields, and historic carousel, providing active and passive recreation appropriate for all age groups, all within close proximity.

Logan Field

Immediately south of George W. Johnson Memorial Park, Logan Field defines the southwest corner of the Little Italy area. The baseball field, accessible via Robble Avenue and across from the southwest entrance of the park, is used for active recreation mainly by the local Little League. It was established in the 1950s by prominent businessman, George F. Johnson, to provide a venue for local youth baseball.

Washington Avenue

Though Washington Avenue is not an open space amenity, it is an important north-south “open-space connector” that can serve to integrate communities with the recreational amenities in the north and south of the DRI Area. Currently, it is an urban corridor with high vacancies and limited retail amenities. However, the Avenue has the potential to develop as a mixed-use and walkable corridor with street-level retail and housing on upper levels. To that extent, there are some ongoing streetscape improvements that include street lighting, tree planting, grading and material change, and widening of curbs for greater pedestrian space. In addition, some of the proposed DRI projects along the corridor, such as the infill workforce housing project on a vacant lot (Project 4A), office building on a former hotel site (Project 1A), and improvements to several existing



Logan Field



George W. Johnson Park, Little Italy

buildings (Projects 4B, 4C, 4E, and 4F) could further catalyze Washington Avenue's transformation as a mixed-use walkable corridor.

Endicott War Memorial

Located on East Main Street across from Union-Endicott High School, Endicott Memorial is a small park with several war monuments. At the center is the George W. Johnson Memorial (1920), which commemorates the employees of Endicott-Johnson who served and died during World War I. Lining the edge of the park is a series of smaller monuments commemorating soldiers who fought in World War II, the Korean War, and the Vietnam War. The Endicott War Memorial, along with its immediate surroundings including Village Hall, the police station, the fire station, and the visitor's center, together form a civic node around Park Street and Lincoln Avenue.

Chugnut Trail

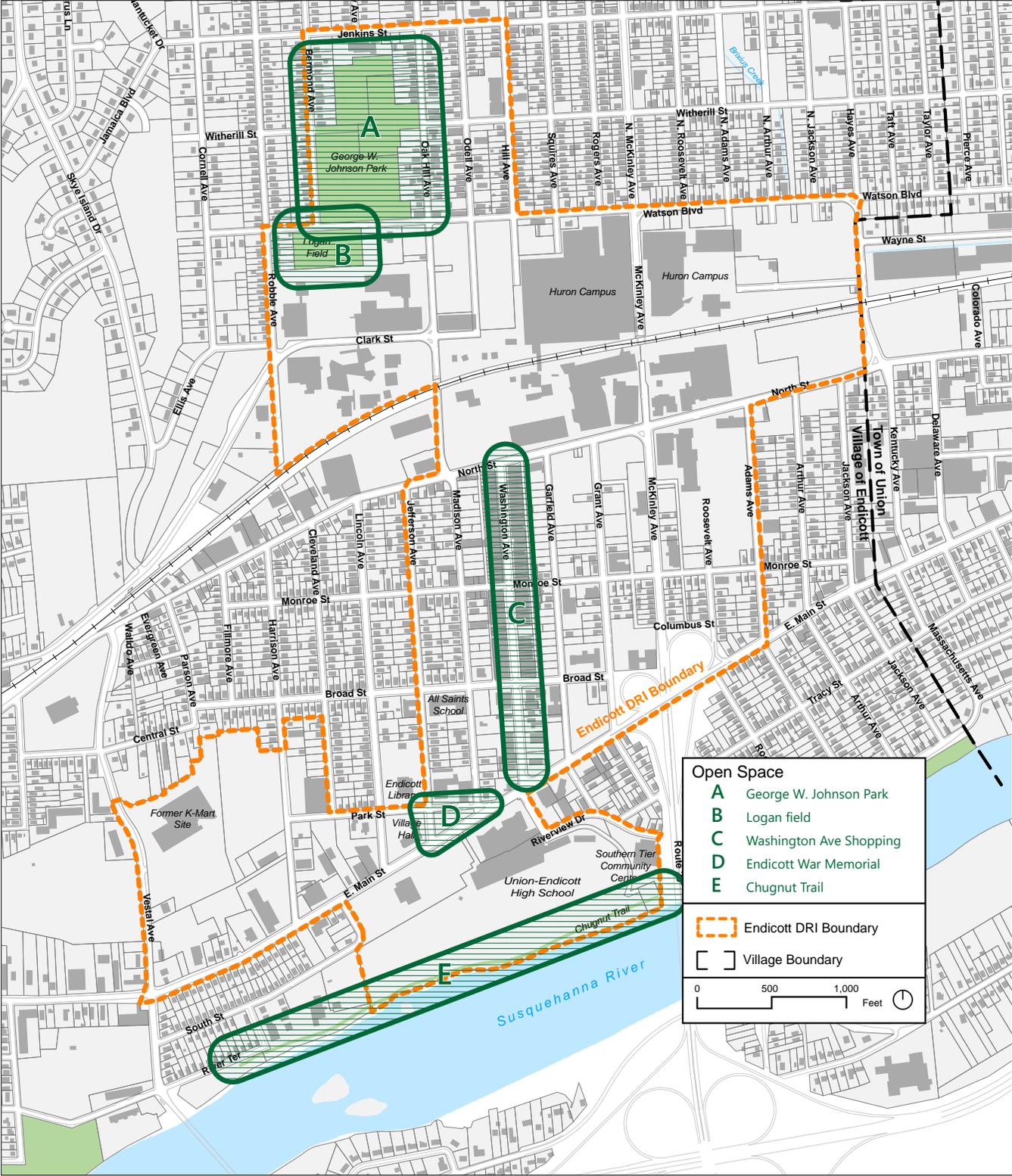
Chugnut Trail is a pedestrian trail along the Susquehanna River, at the southern end of the DRI Area. The trail is a popular birding spot but has issues with flooding when the river is high. The Trail is not well-connected to the regional system of trails and open spaces network; however an expansion is planned further west.

TRANSPORTATION NETWORK, PARKING, AND TRANSIT

Endicott is generally well-served and well-connected by local and regional transportation networks. Local streets provide access for drivers and pedestrians moving around the Village, and a quick connection to the Southern Tier Expressway connects Endicott to nearby cities. Broome County Transit bus lines provide transit access between the Triple Cities and connect residents to Washington Avenue.



Endicott War Memorial



Sources: Broome County; NYS GIS Clearinghouse; MUD Workshop; BFI Planning

Figure 22: Major Open Spaces and Washington Avenue Connector

Street Network

Regional Connections

Route 17 connects Endicott to Johnson City and Binghamton, and provides direct connections to I-81 which links the region to Syracuse and Scranton, and I-88 which connects to the Albany area. Route 26 connects to the DRI Area as McKinley Avenue south of East Main Street, and connects Endicott to the Pennsylvania border to the south and smaller municipalities to the north.

Parking

Large surface parking lots are a defining feature of downtown Endicott. The biggest public parking lots are located to the east and west of Washington Avenue, providing parking for downtown visitors, while the Huron Campus also has significant parking lots for its workers. The combination of these lots creates a void between Washington Avenue and the Huron Campus and adjacent residential neighborhoods (see Figure 23). Village parking lots are in varying condition, often without clear striping, and lack names and wayfinding signage that would direct visitors to the lots.

Parallel street parking is available on Washington Avenue, Oak Hill Avenue, and connecting residential streets. Most homes and many businesses not located on the Washington Street corridor have driveways with off-street parking.

Transit

Transit in the DRI Area is provided by Broome County Transit (BC Transit) bus service. Two main bus routes travel through the area: Route 35 and Route 47 (see Figure 24). Route 35 connects Endicott and Binghamton and travels in the DRI Area along East Main Street, Washington Avenue, Oak Hill Avenue, North Street, and Watson Boulevard.

Route 35 has an express version of the same route, which limits stops on its trip through Endicott to East Main Street, Washington Avenue, and North Avenue. Route 35 buses run every 15 to 20 minutes during weekday peak travel hours, and every hour on weekends. Route 47 connects Endicott to Vestal and Binghamton University. In the DRI Area, Route 47 travels along McKinley Avenue, North Street, and East Main Street. Route 47 buses run every 40 minutes during weekday peak travel hours and hourly on the weekend.

Pedestrian and Bicycle Connections

Pedestrian Facilities

All streets within the DRI Area have sidewalks on both sides of the street that are generally in good condition. Other pedestrian infrastructure like crosswalks, ADA-compliant curb ramps, and crossing signals are either nonexistent or are in need of repair and maintenance. The major issue for pedestrians is the lack of a welcoming street design and a lack of pedestrian safety amenities. Washington Avenue has wide sidewalks and bump-outs at intersections that shorten crossing distances, but it doesn't have any street trees or other welcoming infrastructure. As noted, Endicott is in the planning stages of upgrading the Avenue to a welcoming place with GBF funding. Other GBF projects that will upgrade Endicott's streets and make them more enjoyable for pedestrians include gateway improvements, the Endicott Art Park, downtown murals, and a redesign of East Ideal Alley to be a pedestrian-friendly area with more attractive, landscaped parking.

Oak Hill Avenue, a key connection point between downtown Endicott and Little Italy, also lacks street trees and wayfinding signage as it passes through the Huron Campus. In addition, the street passes under a railroad bridge and a utility bridge, which could be made into an attraction along the route,

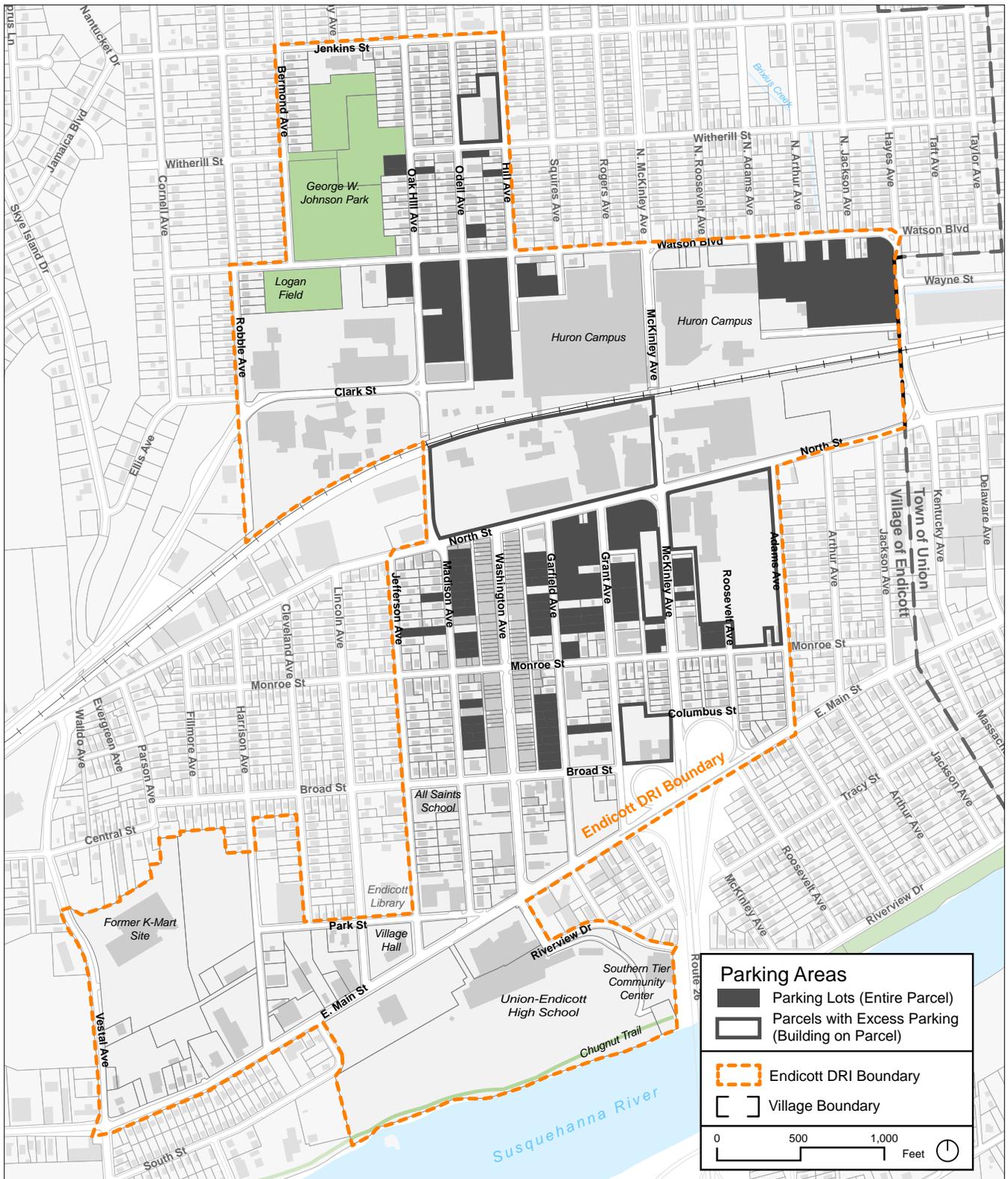


Figure 23: Parking Areas

Sources: Broome County; NYS GIS Clearinghouse; BfJ Planning

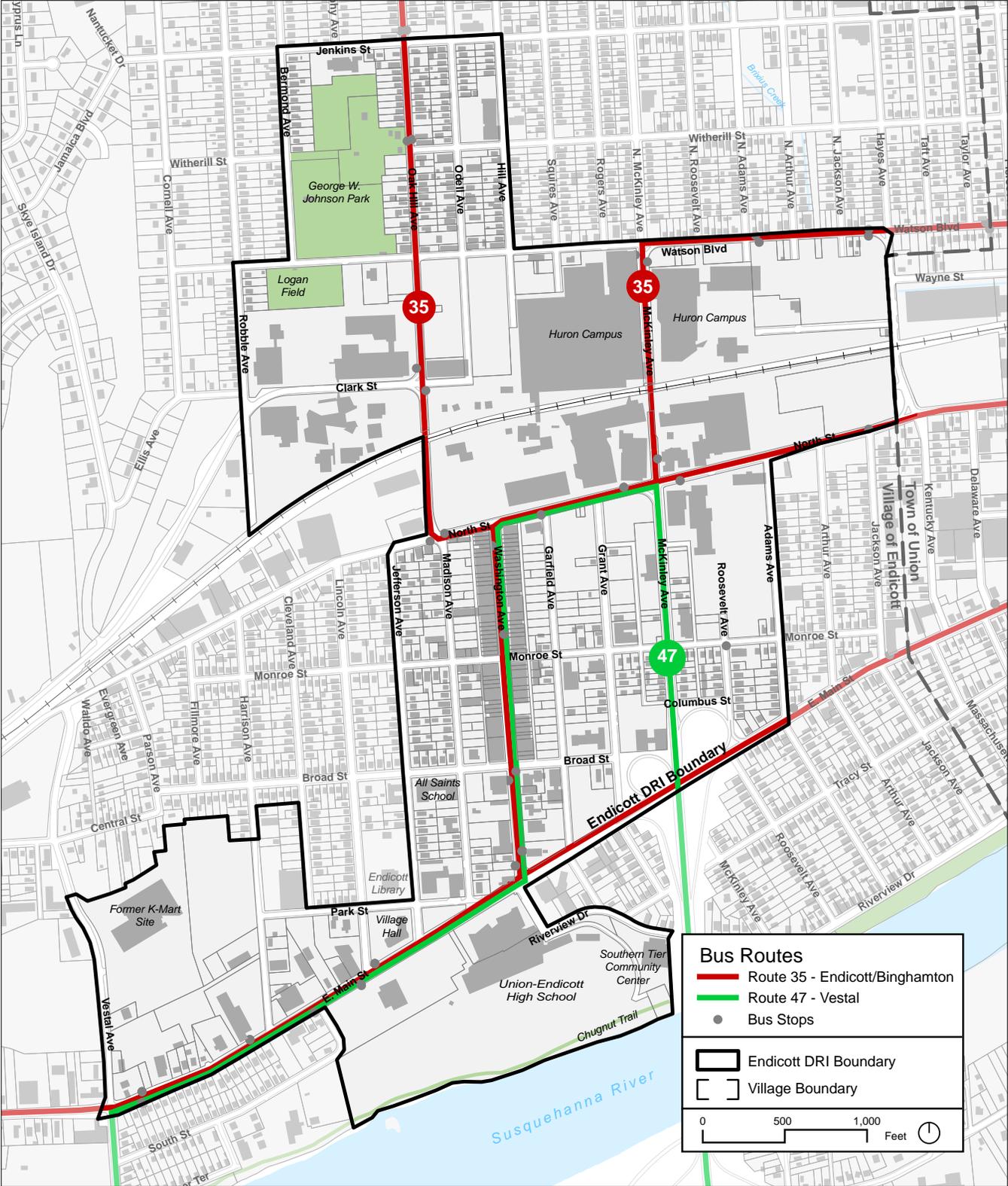


Figure 24: Transit Map

Sources: Broome County; NYS GIS Clearinghouse; BfJ Planning

but which currently create an unwelcoming pedestrian environment. North Street is a key connection between Washington Avenue and the Huron Campus, but is not inviting to pedestrians, in large part, because the sidewalk is directly adjacent to the busy roadway and lacks any street trees or plantings to buffer the noise and visual impacts of cars moving in close proximity to people on the sidewalk.

Bicycle Connections

There are currently no bicycle lanes in the DRI Area; however East Main Street and McKinley Avenue north of East Main Street are State-designated bicycle routes. The redesign of Washington Avenue includes creating a painted bicycle lane on the Avenue. The Chugnut Trail multi-use path south of Union-Endicott High School provides an enjoyable option for cyclists along the northern banks of the Susquehanna River.

Potential Improvements to Roadway and Pedestrian Systems

Village street conditions in the DRI Area vary from poor to good. The Village reports several recently completed and ongoing efforts to mill and repave its primary streets and improve upon traffic control signal lights, as well as ADA-compliant accessible ramps and crosswalks.

In particular, the DRI Strategic Investment Plan has identified the following streets for streetscape improvements to include new pavement, sidewalks, curbing, crosswalks and ramps and underlying utility infrastructure:

- West Ideal Alley requires a new sidewalk where none currently exists.
- Monroe Street: the sidewalks and curbs are in poor condition but the underlying utilities are reportedly adequate. Several crosswalk ramps

have been retrofitted to be ADA-compliant but need compliant crosswalks. This area receives a lot of pedestrian traffic and proposed streetscape improvements are needed.

- Garfield and Grant Streets: street layout is poor, sign setbacks need replacement and relocation, stop bars are worn and need repainting (concurrent with streetscape improvements). Several crosswalk ramps have been retrofitted to be ADA-compliant but need compliant crosswalks. This area receives a lot of pedestrian traffic, and proposed streetscape improvements are needed.
- North Street at Washington Avenue near the Huron Campus is in need of streetscape improvements to improve aesthetics. This is an important, high-visibility area.
- Oak Hill Avenue should receive streetscape improvements (trees and crosswalk bumpouts) for aesthetic improvement and traffic calming.

Otherwise, there are no current capacity or poor level of service areas in the DRI Area, although ADA compliance improvements are of ongoing interest throughout the DRI Area and balance of the Village.

ANCHOR INSTITUTIONS AND CULTURAL AND HISTORIC RESOURCES

The DRI Area includes many of the institutional, community, and cultural institutions that are the heart of Endicott. Key institutions and cultural attractions include the George W. Johnson Park and Little Italy, the Endicott Performing Arts Center (EPAC), and the Southern Tier Community Center. In addition to these anchors, the DRI Area includes Village Hall, Union-Endicott High School, the U.S. Post Office, the Endicott Historic District, and other historic structures.

Endicott Performing Arts Center

Endicott Performing Arts Center (EPAC) is a historic theater located on Washington Avenue. It began as a vaudeville theater in the early 1900s before becoming a movie theater until it closed in the early 1990s. In 1998, EPAC was purchased by local citizens who reopened it as a performing arts venue that produces shows and hosts schools and theater workshops for all ages. EPAC recently installed a modernized marquee on Washington Avenue with modern, digital panels, funded through the GBF.

Southern Tier Community Center

The Southern Tier Community Center is located south of East Main Street on the east side of Union-Endicott High School. The Community Center offers after-school and summer child care, family health and wellness programs, and specific programming targeted to at-risk families and youth. The Southern Tier Community Center also has fitness memberships that permit access to its full gym with basketball courts, pool, exercise equipment, and fitness classes.

Union-Endicott High School

The Union-Endicott High School (U-E) is a highly visible building located on East Main Street at its intersection with the base of Washington Avenue. U-E is also a cultural center of the Endicott community because its roughly 1,100 students bring energy and vitality to downtown Endicott and Washington Avenue. U-E is located adjacent to the Southern Tier Community Center and the Union-Endicott School District offices, which together are a significant cluster of cultural and anchor institutions.

Endicott Historic District

The local Village of Endicott Historic District covers much of the DRI Area, including the East Main Street and Washington Avenue corridors and Little Italy (see Figure 25). Buildings located within the historic district are protected by requiring that owners apply for a Certificate of Appropriateness for any material changes in the appearance of the property or exterior elements of the building.

National Register of Historic Places

There are three structures within the DRI Boundary that are listed on the National Register of Historic Places: George W. Johnson Park Carousel, the Post Office, and the Endicott Square Deal Arch.

George W. Johnson Park Carousel

The George W. Johnson Park Carousel was constructed in 1934 by Allan Herschell-Spillman in North Tonawanda, NY. The carousel is one of six that were purchased and donated by George F. Johnson to Endicott and nearby communities. An Endicott treasure that has been enjoyed by generations of residents, the Carousel is owned by the Village and is still in use.

Post Office

The Endicott Post Office, located at 200 Washington Avenue, was designed and constructed in 1936 as a public works project during the Great Depression. The one-story building is made of light-colored brick in the Colonial Revival style, but also has modernist influences that were typical of Post Office architecture during that time, including a flat roof and a lack of cornice. The Post Office also has a mural created by S. Douglass Crockwell in 1938 depicting the excavation of the Endicott-Johnson factory.

Endicott Square Deal Arch

The Endicott Square Deal Arch is an arch monument located across East Main Street between Vestal Avenue and Harrison Avenue. The arch was constructed in 1920 at the original entrance to the Village by workers as a monument to the Johnson family for the fair treatment and sense of community that was created by the workers and the Endicott-Johnson Corporation. The words “Home of the Square Deal” are inscribed on both sides of the arch. The Square Deal references the benevolent labor practices of the Endicott-Johnson Corporation, which included an eight-hour workday, free medical care for workers and families, pensions, and worker housing. The Johnson family’s philanthropy also included establishing parks and playgrounds, libraries, hospitals, and schools.

ENVIRONMENTAL CONSTRAINTS AND INFRASTRUCTURE ASSESSMENT

Floodplains

The Endicott DRI Area is located north of the Susquehanna River, which has flooded portions of the Village in recent years. Figure 26 shows that almost the entire part of the DRI Area south of East Main Street is within the 100-year floodplain, and most of the



Square Deal Arch

Western Gateway is within the 500-year floodplain. The former Kmart site was flooded during Tropical Storm Lee in 2011, and the store never reopened. Brixius Creek flows through the northeastern corner of the DRI Area, and a portion of Little Italy and the Huron Campus near the creek are within the 100-Year Floodplain. The DRI Area does not contain any wetlands. The Susquehanna River is located south of the DRI boundary and is considered a riverine wetland by the U.S. Fish and Wildlife Service.

Water Source and Distribution System

The Village is served by single well water source, with a distribution and treatment system covering Endicott and surrounding areas (35,000 persons). The community system is permitted by the New York State Department of Health (NYSDOH) and has a reported capacity of 4.5 to 5.0 million gallons per day (MGD).

The overall Village distribution system is aged and nearing its useful service life, as evidenced by several main breaks annually. Most of these water main breaks are reported to occur outside the DRI Area, but the Village would like to replace the primary trunk mains and service lines associated with and concurrent with any DRI streetscape improvements.

In addition, the Village Water Department reports that the Huron Campus uses Village water at a rate of approximately 300,000 gallons per day (GPD) via seven service water mains including 10-inch and 12-inch fire suppression lines.

The Village is interested in seeking additional alternative water sources via new wells in Endwell within the Town of Union, or purchase agreements from Johnson City. The water main under Washington Avenue is slated for replacement as part of the planned streetscape improvements.

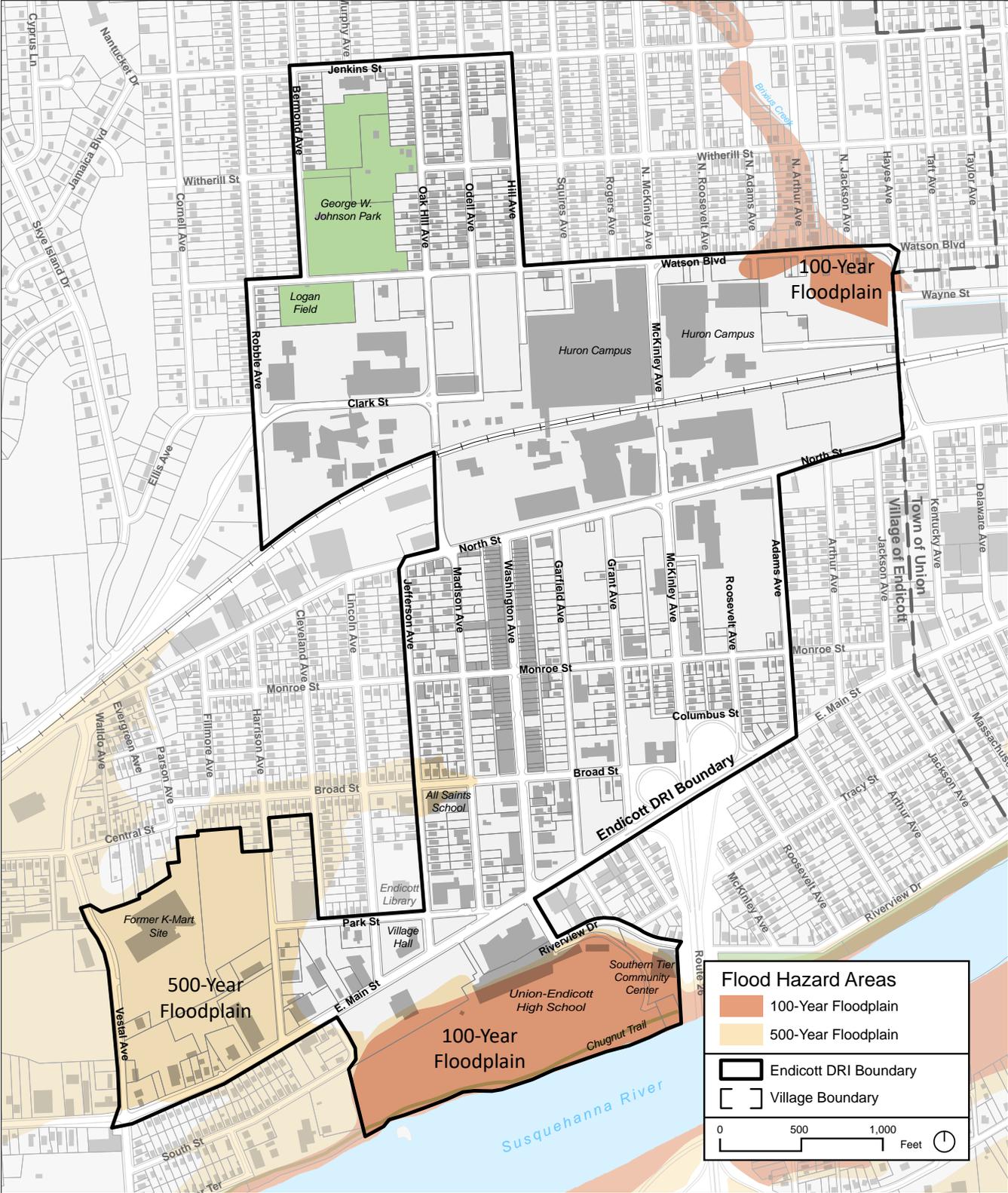


Figure 26: Flood Hazard Areas

Sources: Broome County; NYS GIS Clearinghouse; BfJ Planning

According to Village staff, there are otherwise no significant performance (capacity) or water quality issues with the Village water treatment and distribution system.

Sanitary Sewer System

Endicott is served by a community sanitary wastewater collection and treatment system also serving the adjoining Town of Union and Village of Vestal. Most of the sanitary mains serving the DRI Area consist of aged 8-inch vitrified clay pipes (VCP) which are nearing the end of their service life. Aged VCP is prone to brittleness, breaks and inflow & infiltration (I&I) issues.

Such I&I can be problematic for the wastewater treatment plant (WWTP), particularly during time of peak runoff or snow thaw. The WWTP reportedly has a capacity of 10 MGD and an average daily flow of 7.7 MGD. During storm events exceeding just 1 inch of runoff (statistically about a 1-year storm return), loading into the WWTP can exceed the 10 MGD capacity, thereby reducing plant performance to the primary level, and as a result, there have been some overflow discharges into the river over the past two years and beyond. The WWTP has a primary level treatment capacity of up to 16 MGD and an internal bypass directly to the river when loading exceeds 20 MGD, both of which result in degraded water quality discharge. The Susquehanna River is tributary to the Chesapeake Bay watershed, which is a designated impaired water body sensitive to algae blooms and subject to a multi-state regional regulatory review.

The regional community sanitary sewer system has engaged in several I&I studies and is in ongoing efforts to reduce the same. The regional system would like to replace the primary trunk mains and service lines as well as disconnect illicit discharges from basement sump pumps and roof drains associated with and concurrent with any DRI streetscape im-

provements. The sanitary sewer main under Washington Avenue is slated for relining in connection with the streetscape project.

A major 48-inch sanitary interceptor trunk line was recently replaced/upgraded from a previous 24-inch main which runs west through the former K-mart Plaza on the west side of the DRI Area. This trunk line serves the west/northwestern portions of the Village and discharges into a pump station along the river before being pumped to the WWTP.

According to Village staff, there are otherwise no significant performance (conveyance capacity) issues with the Village sanitary sewer system.

The Huron Campus reportedly has its own sanitary collection and WWTP which discharges into the Village stormwater system. No further information is currently available.

Stormwater Drainage System

The Village is served by an extensive network of stormwater catch basins/manholes and a closed pipe system which ultimately discharges into the nearby Susquehanna River to the south.

A major 48-inch stormwater interceptor trunk runs through the former K-mart Plaza on the west side of the DRI Area. This trunk line serves the northwestern portions of the Village. A stormwater manhole with 24-inch outlet pipe situated in the former K-mart parking lot was recently upgraded from 24-inch to 48-inch diameter and connects to the 48-inch interceptor. This infrastructure will be suitable to serve a potential future redevelopment of the site.

The Village would like to replace the primary storm mains and service lines as well as disconnect illicit discharges from combined sewers associated with and concurrent with any DRI streetscape improvements.

According to Village staff, there are otherwise no significant performance (conveyance capacity) issues with the Village storm sewer system.

Hazardous Materials and Brownfields

The entire DRI Area is within the Endicott Area-Wide Investigation State Superfund Site. In 1979, IBM reported a spill of 4,100 gallons of solvent contaminants at its facility in Endicott. The contaminants flowed into local groundwater and were detected in the indoor air of buildings in the Village. Monitoring and remediation has been ongoing since that time, and indoor air testing of many buildings occurred in the mid to late 2000s. Soil vapor intrusion devices have been installed to mitigate the indoor air pollution when required. The New York Department of Environmental Conservation (NYSDEC) reports that the investigation is complete and no further action is anticipated at this time. However, if continued monitoring indicates harmful vapor intrusion, mitigation systems will be installed as needed.

CHALLENGES AND OPPORTUNITIES

The analysis of Endicott's socioeconomics, built environment, and infrastructure helped identify four key issues and opportunities facing the Village, which speak to strengths and weaknesses that inform the DRI goals, strategies, and projects to spur downtown revitalization.

Endicott has a unique set of core assets, but they lack visibility and are poorly connected.

The Village possesses several positive attributes that are often found in historic downtowns: a well-defined "main street," access to walkable grid neighborhoods, historic and civic resources, proximity to waterfront recreational opportunities, and active and well-loved parks. However, Endicott also has some highly unique assets it can leverage for

downtown revitalization. Most critically, adjacent to the Downtown Core is a long-established industrial and office node, the Huron Campus, with thousands of highly paid professionals who create a strong potential customer base for local business and a market for local housing. In addition, Endicott's historic and intact Little Italy neighborhood is a jewel, known throughout the region as a dining destination and a visible reminder of the Village's rich history. However, both the Huron Campus and Little Italy have limited visibility outside of Endicott, and are not well connected to the Downtown Core or to each other. For drivers and pedestrians alike, getting around downtown Endicott and its various assets can be challenging, especially for visitors. Establishing gateways for these areas and improving connectivity would help both residents and visitors feel safer and more comfortable navigating and spending time in the downtown.



Joey's Restaurant, Little Italy

The downtown suffers from concerns about safety and crime, as well as a legacy of environmental contamination, but strategic investments are showing visible progress.

Longtime disinvestment caused by the loss of industry, population declines, and flooding significantly weakened downtown Endicott in recent decades, leaving behind areas of environmental contamination and issues of crime and blighted property. While remediation work has been completed and crime rates are improving, the perception of problems lingers. Recently, however, the Village has seen significant focus and investment in its downtown, beginning with the iDistrict Revitalization Plan and Greater Binghamton Fund work, and those efforts are beginning to pay off. A substantial streetscape improvement project along Washington Avenue will transform the corridor into an attractive, pedestrian-oriented place, while related improvements in Village parking lots along East Ideal Alley will create a new Art Park and more attractive parking areas. As signs of progress become more visible and these projects are completed, the perceptions about downtown Endicott will begin to shift. Additional public investments that build on this work and programming that activates the improved space can carry the momentum forward. This will help change the narrative so that the Village becomes more known as an attractive place to live, work, and visit.

A lack of downtown housing opportunities, especially for families and young professionals, creates a weak customer base that results in high vacancies and limited shopping and dining opportunities.

Although many of Endicott's established neighborhoods are within walking distance to the Downtown Core, these areas tend to be focused on single- and two-family homes, with limited choices for those who are interested in higher-density downtown options. In particular, the demographic characteristics



Buildings along North Street in need of investment



Kmart site

of the workers on the Huron Campus – as well as employees of other major businesses in the region – tend to generate demand for apartments in a walkable, mixed-use context. While there are some existing apartments over ground-floor shops and restaurants in downtown Endicott, these spaces are often underutilized and in poor condition, making them unlikely to attract modern tenants. Without a significant downtown residential component, Endicott’s local businesses lack a steady customer base and must rely on drivers from elsewhere in the Village and beyond, who have no shortage of other, often more convenient options. Introducing even modest new residential development in the Downtown Core would create a consistent and ongoing activity level that could spur local investment in new businesses and services and improvement in the conditions of buildings and facades, creating a sense of renewal and change.

Downtown Endicott lacks significant civic and gathering spaces to attract visitors and residents, yet there are ample underutilized areas that create opportunities for placemaking.

Although George W. Johnson Park is a well-used community resource in Little Italy, the Downtown Core lacks a comparable recreational or civic gathering space that can be a focal point of special events, or simply a place to have an outdoor lunch. At the same time, the downtown is characterized by vast areas of underutilized surface parking, often in poor condition, that creates an unwelcoming environment. Some of these areas are already proposed to be improved and activated through projects funded by previous initiatives, such as the Art Park and parking lot enhancements along East Ideal Alley. Further investments to convert portions of paved areas to green spaces and gathering areas would greatly improve Endicott’s image and sense of place, creating opportunities for people to linger and spend time and money at local businesses.

These enhanced public areas can also create opportunities for special events such as festivals, movie nights, food truck events and musical performances, generating a “buzz” that makes people want to be in downtown Endicott.



Homes in downtown Endicott; Source: MUD Workshop

Challenges

- **High vacancy and lack of diverse offerings in downtown core**
- **Concerns about safety and crime**
- **Weak pedestrian connectivity throughout DRI Area**
- **Poor condition of facades and signage**
- **Few downtown housing opportunities for families and young professionals**
- **Limited civic spaces in downtown core**
- **Legacy and perception of environmental contamination**

Opportunities

- **Presence of thousands of well-paid workers in DRI Area at Huron Campus**
- **Past initiatives create a framework for investment and implementation that is showing visible progress**
- **Underutilized parking lots that create development opportunities**
- **Two compact and walkable grid neighborhoods (Downtown Core and Little Italy)**
- **Recreational amenities (George Johnson Park, Chugnut Trail) that can attract Village residents and visitors**
- **Proximity to major employers in the region**

SECTION II: COMMUNITY VISION, GOALS, AND STRATEGIES

DOWNTOWN VISION AND DRI AREA GOALS AND STRATEGIES

Endicott is well positioned for downtown revitalization due to extensive planning undertaken by the Village and its partners prior to being selected for the Downtown Revitalization Initiative.

Building on that foundation, the DRI Local Planning Committee (LPC) developed a downtown Vision and DRI Area Goals and Strategies for addressing ongoing revitalization challenges. During committee meetings and public workshops, the LPC and members of the public were given an opportunity to offer feedback and make revisions. The following

Downtown Vision and DRI Area Goals and Strategies summarize the community's aspirations for downtown revitalization and should guide project implementation and future planning efforts in the Village of Endicott.

Guided by the issues and opportunities identified in the Downtown Profile, as well as engagement with the community, the LPC identified four primary goals for downtown revitalization, each supported by a set of revitalization strategies that are reflected in the final list of Recommended Projects.

DOWNTOWN VISION

Downtown Endicott is rooted in innovation, with historic assets and high-tech amenities that attract businesses and investment, foster collaboration, and welcome residents and visitors to live, invent, create, and build the future of the region.

DRI AREA GOALS AND STRATEGIES

1 Foster a high-tech environment in the downtown that attracts businesses, creates jobs, and grows the workforce to expand the local **innovation economy**.

- Advance the establishment and expansion of new companies with facilities and infrastructure to invest and grow in downtown Endicott.
- Stimulate economic development by activating vacant or underutilized downtown properties.

2 Strengthen **connectivity** between the Downtown Core and surrounding neighborhoods, and establish a strong **sense of place** to ensure that these areas function as an integrated downtown community.

- Improve multi-modal connectivity with an emphasis on biking and walkability enhancements.
- Invest in signage and wayfinding improvements to make downtown Endicott easier to navigate for residents and visitors alike.
- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.
- Leverage technology and best practices to further a “Smart Downtown” and enhance the function of infrastructure.
- Facilitate the location and expansion of businesses that serve both the local market and that support regional tourism.

3 Provide **downtown amenities** such as improved urban design, recreational opportunities, and arts and cultural resources to attract young professionals to live downtown.

- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Facilitate the location and expansion of shopping and dining opportunities.
- Create additional opportunities for year-round recreation and activities.
- Support the growth of arts and cultural attractions and events.

4 Create a **mixed-use district** that includes housing, retail, restaurants, and cultural and civic institutions that support an active and vibrant community.

- Support mixed-use development that provides for downtown living opportunities.
- Invest in buildings and uses that support community-oriented organizations and services.

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**SECTION III:
DOWNTOWN MANAGEMENT
AND IMPLEMENTATION
STRATEGY**

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

The Endicott DRI plan was developed by the LPC, with coordination from the Village Mayor and Board of Trustees, Village staff, and State agency representatives. The LPC included representatives from businesses and community organizations in Endicott.

Implementation will be coordinated by the Village of Endicott and other project sponsors, in partnership with State, local, and regional agencies. The Village of Endicott and local and regional economic development offices have proven track records of managing major revitalization projects, and are united in their determination to transform downtown Endicott.

PUBLIC PROJECTS

The Village of Endicott will manage public DRI projects and has significant experience in managing similar projects. In recent years, it has received and managed over \$40 million in State grant funds to cover significant planning and capital projects, including:

- Greater Binghamton Fund (Department of State)
- Restore NY (Empire State Development)
- NY Rising (Governor's Office of Storm Recovery)
- New York State Main Street (Department of Homes and Community Renewal)
- Airport grants (FAA and NYS Department of Transportation)
- FEMA mitigation funds (Federal Emergency Management Agency)
- Parks grants (Dormitory Authority of the State of NY)
- Pedestrian safety grants (NYS Department of Transportation)
- Wastewater Department grants (NY Environmental Facilities Corp, Environmental Protection Fund)
- State and Municipal Facilities Program grants (various grants applied for through elected officials for municipal facilities improvements, vehicles, and road repairs)
- Transit planning grants (Binghamton Metropolitan Transportation Study and NYS DOT)

Endicott's Village Manager, operating as the connection between the implementing staff and Endicott residents, will issue Requests for Proposals (RFPs) to engineering and construction firms to design and construct capital improvements, and will oversee employees tasked with implementing the DRI projects, primarily the Departments of Public Works, Engineering, Water, and Light.

The Village and staff have expertise in all stages of the grants process, including:

- Organizing committees of Village employees, key personnel from other governmental bodies such as the Town of Union and Broome County, and community members/groups to help develop applications and plans.
- Conducting RFP/Request for Qualifications (RFQ) processes and reviewing proposals to select consultants.
- Working with consultants to develop, design, and implement proposed projects.
- Financial management throughout the entire process, including required reporting.

The Broome County Department of Public Transportation and New York State Department of Transportation (NYSDOT) would also be key partners on the DRI bike and pedestrian connectivity project (Project 2A). Broome County operates the BC Transit bus service, which would involve coordination with planned improvements, while NYSDOT has jurisdiction over East Main Street, as a State road. The Village has worked with these agencies on other infrastructure projects, and they are aligned in their goals of improving the safety and functionality of local transportation.

PRIVATE AND NONPROFIT DEVELOPMENT PROJECTS

Projects that occur on private property will be managed by the property owner or developer. State agencies will contract directly with the project sponsors, who will be required to follow State requirements for the program, as well as the applicable local development procedures and regulations that all private projects would. The Village and/or Town of Union, through its Economic Development Department, may provide planning assistance to help project sponsors through the process. Private sponsors include experienced local developers and business owners who are rooted in Endicott and the region.

REQUEST FOR PROPOSALS PROCESSES

Implementation of the DRI strategic plan will involve RFPs for certain projects. The Downtown Revitalization Fund RFP would be developed by the Village of Endicott in coordination with the State agency that is administering the funds, likely the Department of Homes and Community Renewal (NYS HCR). The RFP criteria would include a demonstration that the applicant has the capacity to implement their project.

A portion of the Downtown Revitalization Fund (up to 10%) would be used to support the fund's administration, which would cover the cost of a consultant to manage the process. The consultant would be solicited through an RFQ process initiated by the Village, similar to the process it previously used to implement the New York Main Street program for facade improvements on Washington Avenue.

In addition, all projects that are sponsored by the Village or other public entity for implementation will utilize RFPs to solicit design and other professional services, with all construction activities using competitive bidding processes. All projects will comply with NYS procurement requirements, including MWBE goals.

COMMUNITY ENGAGEMENT AND SUPPORT

Beyond direct project implementation, the success of the DRI in Endicott will depend on the broad-based support and continued engagement of the wider community. In addition to applicable Village departments, groups and organizations that will likely need to be involved or included in the implementation process include:

- Endicott Planning Board
- Endicott Parking Advisory Commission
- Endicott Police and Fire Departments
- Town of Union Economic Development Department
- Broome County Industrial Development Agency
- Union-Endicott School District
- Oak Hill Avenue Improvement Corporation
- Downtown Endicott Business Association (DEBA)
- Endicott Proud

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SECTION IV: PUBLIC INVOLVEMENT

PUBLIC ENGAGEMENT SUMMARY

Public outreach, input, and engagement were crucial to the Endicott DRI planning process. A multifaceted public engagement strategy was developed in order to reach as many stakeholders as possible, particularly given the ongoing impacts of the COVID-19 pandemic. The engagement process, with a mix of in-person and virtual opportunities, allowed Endicott residents, business owners, civic leaders, and property owners to confirm the vision and goals, propose and give feedback on potential projects, and provide overall guidance on the process.

Local Planning Committee

The Local Planning Committee (LPC) was a group of local stakeholders formed to assist in the creation of the DRI plan. The 13-member LPC consisted of two co-chairs, Village Manager Anthony Bates, and Dr. Kevin Drumm, President of SUNY Broome Commu-

nity College and co-chair of the Regional Economic Development Council (REDC) for the Southern Tier. Other LPC members included elected officials, representatives of the local business community, regional planning and economic development specialists, the school district, and community organizations.

The LPC held monthly meetings from February to July 2022, to discuss updates on the DRI plan and process and to review potential projects. These meetings were critical to creating and implementing effective public engagement opportunities and strengthening the revitalization projects. LPC members used their professional expertise, local knowledge, and understanding of the key issues facing the Endicott community to select which projects would be recommended for DRI funding. LPC meetings were held virtually and were open to the public, including a public comment period. All presentations and recordings of LPC meetings were posted on the Endicott DRI website.

Event	Date
Local Planning Committee Meeting #1	February 8, 2022
Public Workshop #1	March 3, 2022
Online Ideas Wall	March 2022
Local Planning Committee Meeting #2	March 8, 2022
Local Planning Committee Meeting #3	April 12, 2022
Public Workshop #2	April 27, 2022
Local Planning Committee Meeting #4	May 17, 2022
Instant Input Survey	May 2022
Local Planning Committee Meeting #5	June 13, 2022
Public Workshop #3	June 28, 2022
Local Planning Committee Meeting #5.5	July 8, 2022
Local Planning Committee Meeting #6	July 13, 2022

Ideas Wall

The Ideas Wall was a platform open during March 2022 on www.endicottdri.com for the community to share ideas, priorities, and concerns for the downtown. Prompts for discussion were:

- What do you like about downtown?
- What would you like to see in the future?
- Where do you see the potential for improvement?
- What can we improve to enhance the vibrancy of Endicott and make it a livable space for all community members?



Image from Ideas Wall exercise

A sample of responses included:

- Bring more businesses to Washington Avenue that are “places to gather”. These could be coffee shops, bookstores, or restaurants.
- You can’t invest in an area until the housing concerns get fixed. Families do not want to move into an area where they do not feel safe.
- Look at a hotel or other lodging options. These could be for business travelers or sports tournament travelers for an ice rink.
- Build off of what is working in Endicott – healthcare and education. Find ways to work with SUNY Broome and BU.
- Find ways to bring young people and families to Endicott. Give our youth a reason to stay here. Invest in young people and entrepreneurs.
- There is a perception that downtown Endicott is unsafe. Find ways to improve safety and attract more people to the area.
- The Susquehanna River is a major asset for Endicott. Improve access to the River and connect it to downtown.

Public Workshops

Public Workshop #1

The first public workshop was held virtually on March 3, 2022. The 80+ meeting attendees were assigned to breakout discussion groups on Zoom. Breakout groups discussed the following questions and prompts:

1. Introduce yourself and say what you think is downtown’s biggest asset.
2. Which ideas and issues should be prioritized in the short term?
3. What is a big idea you would like to see in the long-term future?
4. What excites you most about the DRI?
5. What is the best thing that could happen as a result of the DRI?
6. At the end of the DRI process, what would success look like?

Discussion categories included the following:

- **Assets.** Attendees mentioned walkability, the Kmart shopping center, affordability, the history, the birthplace of IBM, the river, the location, and major anchors.
- **Economic development.** Attendees cited opportunities at the Huron Campus and BAE, Kmart plaza, redevelopment of Washington Ave, and general economic development (such as attracting niche businesses, eliminating blight, and specific retail businesses).
- **Arts, Culture, Recreation.** Attendees discussed EPAC, potential for sports tournaments, more festivals and events, an ice rink, adding a performance stage on Washington Ave, and outdoor art.
- **Housing.** Attendees noted the potential for affordable housing and mixed-use, landlord accountability, increasing housing in close proximity to jobs and transportation.
- **Parks and Trails.** Attendees discussed adding more small green spaces downtown, a better connection to the river, adding a trail, and adding more park uses for older kids and adults.
- **Public realm.** Attendees discussed creating gateways, beautifying Washington Ave, redeveloping surface parking, and adding areas for EV charging.

Public Workshop #2

The second public workshop was held in-person at the Village Hall Rotunda on April 27, 2022. This meeting presented an open house of potential DRI projects as well as an interactive design station focused on streetscape and connectivity improvements. The approximately 40 participants discussed:

- Which potential projects will have the greatest impact?



Public Workshop #2 - interactive design station



Public Workshop #2

- What details do we need to make DRI projects most effective?
- How can downtown streetscapes and civic spaces enhance the downtown experience?

Public Workshop #3

The final public workshop, held on June 28, 2022, at the Village Hall Rotunda, presented the results of the Instant Input survey (see below) as well as updates on the proposed projects. After a brief presentation, the consultant team moderated an open forum for questions and comments.

Open Call for Projects

The LPC asked the Endicott community to submit proposals for projects to be considered for DRI funding through an Open Call for Projects between mid-February and April 18, 2022. The purpose of the Open Call was to receive ideas for proposed DRI projects in a consistent, open, and transparent process. The Open Call documents were available on the project website, and the consultant team hosted virtual “office hours” sessions where potential project sponsors could ask questions and receive help on their project submission.

A total of 13 individual projects requesting about \$14 million in DRI funding were initially submitted through the Open Call process, including capital/construction projects, housing, and streetscape improvements. Project requests ranged from \$44,000 to \$2.6 million. The deadline for submission was extended past the original March 31 date, and the LPC continued to accept additional projects. Although not all of the projects that were submitted through the Open Call process were ultimately recommended for DRI funding, they helped to shape the planning process, and some (such as small facade improvement projects) were considered ideal candidates for the Downtown Revitalization Fund and demonstrate future interest in that project. In addition, some of the projects that were received through the Open Call align with the goals of the DRI plan but were not recommended for funding due to various factors including project timing or the DRI funding requirements. These projects are included in this plan as recommended for other funding.

Stakeholder Interviews

The consultant team conducted interviews with a wide range of business owners, employers, developers, realtors, and property managers to develop

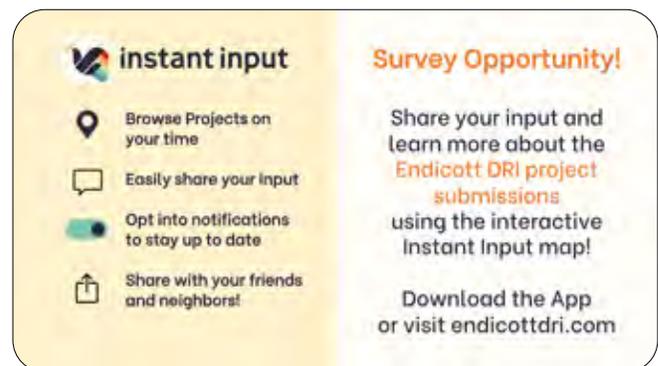
the market analysis for downtown Endicott. These conversations also informed conversations with project sponsors and the Local Planning Committee.

Project Sponsor Meetings

Project sponsors first met with the consultant team during the Open Call for Projects, and conversations continued throughout the DRI process. Project sponsors submitted applications through the Open Call, and the consultant team responded with multiple rounds of questions for the sponsors as they worked to solidify each project’s scope. The consultant team also used these project sponsor meetings to discuss questions that the LPC asked for each project.

Instant Input Online Survey

The Endicott community was asked to respond to a public survey administered through the Instant Input platform and available from May 5 – June 7, 2022. The survey presented the full list of potential DRI projects at that time, organized by goal, and asked respondents to state how effective they thought each project would be in revitalizing downtown Endicott. Open-ended comments were also permitted. The survey generated 90 responses. The results of these responses were tabulated by the consultant team and were summarized in the “Public Support” in each of the project profiles.



Instant Input Survey Flyer
Source: Highland Planning

Key takeaways included:

- Overall, respondents welcomed proposed commercial and retail offerings.
- Respondents were very interested in the creative use of public spaces.
- On average, "Downtown Amenities" projects were received positively.
- Respondents generally welcomed an influx of housing, businesses, and community spaces.

Project Website and E-blasts

The Endicott DRI project website was an important resource for the public to access the public meeting schedule and to review materials from the LPC meetings and public workshops. Meeting materials, including video recordings, were available for each LPC meeting and other engagement opportunities, including the Ideas Wall and Instant Input survey. The consultant team kept the public informed by sending e-blasts with project updates, including soliciting project ideas through the Open Call for Projects and alerts about project meetings.

Conclusion

The wide-reaching and diverse opportunities for engagement helped bring voices from the Endicott community together to guide the creation of this plan. In the early stages of the process, given COVID-19 factors, virtual engagement allowed a large cross-section of the community to easily participate and bring their ideas to the table. Later, in-person meetings brought members of the community into the same room, where conversations could begin about shared issues and ideas. Posting video recordings and meeting materials from the LPC meetings and public workshops allowed people who couldn't attend the meetings to stay up to date with what was happening in the process.



Flyer for Public Workshop #3
Source: Highland Planning

The Open Call for Projects was especially productive, and helped generate enthusiasm for the public workshops and overall DRI plan, as well as many of the final projects.

**SECTION V:
PROJECTS
RECOMMENDED
FOR DRI FUNDING**



Washington Avenue, east side

OVERVIEW

The Endicott DRI Local Planning Committee (LPC), with input from the public, recommends the projects discussed herein for DRI funding.

The total DRI cost of the projects presented below is approximately \$14.4 million, which is in excess of the available \$9.7 million. This overage is by design and intention, as not all projects may be appropriate or ready for DRI funding. By including projects in excess of \$9.7 million, the LPC has ensured that the full DRI award will be utilized.

This section presents detailed descriptions of the projects recommended for funding through the DRI. The LPC was tasked with reviewing the projects

and initiatives within the context of how well they advance the DRI strategies set forth in the Strategic Investment Plan. The goal of the LPC was to maximize the impact of DRI investment by advancing projects and initiatives through the DRI award that would have the greatest public benefit, are primed for implementation, leverage other available funding, and enjoy broad stakeholder support. The LPC prioritized catalytic and transformative projects that present the strongest likelihood of jump-starting downtown revitalization and investment in the community.

CRITERIA FOR EVALUATING DRI PROJECTS

The LPC reviewed potential projects based on the following criteria:

- Alignment with DRI goals existing local and regional plans;
- Public support;
- Community and economic benefits;
- Catalytic and transformative potential;
- Capacity to leverage private or public sources of funds; and
- Cost and feasibility.

How the Selection Criteria Were Applied

Cost: The LPC reviewed estimated costs for each of the projects, including the requested DRI contribution and the potential for public, private, and non-profit leverage, where applicable.

Community Benefits: Although economic benefits are the core of the DRI plan, the LPC also considered positive impacts beyond purely economic benefits. Such additional benefits include environmental benefits, enhanced recreational opportunities, increased tax revenue for the Village, and improved design of the public realm.

Catalytic and Transformative Potential: Projects were selected that will fundamentally change the downtown and how it is perceived, stimulate additional economic development, leverage other public and private investment, and induce secondary impacts, such as attracting new residents and tourists to the Village of Endicott.

Job Generation: Employment was a key concern of the LPC, and projects were evaluated for how many projected jobs would be added in the downtown.

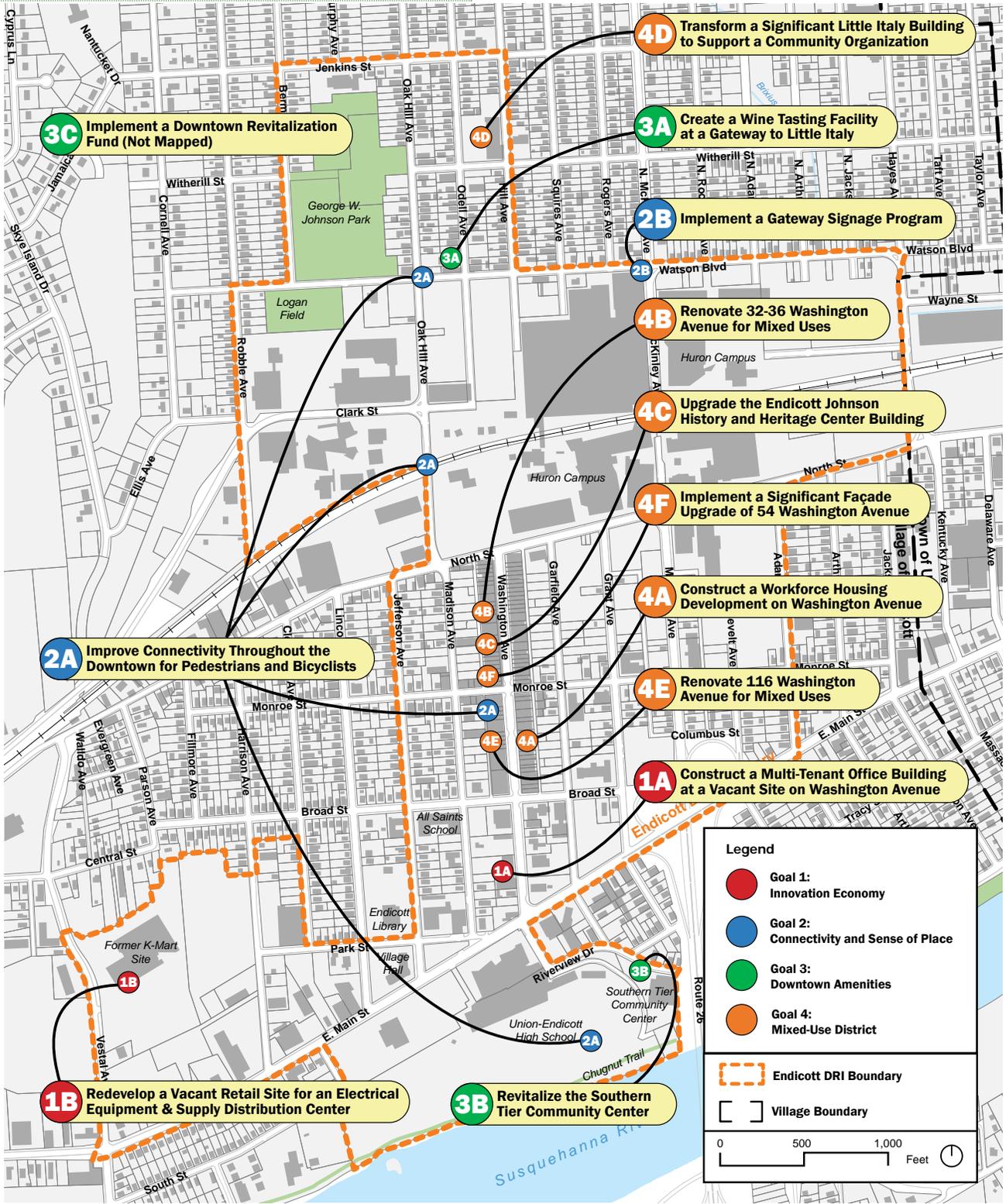
Feasibility: Projects recommended for DRI funding should be technically feasible, from a regulatory and permitting perspective, and have few “real property constraints.” Project readiness was also considered.

Public Support: Public feedback was solicited throughout the DRI planning process. Projects were favored that had a high level of LPC and public support.

Additional issues that the LPC considered when evaluating potential DRI projects include:

- The specific use of the DRI funding;
- Potential for alternative state or federal grants that could fund the project;
- Ongoing operating arrangements required to ensure that the project is successful; and
- Market demand, economic feasibility, and potential site control issues.

Projects Recommended for DRI Funding



Sources: Broome County; NYS GIS Clearinghouse; BFI Planning

PROJECTS PRIORITIZED FOR DRI FUNDING

1A:	Construct a Multi-Tenant Office Building at a Vacant Site on Washington Avenue	V-10
1B:	Redevelop a Vacant Retail Site for an Electrical Equipment & Supply Distribution Center	V-15
2A:	Improve Connectivity Throughout the Downtown for Pedestrians and Bicyclists	V-21
2B:	Implement a Gateway Signage Program	V-33
3A:	Create a Wine Tasting Facility at a Gateway to Little Italy.....	V-36
3B:	Revitalize the Southern Tier Community Center.....	V-41
3C:	Implement a Downtown Revitalization Fund	V-47
4A:	Construct a Workforce Housing Development on Washington Avenue.....	V-52
4B:	Renovate 32-36 Washington Avenue for Mixed Uses	V-57
4C:	Upgrade and Modernize the Endicott-Johnson History and Heritage Center Building.....	V-62
4D:	Transform a Significant Little Italy Building to Support a Community Resource	V-66
4E:	Renovate 116-118 Washington Avenue for Mixed Uses.....	V-70
4F:	Implement a Significant Facade Upgrade of 54 Washington Avenue.....	V-74

PROPOSED PROJECT SUMMARY TABLE

Project Title		Overview	Project Sponsor
1A	Construct a Multi-Tenant Office Building at a Vacant Site on Washington Avenue	Construct a two-story, 20,000-square-foot modern office building on a vacant, nearly one-acre site on Washington Avenue, with space for up to six professional tenants.	Ramco Development & Holdings, LLC
1B	Redevelop a Vacant Retail Site for an Electrical Equipment & Supply Distribution Center	Revitalize a long-vacant site as a warehouse distribution center, bringing 25 to 50 jobs to Endicott and transforming the Western Gateway into the Village's Downtown Core.	Green Mountain Electric Supply
2A	Improve Connectivity Throughout the Downtown for Pedestrians and Bicyclists	Implement a multi-pronged initiative to better link areas of the downtown, with a focus on improving safety and aesthetics, through measures such as sidewalk and curb extensions, crosswalk improvements, signage, landscaping and lighting, and addition of amenities such as benches and bike racks.	Village of Endicott
2B	Implement a Gateway Signage Program	Install three gateway signs at key entry points into downtown Endicott, building on a prior branding initiative funded through the Greater Binghamton Fund, to strengthen the sense of place and help visitors and residents navigate Village businesses and community resources.	Village of Endicott
3A	Create a Wine Tasting Facility at a Gateway to Little Italy	Establish a new wine tasting business in a newly constructed building in Little Italy, bringing vitality to the neighborhood through live music, outdoor dining, and a unique experience tasting New York-made beverages.	Madrona Tasting Room
3B	Revitalize the Southern Tier Community Center	Implement a series of building and site upgrades to help the Center better serve the Endicott community through improved interior spaces, lower energy costs and a smaller carbon footprint, and capital improvements that will keep the building safe and vibrant for years to come.	Southern Tier Community Center
3C	Implement a Downtown Revitalization Fund	Create a fund to help small businesses and property owners in the DRI Area make capital improvements. Eligible activities include facade improvements, interior upgrades, small business creation and expansion, and green building elements.	Village of Endicott
4A	Construct a Workforce Housing Development on Washington Avenue	Build a new, mixed-use development with 14 workforce housing units and ground floor retail, on a parking lot at a key location along Washington Avenue.	SEPP, Inc.

Total Project Cost	DRI Funding Request	Additional Funding	Proposed Starting Date	Anticipated Completion Date	Jobs Created
\$6,600,000	\$2,640,000	Bank financing	Fall 2022	Fall 2024	15-18 full-time and 3 part-time jobs
\$12,087,000	\$3,120,000	Bank financing, Broome County ARPA Funds, potential Restore NY funds	Winter 2023	Fall 2024	25-50 full-time jobs
\$3,787,000	\$3,787,000	None	Spring 2023	Spring 2025	None
\$525,000	\$525,000	None	Spring 2023	Spring 2024	None
\$925,000	\$271,000	Bank financing	Fall 2022	Summer 2022	1 full-time and 4 part-time
\$2,595,000	\$1,141,000	Town of Union, Decker Foundation, United Way of Broome County, Children's Home Endowment, Hoyt Foundation, Mee Foundation, Care Compass Network	Fall 2022	Spring 2023	10 full-time and 10 part-time
\$708,000	\$600,000	Private matching funds	Fall 2022	Spring 2024	Depends on the nature and extent of funded projects
\$5,451,000	\$402,000	First mortgage - NBT Bank, NYS HCR Housing Trust Funds, Community Investment Funds, Town of Union LDC Grant, Greater Binghamton Fund Grant, Equity - Deferred Developer Allowance, Equity - Capital Construction	Spring 2023	Summer 2024	10 part-time

PROPOSED PROJECT SUMMARY TABLE

Project Title	Overview	Project Sponsor
4B Renovate 32-36 Washington Avenue for Mixed Uses	Implement interior renovations and facade upgrades to a large mixed-use building to create two upper-floor apartments, strengthen existing tenant spaces, and bring in new uses including a restaurant.	3400 Real Estate Holding, LLC
4C Upgrade and Modernize the Endicott-Johnson History and Heritage Center Building	Improve the building's facade and lighting to attract additional visitors, and install a new, energy-efficient HVAC system to support the current museum and commercial and residential tenants.	Old Village of Union Historical Society
4D Transform a Significant Little Italy Building to Support a Community Resource	Support exterior renovations to the New Life Ministries facility to improve the look of the facade and lower the building's substantial energy costs, complementing interior renovations that would improve accessibility and functionality for community-facing uses.	New Life Ministries
4E Renovate 116-118 Washington Avenue for Mixed Uses	Improve a two-story mixed-use structure with renovations to the ground-floor commercial space and upper-floor apartments, facade upgrades, a new roof, and improvements to the rear deck and parking area.	WDTM, LLC
4F Implement a Significant Facade Upgrade of 54 Washington Avenue	Fund a major facade upgrade and other building improvements to support an ongoing interior renovation project, retaining the ground-floor business and upgrading spaces for upper-story office and residential uses.	WDTM, LLC

Total Project Cost	DRI Funding Request	Additional Funding	Proposed Starting Date	Anticipated Completion Date	Jobs Created
\$2,600,000	\$910,000	Developer financing	Fall 2022	Spring 2024	25 new jobs for the proposed restaurant, retaining 25 existing jobs in the building
\$530,000	\$370,000	Developer financing	Fall 2022	Spring 2023	None
\$1,856,000	\$400,000	Congregational support	Fall 2022	Summer 2024	None
\$250,000	\$100,000	Developer financing	Fall 2022	Spring 2023	None
\$251,000	\$100,000	Developer financing	Fall 2022	Spring 2023	2-3 full-time jobs

1A: CONSTRUCT A MULTI-TENANT OFFICE BUILDING AT A VACANT SITE ON WASHINGTON AVENUE

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$2,640,000
Total Project Cost	\$6,600,000

Project Description

The project site is a vacant, shovel-ready 0.88-acre parcel in the heart of Endicott's downtown business district. The property, which formerly housed a motel, has frontage on Washington Avenue, with secondary access on Madison Avenue, and is located approximately 200 feet from the intersection of Washington Avenue and East Main Street.

The proposed project involves constructing a 20,000-square-foot, two-story professional office complex, branded as Metrocenter West, housing up to six professional tenants. Two tenants, a financial planning firm and a law firm, have already confirmed interest. The remaining four tenants are anticipated to be a mix of office, personal service, and small food and beverage (e.g., a coffee shop) uses.

This proposed facility will draw new and existing businesses to the soon-to-be revitalized Washington Avenue corridor, increasing the daytime working population and generating additional customers for existing local restaurants and other businesses. From an urban design standpoint, the building would fill a significant gap in the corridor that is currently detracting from the streetscape and the nearby areas. The project sponsor is the current



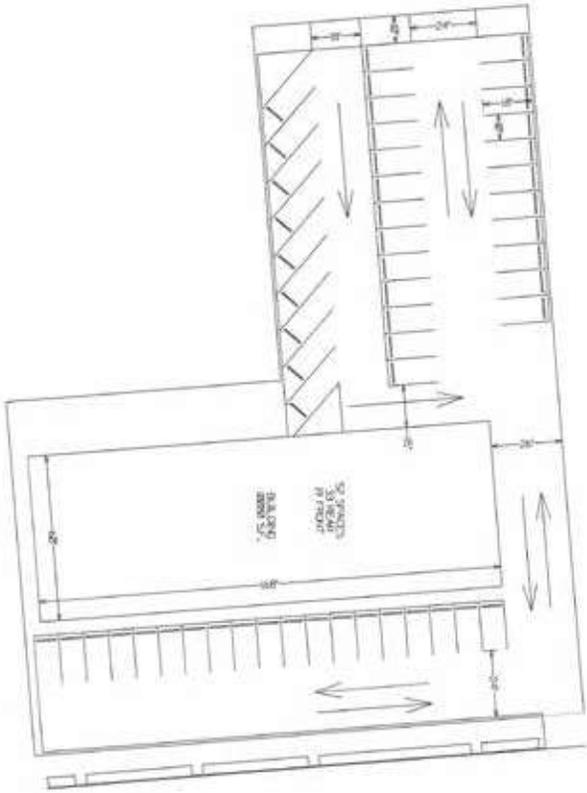
Project location



Vacant lot at 210-216 Washington Avenue



Rendering of proposed mixed-use building
Source: Ramco Development and Holdings, LLC



Proposed site plan

Source: Ramco Development and Holdings, LLC

owner of the site and previously worked with the Village and State on demolishing the motel under the Restore NY grant program. The proposed project is consistent with the existing zoning, and there are no known obstacles to the development.

This project is complementary to the Southern Tier Community Center revitalization and connectivity improvements (see Projects 2A and 3B), as future workers from the office building would be within a short walk of the Chugnut Trail and community center and could take advantage of these community amenities.

Project Location/Address

210-216 Washington Avenue

Project Sponsor

Ramco Development & Holdings, LLC

Project Ownership

Ramco Development & Holdings, LLC

Capacity

The project sponsor, Ramco Development and Holdings, LLC, and its affiliates have 28 years of experience constructing and managing commercial office space throughout the region. Within Endicott and the region, the sponsor manages a commercial building at 29-31 Adams Avenue, which is fully leased, as well as BOCES-leased properties in Endicott, Johnson City, and Apalachin. The most direct comparables to the proposed project that are managed by the sponsor are Metrocenter in Binghamton, a nearly 100,000-square-foot former shopping mall converted to an office building, which is nearly 100% leased, and an approximately 10,000-square-foot medical office building in Ithaca that is fully occupied. The project sponsor has prior experience in working under New York State grant programs and has indicated they will comply with all contracting and implementation requirements.

Project Partners

Marchuska Brothers Construction, LLC, an affiliate of Ramco Development & Holdings, LLC.

Strategies

DRI Strategies:

- Advance the establishment and expansion of new companies with facilities and infrastructure to invest and grow in downtown Endicott.
- Stimulate economic development by activating vacant or underutilized downtown properties.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Promote the Southern Tier’s innovative culture.

Decarbonization Strategies and Benefits

As a newly constructed building, the project presents significant opportunities to implement decarbonization strategies, and the sponsor has committed to meeting the NY Stretch Energy Code as is required for a new building of this size. Generally, the sponsor plans to use locally sourced materials where possible as well as energy-efficient design, including energy-efficient HVAC systems. The sponsor met with the State’s consultant on decarbonization, River Architects, to discuss potential measures to meet the code. Specific measures discussed included an all-electric variable refrigerant flow (VRF) HVAC system with either spray foam or blown-in cellulose insulation and panelized construction. Exact costs for these and other strategies to reduce carbon emissions will be determined in collaboration with NYSERDA and energy assessment professional.

Anticipated Revitalization Benefits

- Transforms a large vacant site in the heart of downtown Endicott into an active commercial use.
- Creates an estimated 15-18 full-time and three part-time professional jobs.
- Improves the lower Washington Avenue street-scape through construction of a modern and visually appealing design.

- Increases the tax revenue associated with the project site.
- Generates additional economic benefits through patronage of existing Endicott businesses by office workers.
- Spurs future investment in nearby properties from greater overall economic activity.
- Enhances the perception of safety and security by having more activity and “eyes on the street.”

Public Support

Respondents to the public survey indicated that the project would be effective at revitalizing downtown Endicott, as did attendees at the public workshops. Most respondents who did not support the project questioned DRI funding for any new construction, or had concerns about the building and site design, which can be addressed during the site plan approval process. One supportive survey respondent said, “It’s important for the public to see new private-sector investment and actual shovels in the ground to generate some enthusiasm and spur additional development.” Another noted that the project represents a “great design and needed open, energy-efficient office space.”

Jobs Created

15-18 full-time and 3 part-time jobs.

Project Budget and Funding Sources

Use of Funds	Funding Sources	Amount
Planning, Prep, and Site Work	Developer financing/DRI	\$700,000
Building Construction	Developer financing/DRI	\$3,100,000
Interior Fit-Out	Developer financing/DRI	\$2,800,000
Total DRI funds requested (40%):		\$2,640,000
Total funding from other sources (60%):		\$3,960,000
TOTAL PROJECT COST:		\$6,600,000

Note: Individual tasks would be funded by DRI at the same percentage as the overall DRI Allotment. All amounts are rounded to nearest thousand.

Feasibility and Cost Justification

Project costs were developed and provided by the project sponsor, based on their extensive experience in constructing comparable projects in the region.

The requested DRI contribution represents approximately 40% of the total project cost. The sponsor has indicated that this funding level is required in order to complete the project as planned, noting the escalating materials costs and the experience of a comparable, 20,000-square-foot medical office project in Ithaca, which cost \$7 million to construct. In addition, the sponsor indicated that construction of a building of this scale and quality is necessary to attract prospective tenants to Endicott, which is still an emerging office market and commands lower rents than Vestal or Binghamton.

Non-DRI funding would be in the form of conventional bank financing. The project sponsor provided a letter from its existing lender, Peoples Security,

confirming that, based on the information provided, the bank could potentially finance up to \$4 million for the project. The bank has a 13-year relationship with the sponsor and previously provided \$6.5 million in financing for a medical office building in Cortland.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Coordination with SHPO as part of environmental review (within 200 feet of a National Register-listed site)
- Compliance with Village Design Guidelines for non-residential development
- Construction and Building Permits

Timeframe for Implementation and Project Readiness

Project Phase and Tasks	Timeframe
<p>Phase 1: Planning and Development</p> <ul style="list-style-type: none"> ▪ SEQRA, site plan approval, building permits 	Months 1 – 3
<p>Phase 2: Site Prep Work and Utilities</p> <ul style="list-style-type: none"> ▪ Earthwork/grading ▪ Concrete foundations ▪ Underground piping 	Months 4 – 10
<p>Phase 3: Building Construction</p> <ul style="list-style-type: none"> ▪ Structural steel, wood trusses, and framing ▪ Roofing and interior work ▪ Siding and windows ▪ Plumbing, electrical, fire safety ▪ Interior finishes and painting 	Months 10 – 18
Total Timeframe: 18 months	

1B: REDEVELOP A VACANT RETAIL SITE FOR AN ELECTRICAL EQUIPMENT & SUPPLY DISTRIBUTION CENTER

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$3,120,000
Total Project Cost	\$12,087,000

Project Description

The project site is an approximately 18-acre property consisting of a 100,000-square-foot former Kmart store and associated surface parking. The store has been vacant for more than a decade, since it experienced substantial flooding. Both the Village and the Town of Union have worked for years to facilitate reinvestment in the site, including obtaining a Restore NY grant to demolish the building and make the site shovel-ready. The building itself is in need of significant renovation, and the overall site is in disrepair. The site detracts significantly from the overall quality of the Western Gateway to downtown Endicott and contributes to weakness throughout this commercial area. In addition, the property's proximity to the Jennie F. Snapp Middle School makes it a cut-through for students traveling from Main Street to the school facilities, creating safety concerns.

Green Mountain Electric Supply ("GMES"), a third-generation, family-owned business since 1953, has proposed to renovate the existing structure and redevelop the site as its third regional distribution center for electrical supplies and material. The proj-



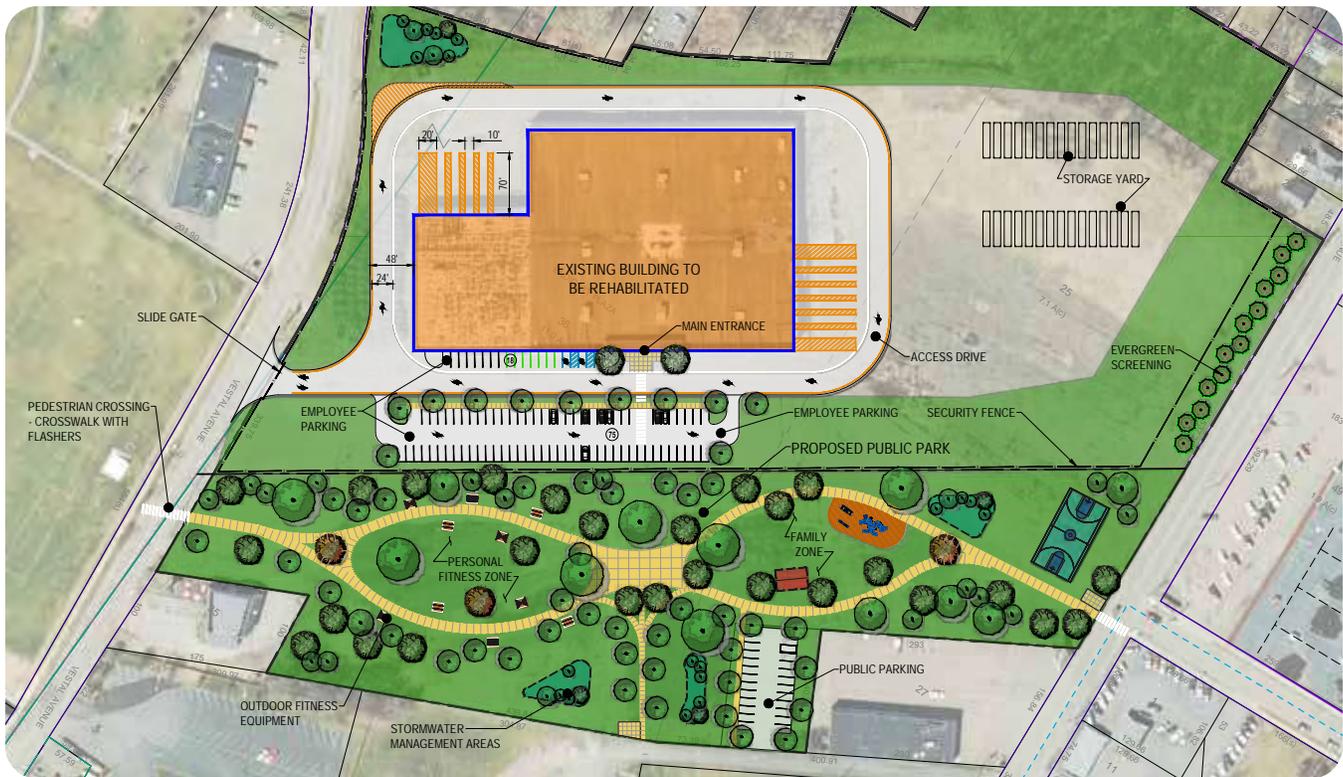
Project location



View of vacant building at 219 Vestal Avenue



Proposed Green Mountain Electrical distribution center
Source: Green Mountain Electric Supply



Proposed Site Plan

Source: Green Mountain Electric Supply

ect will include the full renovation of the building and upgrades to the existing pavement, curbing, landscaping, and related improvements.

This distribution center would serve GMES's 11 New York retail locations as well as stores in Pennsylvania. The facility would receive materials, such as pipe, wire, generators, and electrical components, from its vendors, store them, and then ship them out for its customers, while also maintaining inventory for its branch locations. No retail sales would occur at this site.

GMES anticipates employing 25 - 50 people after the completion of this project, and has committed to hiring 25 workers immediately upon the facility opening. Two of the company's similar distribution hubs employ 45-50 people, and are smaller buildings than the proposed Endicott facility. Anticipated jobs include truck drivers, warehouse staff, super-

visors, and a warehouse manager, with the project numbers and salaries provided in the table on page V-19.

As a future phase of the project, GMES has proposed to convey a 5.8-acre portion of the property, in fee simple or via easement to the Village of Endicott or another public entity (such as Broome County), for use as a public park and walkway to be used by students and the public. This feature would improve public safety by providing a clearly delineated pathway where none currently exists, and would create a public open space in a part of the Village lacking such amenities. This phase is not currently envisioned to be funded by DRI, but could potentially be funded by Restore NY funds (depending on property ownership) or other available State grant programs.



Green Mountain Electric site and public open space
Source: Green Mountain Electric Supply

Project Location

219 Vestal Avenue

Project Sponsor

Green Mountain Electric Supply

Property Ownership

The current owner is Rock Development Corp. GMES Realty, LLC, an affiliate of Green Mountain Electric Supply, which would be the new owner of the property and the proposed project, executed a purchase agreement for the property, dated June 17, 2022. The agreement is contingent upon GMES obtaining a zoning change to permit the proposed use.

Capacity

The project sponsor, GMES, was founded in 1953 in Vermont and steadily expanded its operations through the late 1990s, when it began opening branch locations. The company entered the New York market in 2008 through its acquisition of Glens Falls Electric Supply in Queensbury, and has since expanded to include locations in Albany, Bing-



Green Mountain Electric site and public open space
Source: Green Mountain Electric Supply

hamton, Cortland, Dunkirk, Goshen, Jamestown, Oneonta, Plattsburgh, and Red Hook. The sponsor is comfortable implementing a project of this scale and working under a New York State contract.

Project Partners

None for warehouse distribution facility phase of the project. The future public park would be owned and maintained by the public entity (not yet identified) that opts to take jurisdiction.

Strategies

DRI Strategies:

- Advance the establishment and expansion of new companies with facilities and infrastructure to invest and grow in downtown Endicott.
- Stimulate economic development by activating vacant or underutilized downtown properties.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

GMES has operated a renewable energy division, focused on photo-voltaic solar products, since 2011. The sponsor is committed to meeting the NY Stretch Energy Code, as is required for a building renovation of this scale, and potentially achieve a Net Zero building. Options include energy-efficient features such as LED lighting, lighting controls, and mini-split heat pumps, and the project would also be considered a candidate for rooftop solar installation. GMES met with the State's consultant on decarbonization, River Architects, to discuss potential measures to meet the code. Specific measures discussed included a range of insulation strategies and the use of all-electrical equipment such as forklifts.

Anticipated Revitalization Benefits

- Transforms a large, long-time vacant site with a history of challenging redevelopment into an active commercial use.
- Creates an estimated 25-50 full-time jobs.
- Improves the Western Gateway into downtown Endicott through removal of blight conditions with a significant building and site rehabilitation.
- Increases the tax revenue associated with the project site.
- Generates additional economic benefits through patronage of existing Endicott businesses by GMES employees.
- Spurs future investment in nearby properties from greater overall economic activity.
- Enhances the perception of safety and security by having more activity and "eyes on the street."

- Improves safety of students and members of the public traversing the site to reach the middle school facilities.
- Provides green building and site design to significantly reduce the emissions impact.

Public Support

Redevelopment of the vacant Kmart site was identified as a key project in the Village's DRI application. In the public survey, respondents indicated that the project would be effective at revitalizing downtown Endicott, and it was well received at the public workshops. Some respondents and workshop participants raised concerns about the impact of operations (particularly truck traffic). These issues can be addressed during the site plan approval process; however, the project sponsor provide initial information on truck circulation indicating that traffic would be lower than the previous retail use. One supportive survey respondent said, "It's great that a company has been identified and jobs would be produced. This area needs the focus of this grant."

Jobs Created

25-50 full-time jobs. See table on following page for jobs and salary ranges.

Project Budget and Funding Sources

Other funding sources are anticipated to include \$1 million from Broome County ARPA funds. In addition, the Village plans to seek to use \$423,000 remaining from the prior Restore NY grant award for the site, and/or to submit a letter of intent to apply for Restore NY funds for this project in the current funding round (letter of intent due in mid-August 2022) and potentially apply for future Restore NY funding in the next round that opens in the fall of 2022.

Proposed Jobs and Salary Range for Green Mountain Electrical Supply		
Job Title	Number of Jobs	Salary
Warehouse Manager	1	\$75,000-\$80,000
Warehouse Supervisor	3-4	\$50,000-\$60,000
Warehouse Worker	8-12	\$16-\$19/hour
Driver (Commercial Driver's License)	2	\$30/hour
Driver (non-CDL)	8	\$19-\$22/hour

Note: These values are for initial jobs for the project, 20-25 additional jobs may be added in the future.

Feasibility and Cost Justification

Project costs were provided by the project sponsor based on estimates by a local engineering firm that has prepared plans for the proposed project.

Non-DRI funding would be in the form of conventional bank financing, as well as potential Restore NY funds and Broome County ARPA funds. The project sponsor submitted a letter from NBT Bank stating they are in discussions for a loan to finance this project. The County Legislature approved the use of \$1 million in ARPA funds in June 2022 to advance economic development objectives for this site.

As noted, the property sale to Green Mountain Electrical Supply is contingent on the project sponsor obtaining a rezoning of the site to support the pro-

posed distribution center use. As of the writing of this Strategic Investment Plan, the Village had drafted a local law rezoning 95 parcels, including this project site, from the Neighborhood Commercial (NC) zoning district to the General Commercial (GC) district. This change would permit the proposed use of the property.

Regulatory Requirements

- SEQRA
- Site plan approval
- Compliance with Village Design Guidelines for non-residential development
- NYS DOT permitting
- Building permits

Use of Funds	Funding Sources	Amount
Site purchase	Bank financing	\$1,000,000
Building and Site Renovation, including roof replacement, asbestos abatement, electrical work, general building upgrades, and site landscaping, stormwater improvements, and paving.	DRI, Broome County ARPA funds, potential Restore NY funds, bank financing	\$11,087,000
Total DRI funds requested (26%):		\$3,120,000
Total funding from other sources (74%):		\$8,967,000
TOTAL PROJECT COST:		\$12,087,000

Timeframe for Implementation and Project Readiness

Project Phase and Tasks	Timeframe
<p>Phase 1: Planning and Development</p> <ul style="list-style-type: none"> Rezoning, SEQRA, site plan approval, building and NYS DOT permits 	Months 1 – 6
<p>Phase 2: Building Rehabilitation</p> <ul style="list-style-type: none"> Interior work including asbestos abatement and electrical Roof replacement Exterior upgrades (e.g. loading doors) Other miscellaneous building improvements 	Months 6 – 12
<p>Phase 3: Building Construction</p> <ul style="list-style-type: none"> Access, parking, and paving improvements Landscaping 	Months 12 – 15
<p>Future Phase</p> <ul style="list-style-type: none"> Development of public park on southern portion of current site. 	Months 15 - 24
Total Timeframe: 24 months	

2A: IMPROVE CONNECTIVITY THROUGHOUT THE DOWNTOWN FOR PEDESTRIANS AND BICYCLISTS

Project Type

Public Improvement

Cost Estimate

DRI Funding Request: \$3,787,000

Total Project Cost: \$3,787,000

Project Description

This project is a significant, multi-component initiative to improve overall pedestrian and bicycle connectivity throughout the DRI Area and to better link individual sub-areas, including the Little Italy neighborhood to the north and the Chugnut Trail along the Susquehanna River. The project also seeks to build from Endicott's pending streetscaping project along the Washington Avenue corridor (a Greater Binghamton Fund project). Through measures such as sidewalk and curb expansions, crosswalk improvements, signage, landscaping, lighting, and addition of amenities such as benches and bike racks, this DRI project aims to create a more welcoming environment for shopping, dining, and socializing.

Each of the components of this project contributes to improved mobility and access between the Downtown Core and sub-areas within the DRI Area. If implemented individually, these components would each benefit the Village, but would not tie into a larger network of complete streets. For example, implementing improvements in Little Italy would strengthen this important dining and shopping node within Endicott, but without addressing the Oak Hill Avenue connection under the railroad overpass, it would remain separated from the



Project Location



Cyclist on Washington Avenue



Location of proposed landscaping in parking lot



Homes on Oak Hill Avenue



Landscaping outside Oaks Inn



Proposed Little Italy Streetscapes

Downtown Core. Taken as a whole, these components create a network that draws visitors to points of interest throughout the DRI Area and provides a safe and attractive option for residents to access these areas without driving.

The project includes the following individual, yet interrelated components:

Little Italy Streetscape Improvements

The Village of Endicott proposes to use DRI funds to upgrade the streetscape along Oak Hill Avenue between Watson Boulevard and Witherill Street, which serves as the core of the Little Italy neighborhood. This component incorporates the following elements:

- Painted, stamped concrete crosswalks with ADA ramps at the Watson Boulevard and Witherill Street intersections with Oak Hill Avenue.
- Curbed bumpouts at intersections to reduce pedestrian crosswalk distances; vegetated bumpouts at targeted locations to aid in stormwater management; and grass sidewalk liners to reduce impervious surfaces.
- Addition of street trees and other streetscaping amenities (benches, trash cans, and bike racks).
- Installation of new lamp posts with decorative street lighting already owned by the Village.
- Painted, 3-foot bike lane along Oak Hill Avenue.
- Pedestrian directional signage to improve walkability and safety.

Oak Hill Avenue Connection

The presence of significant railroad and other utility infrastructure that serves the Huron Campus and crosses Oak Hill Avenue – as well as the slope of the roadway between North Street and Watson Boulevard – creates a major visual and psychological barrier between the Downtown Core and Little Italy. Although the actual distance is minimal, the infrastructure prevents discourages pedestrians from traveling between Little Italy and downtown Endicott. The deteriorated condition and weak aesthetics of the infrastructure also acts as a deterrent and contributes to safety concerns. DRI funds are proposed to address these issues through the following elements:

- Repairs to the overpass walls, railings, and sidewalks, including drainage improvements to prevent “weeping” of stormwater and resultant damage and staining.
- New lighting mounted from the walls, improving feelings of safety and creating an opportunity for placemaking.
- Painted murals mounted on the walls, treated for weatherproofing and graffiti deterrence, to create visual interest.
- Painted, 3-foot bike lane along Oak Hill Avenue.
- Full re-painting of the Norfolk Southern railroad bridge over the roadway.

Connections to the Downtown Core

The Village is proceeding with a major streetscaping initiative, funded by the Greater Binghamton Fund, along the entire three-block Washington Avenue corridor. That project will include streetscaping enhancements, landscaping, intersection improvements, and lighting. The Village proposes to use DRI funds to expand on this effort in the Downtown



View of Oak Hill Avenue underpass



View of Oak Hill Avenue underpass



Precedent image for murals at the Oak Hill Ave. underpass



Precedent image for lighting at the Oak Hill Ave. underpass

Core, focusing along the Monroe Street and North Street corridors. The following elements are proposed:

- Oak Hill Avenue/North Street intersection and North Street east to Washington Avenue:
 - Curbed and vegetated bumpouts to better align the intersection, reduce crossing distances, and decrease impervious coverage.
 - Painted, 3-foot bike lane along North Street to connect with future bike lanes on Oak Hill and Washington Avenues.
 - Solar-powered street lights along Oak Hill Avenue and North Street.



View of Monroe Street looking west to Washington Avenue

- Monroe Street between East and West Ideal Alley:
 - Expanded curbing to widen sidewalks and match planned improvements on Washington Avenue.
 - Shade trees and stormwater plantings.
 - Painted, 3-foot bike lane to connect with future bike lane on Washington Avenue.
 - Solar-powered street lights along the corridor.
 - New benches and trash cans.
- Monroe Street between East Ideal Alley and McKinley Avenue, and between West Ideal Alley and Jefferson Avenue:
 - Shade trees and stormwater plantings.
 - Painted, 3-foot bike lane to connect with future bike lane on Washington Avenue.



- ① Expanded curb edge matching improvements on Washington Avenue, and for enhance pedestrian safety and environment.
- ② Reconfigured right-of-way to include an expanded sidewalk, and clarify travel lanes at 10-12' wide. No change in the number of lanes.
- ③ Shade tree planting w/ storm water infrastructure.
Two-way bike lane marking to provide continuity to the new bike infrastructure and network improvements on Washington Avenue and the proposed bike lane on North Street.
- ⑤ Prefabricated, temporary parklet deployable in a standard parking lot of 9'X18'. Current configuration shows a street café.
- ⑥ On-street metered parking.
- ⑦ Solar powered street lighting.
- ⑧ Permanent street benches.
- ⑨ Street trash cans with separate bins for recycling and waste sorting.

Monroe Avenue improvements at Washington Avenue
Source: MUD Workshop

West Ideal Alley and Parking Lot Improvements

West Ideal Alley is a paved right-of-way running north-south between North and Broad Streets parallel to municipal parking lots, providing access, including for loading, to the rear of buildings fronting Washington Avenue. The alley is not aesthetically appealing and does not contain any meaningful amenities to attract visitors or feel safe and welcoming. In addition, the large public parking lot along Madison Avenue just south of North Street is significantly underutilized and in poor and deteriorating condition.

The Village proposes to use DRI funds to reimagine this area as a welcoming, aesthetically appealing gathering space that would entice residents and visitors to stroll down the alley and visit local businesses. The following specific elements are proposed:

- Solar-powered lights in the parking lot and along West Ideal Alley and Madison Avenue.
 - Pavement treatment along West Ideal Alley to designate the corridor as pedestrian-only, with access for loading to serve businesses.
 - Repaving of the parking lot, including creation of landscaped islands.
 - New sidewalk along Madison Avenue.
 - Pedestrian directional signage to improve walkability and safety.
- Creation of a central “green” within the parking lot, adjacent to West Ideal Alley, including flex space for a stage area for special events.
 - New landscaping throughout the parking lot and along Madison Avenue.



View of West Ideal Alley parking lot



Proposed West Ideal Alley parking lot improvements

Source: MUD Workshop

Chugnut Trail Improvements

There is an opportunity to better connect the Chugnut Trail to the rest of the downtown and make it a more attractive recreational resource for visitors and residents. The following specific elements are proposed via DRI funding:

- Signage at the south side of Main Street opposite the Washington Avenue intersection, to alert visitors of the ability to access the trail along Club House Road.
- Painted pathway along Club House Road to demarcate the trail access.
- Painted, stamped crosswalk across Main Street, with ADA ramps.
- Benches and bike racks at the trailhead area.
- Grading and drainage improvements along the trail to reduce ponding after storms.

Art Park Phase 2

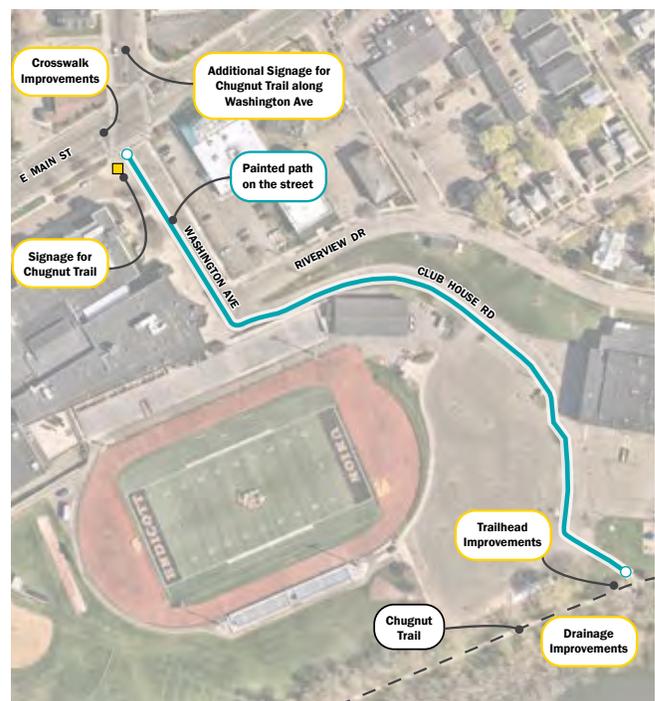
As part of the Greater Binghamton Fund, Broome County was previously awarded funds to construct an Art Park in downtown Endicott. The goal of the proposed park, one of three located in the Triple Cities, was to create a multi-functional gathering space with public art and placemaking features that spur innovation, collaboration, and creativity. The



Existing view of Club House Road



View of Club House Road and Chugnut Trail connection



Proposed Chugnut Trail improvements

proposed park would be located in the northern portion of an existing Village parking lot at 106-122 Garfield Avenue, with the remaining portion of the site to be upgraded as a newly landscaped parking lot to serve both the downtown and the Art Park.

Escalating costs associated with materials for project implementation require that the parking lot portion be moved to a later phase and funded through DRI. The costs for the parking lot improvement have been estimated by the Village's consultant, LaBella, and incorporated into the larger downtown connectivity project. The work involves new paving, curbing, stormwater management, ADA improvements, and installation of landscaped islands.

Security Cameras

Stakeholder interviews and public engagement throughout the DRI process indicated concerns about safety at night in downtown Endicott. The Village previously undertook an analysis of the potential to install security cameras and wireless technologies in the downtown, and now proposes

to build on this effort to install security cameras throughout the DRI Area. A total of 24 cameras would be installed in the Downtown Core as well as in Little Italy, along Oak Hill Avenue at the railroad overpass, along West Ideal Alley, and in the future Art Park.

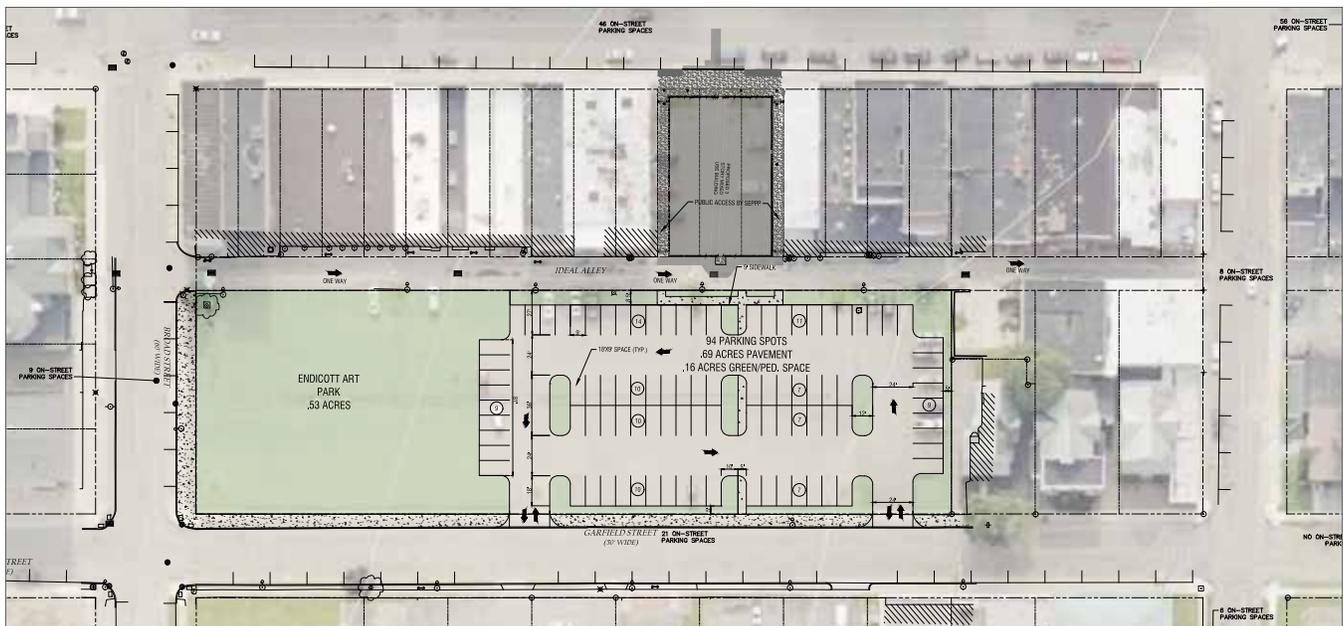
The proposed connectivity improvements are intended to link as many DRI projects as possible, providing safe, welcoming, and attractive walking alternatives to reach local businesses, community resources, and recreational amenities in the Village. In particular, the improvements would better connect the Little Italy area (see Projects 3A and 4D) with DRI projects in the Downtown Core (see Projects 1A, 3B, 4A, 4B, 4C, 4E, and 4F).

Project Location

DRI Area

Project Sponsor

Village of Endicott



Proposed Art Park Phase 2 design. Source: LaBella Associates

Property Ownership

Proposed improvements would occur within public rights-of-way and Village-owned parking areas. To the extent that any private property is involved, the Village would obtain temporary access agreements to complete the required work.

Capacity

The Village of Endicott Department of Public Works has the capacity to undertake and maintain this project, based on its prior experience in managing similar projects such as the Washington Avenue streetscape initiative, which is funded by a State grant. The Village will issue an RFP to engineering and construction firms to design and construct capital improvements.

Project Partners

- New York State Department of Transportation
- Norfolk Southern
- Oak Hill Avenue Improvement Corporation
- Endicott Rotary Club
- Union-Endicott School District

Strategies

DRI Strategies:

- Improve multi-modal connectivity with an emphasis on biking and walkability enhancements.
- Invest in signage and wayfinding improvements to make downtown Endicott easier to navigate for residents and visitors alike.
- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.

- Leverage technology and best-practices to further a “Smart Downtown” and enhance the function of infrastructure.

REDC Strategies:

- Develop tourism businesses in the Southern Tier.

Decarbonization Strategies and Benefits

The proposed project is intended to facilitate walking and biking throughout the DRI Area by improving pedestrian connections, enhancing safety, and expanding bike infrastructure. A greater prevalence of non-vehicular travel to and around the downtown will promote reduced automobile use, with resulting positive impacts on emissions. In addition, various components of this project – in particular the West Ideal Alley parking lot and the Art Park parking lot – will reduce the amount of paved area, lessening the heat island effect.

Anticipated Revitalization Benefits

- Improves walking and biking conditions throughout the DRI Area, making downtown Endicott a more attractive, safer, and welcoming place for visitors and residents alike.
- Generates economic activity through patronage of Endicott businesses.
- Spurs additional investment of private property owners in the vicinity of proposed public improvements.
- Reduces auto usage in and around the downtown.
- Enhances the perception of safety and security by having more activity and “eyes on the street.”

Public Support

Both the public survey and the second public workshop addressed the West Ideal Alley and parking lot and Chugnut Trail improvements separately from the overall downtown connectivity improvements, as these were individual projects at the time of the survey. However, at the workshop, each of these components garnered positive responses. In the survey, both the West Ideal Alley/parking lot improvements and the larger connectivity project received strong public support, with survey respondents indicating these projects would spur revitalization. The Chugnut Trail improvements received moderate support. On the overall downtown connectivity initiative project, one survey respondent said, "These are the kinds of improvements that will actually improve

the lives of Village residents, especially in these areas." Another said of the West Ideal Alley/parking lot improvements, "Placemaking in the Downtown parking lots is a must," while another called the site the "perfect location for community events that would alleviate the blocking off of Washington Ave. while still bringing in business." Of the Chugnut Trail component, a respondent said, "Trails add so much to our quality of life and attract young families!"

Jobs Created

None

Project Budget and Funding Sources

See table below.

Use of Funds	Funding Sources	Amount
Mobilization: demolition/site prep, maintenance & protection of traffic, erosion & sediment control	DRI	\$115,000
Little Italy		
<ul style="list-style-type: none"> ▪ Crosswalks with ADA ramps ▪ Bumpouts, grass liners, and sidewalk improvements ▪ Trees, lights, signage, trash cans, benches, bike racks ▪ Painted bike lane 	DRI	\$775,000
Oak Hill Avenue Connection		
<ul style="list-style-type: none"> ▪ Wall, railing, and sidewalk repair and drainage improvements ▪ Lighting ▪ Murals ▪ Painted bike lane ▪ Bridge painting 	DRI	\$309,000
Downtown Core Connectivity		
<ul style="list-style-type: none"> ▪ Crosswalks with ADA ramps ▪ Bumpouts, new curbing, sidewalk extensions, paving ▪ Street lights, trash cans, benches ▪ Trees and stormwater treatment ▪ Painted bike lane 	DRI	\$722,000

Project Budget and Funding Sources (cont.)

Use of Funds	Funding Sources	Amount
West Ideal Alley/Parking Lot Improvements		
<ul style="list-style-type: none"> ▪ New medians, pavement, striping, sidewalks ▪ Landscaping ▪ Lights and signage 	DRI	\$608,000
Chugnut Trail Connection		
<ul style="list-style-type: none"> ▪ Signage, benches, bike racks ▪ Crosswalk with ADA ramps ▪ Painted path demarcation ▪ Trail grading and drainage improvements 	DRI	\$34,000
Security Cameras		
<ul style="list-style-type: none"> ▪ Little Italy ▪ Oak Hill Avenue ▪ Downtown Core ▪ West Ideal Alley ▪ Art Park 	DRI	\$324,000
Art Park Phase 2		
<ul style="list-style-type: none"> ▪ Parking lot paving, curbing, striping, stormwater improvements, landscaping 	DRI	\$805,000
Restoration/cleanup/demobilization		\$95,000
TOTAL DRI FUNDS REQUESTED :		\$3,787,000
Total funding from other sources:		None
TOTAL PROJECT COST:		\$3,787,000

Numbers are rounded to the nearest thousand. Individual project components incorporate design and legal fees; general conditions, overhead, and profit; and contingencies for labor and materials cost escalations.

Feasibility and Cost Justification

Streetscape and bike/pedestrian connectivity improvements throughout the DRI Area would build on prior public investments and further a transformation of downtown Endicott. Besides offering a significant improvement in access and connectivity in and around the downtown, the proposed project would also upgrade the aesthetic appeal of the circulation network. The combination of improved connectivity and physical enhancements may in turn incentivize local businesses to locate in Endicott

while also making the downtown more welcoming to Village residents as well as visitors from the surrounding region, who may in turn patronize downtown Endicott's shops, restaurants, and cultural attractions. Lastly, the proposed changes will make walking, biking, and public transit more attractive means for navigating the Village while reducing the need for an automobile. Expanded multi-modal transportation choices not only help reduce the mobility expenses of local residents but also help to reduce the carbon footprint from automobile traffic.

Project costs were developed by the consultant team based on detailed assumptions as to the type and number of proposed improvements, reflecting best practices in civil engineering and landscape design. The costs also reflect construction mobilization and demobilization costs as well as soft costs including design/legal fees.

The Endicott Department of Public Works does not anticipate any additional annual municipal costs for streetscape maintenance and operations.

Regulatory Requirements

- SEQRA
- Broome County approvals
- Potential coordination with New York State DOT and Broome County Transit
- NYSDEC and Army Corps of Engineers floodplain permitting, as needed

Timeframe for Implementation and Project Readiness

The Village of Endicott, the project sponsor, is prepared to begin the public input process and work toward initiating the design phase upon completion of contracting with New York State.

Project Phase and Tasks	Timeframe
Phase 1: Public Input Process <ul style="list-style-type: none"> ▪ Vision workshops. 	Months 1 – 3
Phase 2: Design <ul style="list-style-type: none"> ▪ Schematic design. 	Months 4 - 8
Phase 3: Approvals <ul style="list-style-type: none"> ▪ Site plan and SEQR. 	Months 8 – 12
Phase 4: Construction <ul style="list-style-type: none"> ▪ Construction, including mobilization and demobilization. 	Months 12 – 24
Total Timeframe: 24 months	

2B: IMPLEMENT A GATEWAY SIGNAGE PROGRAM

Project Type

Public Improvement

Cost Estimate

DRI Funding Request	\$525,000
Total Project Cost	\$525,000

Project Description

This project includes the installation of three gateway signs at key entrances into downtown Endicott, building on a prior branding initiative funded through the Greater Binghamton Fund. The specific locations of gateway signs would be determined by the Village, potentially with additional public input, but could include any of the following places:

- Oak Hill Avenue at Watson Boulevard
- McKinley Avenue at Watson Boulevard
- North Street at Washington Avenue
- North Street at Jackson Avenue
- Washington Avenue at Main Street

The Village's gateway signage being implemented as part of the Washington Avenue streetscape improvements is located at the intersection of Monroe Street and McKinley Avenue. This signage brands downtown Endicott as "The Avenue." A similar design and theme could be used for the signage at other gateways to the Downtown Core, while the Village could consider a "Little Italy" branded sign at Oak Hill Avenue and Watson Boulevard.

Although the specific locations of signs are not known, this project is similar to the connectivity improvements (see Project 2A) in that it will link many



Project location



Proposed gateway sign at McKinley Avenue and Watson Boulevard
Source: BFJ Planning

of the DRI projects by helping visitors and residents navigate among Village businesses, community resources, and recreational amenities.

Project Location

DRI Area, specific sites to be determined

Project Sponsor

Village of Endicott

Property Ownership

Proposed improvements would occur within public rights-of-way.

Capacity

The Village of Endicott Department of Public Works has the capacity to undertake and maintain this project, based on its prior experience in managing similar projects such as the Washington Avenue streetscape initiative, which is funded by a State grant. The Village will issue a Request for Proposals (RFP) to engineering and construction firms to design and construct capital improvements.

Project Partners

- New York State Department of Transportation
- Oak Hill Avenue Improvement Corp.

Strategies

DRI Strategies:

- Invest in signage and wayfinding improvements to make downtown Endicott easier to navigate for residents and visitors alike.
- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.

REDC Strategies:

- Develop tourism businesses in the Southern Tier.

Decarbonization Strategies and Benefits

None

Anticipated Revitalization Benefits

- Beautifies the public realm and creates a sense of arrival into the downtown.
- Unifies sub-areas of the downtown through cohesive design and branding.
- Generates economic activity through patronage of Endicott businesses with increased foot traffic.
- Spurs additional investment of private property owners in the vicinity of proposed public improvements.
- Enhances the attractiveness of downtown Endicott for out-of-town visitors.
- Enhances the perception of safety and security by having more activity and “eyes on the street.”

Public Support

At the time of the public survey and the second public workshop, this project incorporated a broader marketing and branding strategy that included, but was not limited to, gateway signage. The public support for the larger project was moderate, with positive (but limited) feedback at the workshop and survey respondents indicating the project would be effective at downtown revitalization. Notably some survey participants gave no response to this project, suggesting an opinion that more information was needed. Generally, the signage components of the larger branding and marketing project garnered the most interest. One survey respondent said, “A sense

that you have arrived somewhere is important, and branding and marketing is necessary to accomplishing such.”

Jobs Created

None

Project Budget and Funding Sources

Use of Funds	Funding Sources	Amount
Gateway signs (3 at \$175,000 each)	DRI	\$525,000

Regulatory Requirements

- SEQRA
- Broome County approvals
- Potential coordination with New York State DOT

Feasibility and Cost Justification

Cost estimates for this project were based on the established cost of the gateway sign to be installed at the Monroe Street and McKinley Avenue intersection using Greater Binghamton Fund awards, under the assumption that the design for additional gateway signs would be comparable.

Timeframe for Implementation and Project Readiness

The Village of Endicott, the project sponsor, is prepared to begin the public input process and work toward initiating the design phase upon completion of contracting with New York State.

Project Phase and Tasks	Timeframe
Phase 1: Public Input Process <ul style="list-style-type: none"> ▪ Vision workshops. 	Months 1 – 3
Phase 2: Design and Engineering <ul style="list-style-type: none"> ▪ Schematic design. 	Months 4 - 6
Phase 3: Approvals <ul style="list-style-type: none"> ▪ Site plan and SEQR. 	Months 6 – 8
Phase 4: Construction <ul style="list-style-type: none"> ▪ Construction, including mobilization and demobilization. 	Months 8 – 12
Total Timeframe: 12 months	

3A: CREATE A WINE TASTING FACILITY AT A GATEWAY TO LITTLE ITALY

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$271,000
Total Project Cost	\$925,000

Project Description

The Madrona Tasting Room, currently operating in Chenango Forks, is proposing to expand by creating an additional wine tasting facility, event space, and live music venue at 107 Odell Avenue in Little Italy. The company is based in the Southern Tier and showcases wine, beer, cider, mead, and spirits from throughout New York. The tasting room would offer beverage tastings and sales and offer food from local businesses, and would also have a gift shop with crafts from local businesses and artists.

The proposed project would demolish a vacant and structurally unsound building on the site and replace it with a new two-story building with a deck for outdoor seating and live music. The existing two-story building is next to an open grassed lot. The proposed building would have the same two-story layout but would add a rooftop bar and a large 30-foot by 70-foot deck on the south side of the building for outdoor seating.

The Madrona Tasting Room is not a typical bar or restaurant, and brings a new experience to Endicott and Little Italy. The first floor of the proposed building would have the main tasting room, bar, a small kitchen, and a small stage for live music. The second floor would have a small bar and seating area that



Project location



Existing building to be demolished at 107 Odell Avenue



Rendering of proposed Tasting Room at 107 Odell Avenue
Source: Madrona Tasting Room

could be used for private events or overflow seating. The center of the second floor would be open to the first floor below, creating a unique secluded but connected atmosphere where guests sitting on the second floor could watch live music while still being in a separate space. The rooftop deck and ground-level deck would each offer outdoor tasting and dining experiences, while the outdoor deck would be designed to connect to the live music stage on the first floor, allowing guests to sit inside or outside and enjoy live, local entertainment.

The company's mission is to help support the growth of New York State and local small businesses by building a unique tasting room, shop, and event venue. Having seasonal, rotating menus in each category as well as gift shop items, the customer base has grown rapidly, and the Madrona Tasting Room is looking to branch out and bring this unique experience to the Little Italy neighborhood of Endicott.

The project site occupies a prominent Little Italy location and will be supported by the connectivity improvements (see Project 2A) which will both enhance the pedestrian environment in this neighborhood and will better link it to the Downtown Core.

Project Location/Address

107 Odell Avenue

Project Sponsor

Robert Schurech, Owner of the Madrona Tasting Room

Property Ownership

The current owner is Dibari Realty Holdings, LLC. The Madrona Tasting Room has executed a purchase agreement for the property, dated July 25, 2022,

and provided the agreement to the DRI consultant team. The sale is anticipated to close by August 30, 2022.

Capacity

As noted, the Madrona Tasting Room has an established tasting room in Chenango Forks, a roughly 30-minute drive northeast of Endicott. The project sponsor has been planning to open a tasting room in Endicott for years, and was previously planning on being tenants at 118 Odell Avenue (which is under the same current ownership as 107 Odell Avenue), but decided to pursue this project where they could own and operate their own facility.

The tasting room in Chenango Forks has operated successfully since its opening in late 2020 and is very popular in the greater Binghamton area, hosting live music on weekends, community fundraisers, and private parties like bridal showers and corporate events. In 2021, the company was honored with the Emerging Business award by Commerce Chenango, the chamber of commerce organization for Chenango County. Based on the success of this location, the Madrona Tasting Room is also planning a similar facility in downtown Owego.

Project Partners

None

Strategies

DRI Strategies:

- Stimulate economic development by activating vacant or underutilized downtown properties.
- Facilitate the location and expansion of shopping and dining opportunities.
- Support the growth of arts and cultural attractions and events.

REDC Strategies:

- Transform the food and agriculture industry.
- Develop tourism businesses in the Southern Tier.

Decarbonization Strategies and Benefits

The proposed project would not be required to meet the NY Stretch Energy Code due to the size of the proposed new building. However, given that the project is new construction, it presents opportunities for more energy-efficiency measures as compared with the existing building. These include new windows, doors, building insulation, and HVAC systems.

Anticipated Revitalization Benefits

- Brings short-term construction jobs to Endicott with demolition of an existing structure and construction of a new building.
- Introduces a new type of hospitality use to Little Italy, which is already well-known for its Italian restaurants, complementing established restaurants by offering a place to visit before or after a meal.
- Creates 5 jobs for managers and tasting specialists.
- Supports regionally produced wine, beer, cider, mead, and spirits, and features local food and crafts which helps keep money in the local economy.
- Generates employment for musicians by hosting performances, which also boosts the arts in Endicott.
- Builds an image for Endicott as offering nightlife and entertainment options, providing reasons for employees from the Huron Campus and other local workers to linger after work to shop, dine, and attend special events.

Public Support

The Madrona Tasting Room has received extensive public support throughout the process, both in its originally proposed location and in the final proposal. The LPC and members of the public agreed that the tasting room would add vitality to Endicott as a unique business that would generate a buzz for Little Italy. The tasting room was originally proposed for another location in Little Italy, but roughly halfway through the planning process, the sponsor and the property owner came to an agreement to acquire 107 Odell Avenue, which would provide an opportunity for the sponsor to design and construct a new building on a more ideal site in Little Italy. The LPC strongly encouraged this move, recognizing the opportunity to improve the Madrona Tasting Room project, activate a long-vacant parcel with high visibility in Little Italy, eliminate a structurally deficient building, and leverage a key opportunity for outdoor dining due to the open lots south of the building.

The project was also supported by attendees at the second public workshop and respondents to the public survey thought the project would be transformative for Endicott, representing moderate support relative to all projects. One survey respondent noted that “wineries and breweries are an important industry to include in economic revitalization.”

Jobs Created

The project sponsor would hire four tasting specialists and one site manager to staff the tasting room. The Madrona Tasting Room would also directly support the local and regional economy through hiring musicians as live entertainment and by selling foods and crafts created in New York State.

Project Budget and Funding Sources

See table below.

Feasibility and Cost Justification

The Madrona Tasting Room has been working with Atlas James Construction and Fabrication, a local contracting firm out of Vestal, New York, which provided estimates for the demolition of the vacant structure and construction of the new two-story building with outdoor deck and roof deck. The full-service company has decades of experience in the Southern Tier, including at least one prior DRI-funded project (the Shear Paradise salon expansion in Owego).

The project sponsor submitted a letter from Visions Federal Credit Union which states the project sponsor and the credit union are in discussions for project financing.

The project sponsor is requesting DRI funds amounting to approximately 29 percent of the total project cost. This investment would bring a unique wine tasting business to Endicott's Little Italy that would complement the neighborhood's outstanding restaurants. The Madrona Tasting Room would also attract local residents and workers with their patio since Endicott lacks options for outdoor dining. The live music stage would feature local musicians and bring a buzz to Little Italy.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Historic District review
- Compliance with Village Design Guidelines for non-residential development
- Construction and Building Permits

Use of Funds	Funding Sources	Amount
Site purchase	Developer financing	\$150,000
Planning, Design, and Permitting	Developer financing/DRI	\$18,000
Demolition of Existing Building	Developer financing/DRI	\$45,000
Site Work	Developer financing/DRI	\$60,000
Construction of New Building	Developer financing/DRI	\$652,000
Total DRI funds requested (29%):		\$271,000
Total funding from other sources (71%):		\$654,000
TOTAL PROJECT COST:		\$925,000

Note: Individual tasks would be funded by DRI at the same percentage as the overall DRI Allotment. Numbers are rounded to the nearest thousand.

Timeframe for Implementation and Project Readiness

See table below. The project sponsor has site control through a purchase agreement and is ready to begin demolition of the existing building upon award of DRI funding.

Project Phase and Tasks	Timeframe
<p>Phase 1: Planning and Development</p> <ul style="list-style-type: none"> ▪ SEQRA, site plan approval, demolition and building permits 	Months 1 – 3
<p>Phase 2: Building Demolition, Site Prep Work, and Utilities</p> <ul style="list-style-type: none"> ▪ Demolition of existing building ▪ Earthwork/grading ▪ Concrete foundations ▪ Underground piping 	Months 4 – 6
<p>Phase 3: Building Construction</p> <ul style="list-style-type: none"> ▪ Structural steel, wood trusses, and framing ▪ Roofing and interior work ▪ Siding and windows ▪ Plumbing, electrical, fire safety ▪ Interior finishes and painting ▪ Outdoor decks 	Months 7 – 10
Total Timeframe: 10 months	

3B: REVITALIZE THE SOUTHERN TIER COMMUNITY CENTER

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$1,141,000
Total Project Cost	\$2,595,000

Project Description

The revitalization of the Southern Tier Community Center (STCC) includes interior and exterior renovations to allow the facility to improve services to youth and families of Endicott. Upgrades to the dated building would transform it into a fully-functioning recreational and community facility.

The STCC is currently undergoing an interior renovation that includes upgrades to its gym and basketball courts, indoor pool, and locker rooms. These improvements would not be funded by DRI. The DRI-funded improvements entail proposed exterior upgrades including improving the building's facade and front entry vestibule, removing and replacing exterior windows, repairing and replacing the roof, and resurfacing the parking lot and outdoor basketball court. The applicant also proposes to renovate and upgrade the kitchen and small gyms inside the building. These improvements would help expand community programming and enhance and repair the building, lowering energy costs and the building's carbon footprint.



Project location



View of parking lot and entrance



Entrance and facade upgrades after renovation
Source: Southern Tier Community Center

Building Facade and Front Entry Vestibule Upgrades

The building's dated facade would be upgraded with an aesthetically appealing design to welcome Endicott into the new STCC. A modern curtain wall system would be installed to protect the inside of the entrance from the elements, an upgrade in energy-efficiency. After renovation, the vestibule would serve as a small foyer leading into the reception area and would be decorated to greet visitors, encourage membership, provide community information, and have space for children and families to gather. The renovation would ensure the entrance is ADA-accessible, and would also include upgraded electrical and fire alarm systems to meet local and state guidelines.

Exterior Window Replacement

The STCC is proposing to replace the existing outdated windows with modern energy-efficient alternatives to help lower energy bills and reduce the building's carbon footprint. The new windows will be better insulated, which will also increase soundproofing and generate less condensation, preventing mold.

Roof Repair and Replacement

Much of the current roof is near the end of its useful life, and the STCC is proposing to replace it where necessary and repair portions that can be kept. The new and upgraded roof will help the building avoid water damage, lower utility costs through improved energy-efficiency, and ensure the building's safety. The existing roof has cracks and holes, and although the STCC has patched them throughout the years, water continues to leak into the building during storms, requiring replacement of ceiling tiles and even the use of buckets to catch rainwater in recent



*Proposed improvements to parking lot and basketball court.
Source: Southern Tier Community Center*



*View of fitness studio after renovation.
Source: Southern Tier Community Center*

years. The Town of Union has committed \$70,000 of funding to help replace the roof, and the remaining \$125,000 would be covered by DRI funds.

Kitchen Renovations

The building's kitchen is used to prepare and serve snacks to school-age children in the child-care program. DRI funding would be used to renovate the space to accommodate more community-centered programming like cooking classes and the preparation of larger meals for the community. Post-renovation, the kitchen would also be able to be a community café and lounge space for teens, where they can learn about the food industry, entrepreneurship, and culinary arts. The community

café would also host arts, music, educational, and networking events. These events can help teens learn how to create a menu, market, price and advertise their products, and learn financial literacy.

Upgrades and Renovations to Small Gym Rooms

The STCC has two small gyms that need repairs and reimagining. The STCC is proposing to replace old flooring, fix the ceiling, upgrade insulation, and install acoustical panels so one gym can be used as a fitness class studio (dance, yoga, Zumba, Pilates, etc.) and the other can be used as a rock climbing center. These gyms could have many other uses as needed by the STCC.

This project complements the proposed Chugnut Trail improvements (see Project 2A) by providing enhanced programming and recreational options in close proximity to the trail amenities. In addition, the STCC site is within a short walking distance of the proposed office building at 210-216 Washington Avenue (see Project 1A), whose tenants and workers would benefit from the availability of these recreational and communities resources.



*View of rock climbing center after renovation.
Source: Southern Tier Community Center*



*View of kitchen after renovation.
Source: Southern Tier Community Center*

Project Location

1 Clubhouse Road

Project Sponsor

Southern Tier Community Center, a registered DBA of Children's Home of Wyoming Conference

Property Ownership

Children's Home of Wyoming Conference

Capacity

The Southern Tier Community Center has successfully undertaken renovation of portions of the existing structure to-date using local engineers,

architects, and contractors in addition to enlisting their own maintenance team to assist with the completion of phases of the overall project. The oversight of the project is led by the STCC Executive team, Children's Home Board of Directors, as well as an Advisory Board Committee. STCC maintains the capacity and commitment to bring the proposed project to completion.

Project Partners

Decker Foundation, United Way of Broome County, and Town of Union

Strategies

DRI Strategies:

- Create additional opportunities for year-round recreation and activities.
- Invest in buildings and uses that support community-oriented organizations and services.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.

REDC Strategy:

- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

The proposed project would meet the NY Stretch Energy Code, as required due to the scale of the project, by helping make the building much more energy-efficient. The new windows would be Northern Star Energy Rated. The new roof would be more efficient than the current roof which has cracks and leaks, and the building entrance and vestibule enhancement would include an HVAC upgrade with a new efficient model. The exterior curtain wall system in the vestibule will help keep the elements out when visitors enter the building, and the refurbishment of the bottom of the exposed building would include insulation and an air seal which will make the building more energy-efficient.

New LED lighting would be installed at the parking lot and outdoor basketball court and in the kitchen and small gym spaces. The small gyms and kitchen would also receive upgraded ventilation and energy recovery units.

The total estimated cost of the proposed decarbonization improvements is \$511,200.

Anticipated Revitalization Benefits

- New entrance, vestibule, windows, and repaved parking lot and outdoor basketball court are more welcoming to the Endicott community.
- Renovated interior spaces allow the STCC to expand exercise and community classes, and the rock climbing wall would be a new attraction in the Triple Cities. These additional programs and facilities help to improve the health of the overall community.
- Building improvements lower energy costs and the building's carbon footprint.
- The STCC provides after school childcare which allows parents to stay in the workforce or take jobs that operate outside of traditional school hours.
- Creates both short-term construction jobs and longer-term jobs through expanded programming.
- Capital improvements keep the building in good condition for the medium-term and the STCC staff can focus on developing and funding programming for the Endicott community.
- Expanded programming for school age children and at-risk youth and families, improving long-term outcomes such as academic achievement; resilience to mental health conditions, chronic stress, and trauma; and prevention of risky behaviors such as drugs and alcohol use.

Public Support

This project has received consistent support from the public and the LPC throughout the DRI process. Respondents to the public survey agreed that the project would help revitalize downtown Endicott, making this among the most overwhelmingly supported of Endicott's potential DRI projects. One respondent noted, "The loss of the former Boys and

Girls Club where this [would be] located was a significant loss to the community. The property is close to Downtown, and its improvement could have multi-tiered benefits." Another survey participant said, "The community center is right at the start of the Chugnut Trail and is a center of activity for the youth in our area that needs to be expanded and embraced." The project also received a high amount of support during the open house portion of second public workshop.

The LPC has also strongly supported the STCC project throughout the DRI planning process, and encouraged the project sponsor to expand the proposed scope to increase its transformative impact for the community. The original scope was limited to interior renovations and repaving the parking area and outdoor basketball court, and the sponsor increased the scope to include window replacements, a new roof, building insulation, and

utility upgrades. The expanded scope would help the STCC remain an anchor in downtown Endicott for many years into the future by improving the building structure and lowering energy costs through improved building energy-efficiency.

Jobs Created

10 full-time and 10 part-time

Project Budget and Funding Sources

The project would be funded through DRI funds, non-DRI grant funding, and the endowment of the Children's Home of Wyoming. All non-grant funding has been received by the STCC or is committed by the grantor. See table below for a funding breakdown.

Use of Funds	Funding Sources	Amount
In-process (non-DRI-funded) Building Renovations (Pool, basketball and multi-purpose gym, locker rooms, strength training areas, Teen Center upgrades, AC Installation and HVAC upgrades)	Decker Foundation, United Way of Broome County, Children's Home Endowment, Hoyt Foundation, Mee Foundation, Care Compass Network	\$1,384,000
Small Gym Renovations (Fitness Studio and Rock Climbing wall) and Kitchen Remodel	DRI	\$305,000
Outdoor Parking Lot and Basketball Court Improvements	DRI	\$210,000
Building Roof and Windows Replacement, and Exterior Entry Reconstruction	DRI, Town of Union	\$696,000
Total DRI funds requested (44%):		\$1,141,000
Total funding from other sources (56%):		\$1,454,000
TOTAL PROJECT COST:		\$2,595,000

Note: Individual tasks would be funded by DRI at the same percentage as the overall DRI Allotment. Numbers are rounded to the nearest thousand.

Project Phase and Tasks	Timeframe
<p>Phase 1:</p> <ul style="list-style-type: none"> ▪ Roof replacement, exterior windows replacement ▪ Resurface Parking Lot and Outdoor Basketball Court Improvements 	Months 1 – 3
<p>Phase 2:</p> <ul style="list-style-type: none"> ▪ Renovation of Dance Studio 	Months 4 - 6
<p>Phase 3:</p> <ul style="list-style-type: none"> ▪ Construction of Rock Climbing Wall and Kitchen Upgrades ▪ Facade and Front Vestibule Upgrades 	Months 6 – 18
Total Timeframe: 18 months	

Feasibility and Cost Justification

The project cost projections were created in coordination with Delta Engineers, a local A&E firm with an office in Endwell, NY. The cost projections include contingencies for rising materials and labor prices. The project is feasible because the STCC has received project funding from numerous public and nonprofit sources, and has started and completed portions of the non-DRI funded building renovations.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Compliance with Village Design Guidelines for non-residential development
- Construction and Building Permits
- Broome County Health Department Approval

Timeframe for Implementation and Project Readiness

See table above.

3C: IMPLEMENT A DOWNTOWN REVITALIZATION FUND

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$600,000
Total Project Cost	\$708,000*

* Total Project Cost assumes 20% private match

Project Description

The Downtown Revitalization Fund is proposed to further allow revitalization of the downtown beyond specific projects recommended for DRI funding. The Fund would be used to provide the community with an additional opportunity to apply for funds to support projects that will further enhance the vitality of downtown Endicott.

Consistent with State guidance, this project would create a fund to help small businesses in the DRI Area make capital improvements that enhance the aesthetics, energy efficiency, and environmental impact of their buildings or property. The focus of the Downtown Revitalization Fund is on capital projects that will create a physical and visible impact to buildings and businesses within downtown Endicott. The Fund would be available to owners of existing buildings/properties within the DRI Area, and administered through a competitive selection process.

The Downtown Revitalization Fund could be used for interior/exterior renovations, machinery/equipment, and associated soft costs and signage. Specific program criteria will be set by the Village, as



Potential Project - Crooked Mouth Brewing



Potential Project - 23 Washington Ave



Potential project - 114 Oak Hill Avenue

the implementing agency; however, the DRI Local Planning Committee recommended the following guidelines:

- **Location:** Property must be located within the DRI Area. Projects located on Washington Avenue or North Street should take priority.
- **Eligible Activities:** The LPC expressed that the highest-priority activity is facade improvements, with a secondary priority of ground-floor interior renovations for commercial activities.
- **Match:** Applicants will be required to provide a minimum percentage of matching funds of the total project cost. The New York Main Street program, which requires a minimum private match of 25%, could be used as a guide; however, the Village could consider a lower required match (as low as 10%) for projects along Washington Avenue and North Street.
- **Other Guidance:** Projects should be consistent with applicable Village design guidelines, and selected properties should be current on their taxes and not subject to any current code violation.

The Fund would be administered by the Village of Endicott. The Village intends to issue a Request for Qualifications (RFQ) to select a consultant to assist in managing the program. Endicott has used this arrangement in the past to implement its New York Main Street program on Washington Avenue.

Eligible activities under the Downtown Revitalization Fund could include:

- **Facade Improvements:** The Fund could be used to implement improvements such as window replacements, historic restoration, signage improvements, or activation of vacant storefronts. Facade improvements could also include the addition of murals to enliven blank walls.

- **Small business creation and expansion:** This Fund could help local residents start or expand businesses with targeted capital funds. These funds could be used for interior or exterior renovations including storefront improvements; machinery and equipment renovations; soft costs such as architectural design and engineering fees; and signage.
- **Green building elements:** This Fund could help building owners improve the energy-efficiency of their properties and further decarbonization strategies through measures such as rooftop solar panels, window replacement, or heating/electrical improvements.
- **Upper-story renovations:** Funds could be used by building owners for interior renovations to activate upper stories of mixed-use buildings for residential use.

Although the specific locations of Downtown Revitalization Fund projects have not been determined, these projects should be complementary to other projects that involve new or expanded commercial space (see Projects 1A, 1B, 3A, 4B, 4C, 4E, and 4F), helping to strengthen Endicott's potential as a shopping and dining attraction. In addition, potential Fund projects could relate to new or expanded community amenities (see Projects 3B and 4D), as attendees of programs and events at these facilities can be expected to patronize Village shops and restaurants. Lastly, Fund projects can relate to other DRI projects that involve new housing opportunities (see Projects 4A, 4B, 4E, and 4F), given that new employees of businesses will need local housing options.

Project Location

DRI Area

Project Sponsor

Village of Endicott

Property Ownership

Individual property and business owners participating in the Fund.

Capacity

The Village of Endicott would be the local administrative entity for this project. The Village has experience administering similar local grant programs, including the New York Main Street Program. As noted, the Village would issue an RFQ for a grant administration consultant to help manage the Downtown Revitalization Fund, as it has done with the current Main Street grant.

Project Partners

Individual property and business owners participating in the Fund.

Strategies

DRI Strategies:

- Stimulate economic development by activating vacant or underutilized downtown properties.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Facilitate the location and expansion of shopping and dining opportunities.
- Support the growth of arts and cultural attractions and events.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.

- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

Decarbonization strategies would vary by project, but facade and building upgrades often include new energy efficient windows, and lighting, and potentially include new heating and A/C systems.

Anticipated Revitalization Benefits

- Results in immediate aesthetic and functional improvements to downtown Endicott, with these improvements to be felt most strongly on Washington Avenue.
- New and renovated retail space provides jobs, taxable sales, and more shopping and dining opportunities for those visiting and living in the area.
- Generates greater foot traffic and activity levels, changing the narrative that downtown Endicott has limited restaurants and hospitality businesses open in the evenings and weekends.
- Encourages private investment and attracts new businesses to locate in downtown Endicott.
- Increases the downtown residential population, creating a larger customer base for local businesses.
- Enhances the Village's tax base through property improvements.
- Reduces the carbon footprint of existing buildings through energy-efficiency upgrades.
- Promotes a healthier lifestyle and decreases the environmental footprint of future residents living in downtown mixed-use buildings.

Public Support

The Downtown Revitalization Fund has received significant support from the public and from the LPC because of its ability to fund lower-cost projects like simple facade upgrades and to reach applicants who did not have projects ready in time for inclusion in the Strategic Investment Plan. Respondents to the public survey stated the Fund would help revitalize downtown Endicott. One respondent said, "The town needs a breath of life blown into its face. YES," while another stated, "Anything to help make any of those buildings look new and liven up the area. Downtown Endicott and this area needs this!!" Attendees at the second public workshop also supported the Downtown Revitalization Fund and suggested that it should concentrate investment on Washington Avenue.

Jobs Created

To be determined, depending on the nature and extent of funded projects.

Project Budget and Funding Sources

See table below.

Feasibility and Cost Justification

DRI funds would be used for building construction and renovation, site work, interior fit-outs, and fees for a grant administration consultant. The Downtown Revitalization Fund would be managed

and administered by a grant administration consultant who the Village would hire through a competitive process.

There is demonstrated interest in the types of projects eligible for the Downtown Revitalization Fund, as indicated by the projects that were received in the Open Call for Projects that were not considered large enough to be standalone DRI projects. In addition, the Village Manager contacted property owners to gauge their interest in applying for the Downtown Revitalization Fund and received expressions of interest from several owners.

Potential projects that may be eligible for a Downtown Revitalization Fund include:

- 8 Washington Avenue, 11 Washington Avenue, and 23 Washington Avenue. The owner of these properties has expressed interest in seeking funds for building renovations.
- 51 Washington Avenue and 59 Washington Avenue. The owner of these properties has expressed interest in seeking funds for building renovations, and may also be interested in renovating 1106 Monroe Street and 1200 Monroe Street.
- 14-16 Washington Avenue. The property owner is currently renovating the building using funds from the Main Street program, but DRI funding would allow for additional interior and exterior renovations.

Use of Funds	Funding Sources	Amount
Renovation, Architectural, and Environmental	DRI	\$540,000
	Private match (assumed 20% of total cost for each project)	\$108,000
Grant Administration (10 percent of DRI funded amount)	DRI	\$60,000
Total Project Cost:		\$708,000

Note: Numbers are rounded to the nearest thousand.

- 2 Washington Avenue. This building currently has a ground-floor commercial space and upper-floor apartments. It is a key gateway onto Washington Avenue from North Street and the Huron Campus.
- 101 Hill Avenue. Originally submitted through the Open Call for Project Proposals for building renovations.
- 114 and 116 Odell Avenue. Originally submitted through the Open Call for Project Proposals for building renovations.
- Little Italy Heritage Center. Originally submitted through the Open Call for Project Proposals for building renovations.
- Crooked Mouth Brewing. Originally submitted through the Open Call for Project Proposals for building/site improvements and equipment upgrades.

Taken together, small projects eligible for the Downtown Revitalization Fund would have a transformative impact by encouraging investment in existing buildings and providing financial assistance to small business/property owners that may otherwise not be able to participate in the DRI opportunity.

Regulatory Requirements

- Submit administrative plan for approval from NYS HCR
- Establish procurement policies and procedures
- SEQRA
- Site Plan Approval (as needed)
- Historic District review (as needed)
- Compliance with Village Design Guidelines for CBD district and/or non-residential development (as needed)
- Building permits

Timeframe for Implementation and Project Readiness

The timeline below is a sample phasing plan for an individual project. The Downtown Revitalization Fund would continue to be administered until the project funding expires. Each project applicant would work with the Village of Endicott to prepare a scope of work and cost estimate before requesting bids or proposals.

Project Phase and Tasks	Timeframe
Phase 1: Program Design <ul style="list-style-type: none"> ▪ Program design. ▪ Application and agreement with selected applicants 	Months 1 – 8
Phase 2: Project Design and Approvals <ul style="list-style-type: none"> ▪ Schematic design and work plan. 	Months 9 – 12
Phase 3: Construction and Grant Closeout <ul style="list-style-type: none"> ▪ Implementation 	Months 13– 18
Total Timeframe: 18 months	

4A: CONSTRUCT A WORKFORCE HOUSING DEVELOPMENT ON WASHINGTON AVENUE

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$402,000
Total Project Cost	\$5,451,000

Project Description

The Washington Avenue Apartments would be a new mixed-use development at 121-125 Washington Avenue, currently developed with a small parking lot and some minor landscaping improvements. The proposed project would be a 17,727-square-foot, three-story building with 14 one-bedroom apartments and 3,307 square feet of ground-floor commercial space. The residential units would be energy-efficient, workforce housing units designed for households with incomes up to 90% of Area Median Income (AMI).

The proposed project would add high-quality commercial space and much-needed workforce apartments to a location that is currently used for surface parking and creates a gap in the streetscape of the Washington Avenue mixed-use corridor. Bringing modern residential units and commercial tenants to the Avenue would increase downtown vitality by adding at least 14 additional residents and additional jobs.

The building would have an appealing design that mixes classic building elements and modern sensibility. The ground floor would have large glass windows with black or tan window frames, with a tan



Project location



Existing parking lot at 121-125 Washington Avenue



View of proposed Washington Avenue Apartments
Source: SEPP

stone and brick facade. The two upper stories would have a tan stucco facade with two large columns grounding the building and connected to a classical roof line.

The proposed project is across the street from 116-118 Washington Avenue (see Project 4E); these two projects are complementary by improving the aesthetic conditions and adding residents and workers to this portion of the Avenue.

Project Location

121-125 Washington Avenue

Project Sponsor

SEPP, Inc.

Property Ownership

The Village of Endicott currently owns the property. The developer, SEPP, Inc., has a fully-executed one-year option to acquire the property from the Village dated September 20, 2021. This option contains an automatic six-month renewal clause.

Capacity

SEPP, Inc. (the project sponsor) and its related companies ("SEPP") own and manage multiple projects in the region, most of which were constructed under its direction. SEPP began developing and managing affordable housing projects in 1978 and employs a team of development, finance, management, and maintenance specialists.

SEPP is an experienced 501(c)(3) not-for-profit (NFP) developer, which will have a defined and functional role in the development and management of the project through the extended use period. The project will be owned by SEPP's wholly owned subsidiary, SEPP Washington Avenue, LLC. SEPP will be

responsible for the application process, acquisition, loan closing, construction supervision, and organizational filing.

SEPP Management Co., Inc. will be responsible for management of the property, including leasing apartments, site management, marketing, and compliance. SEPP Management Co., Inc., is a NYS 501(c)(3) corporation, established in 1990, and is well-known to HUD, USDA Rural Development (RD), and NYS HCR. Currently, SEPP manages 12 properties comprised of 536 units under a variety of programs, including Section 8, RD, and Low-Income Housing Tax Credits (LIHTC).

SEPP's most recent project, located in the Fairmont Park neighborhood of the Town of Union, contains 34 apartment units (17 two-bedroom and 17 three-bedroom) and was constructed and fully occupied within a 14-month period from start to finish.

Two Plus Four Construction, a Women-Owned Business Enterprise (WBE), located in Syracuse, NY, is the general contractor responsible for construction, hiring subcontractors and all other construction functions. Two Plus Four Construction has extensive experience with multi-family housing projects, including successful Davis-Bacon compliance reporting using the Elations system, M/WBE utilization and other compliance reporting related to the use of federal funding.

Lakewood Development II, located in Syracuse, NY, is the development consultant for the project and has many years of experience in developing affordable multi-family housing projects located throughout New York State.

Zausmer-Frisch, located in Syracuse, NY, will be the architectural engineer responsible for design and specification preparation. Zausmer-Frisch was

founded in 1971 and has planned and designed over 200 million square feet of commercial and multi-family housing space.

Project Partners

SEPP Management Co., Inc., an affiliate of SEPP, Inc Design and construction project partners include Two Plus Four Construction, Lakewood Development, and Zausmer-Frisch.

Strategies

DRI Strategies:

- Support mixed-use development that provides for downtown living opportunities.
- Stimulate economic development by activating vacant or underutilized downtown properties.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.

REDC Strategy:

- Promote the Southern Tier’s innovative culture.

Decarbonization Strategies and Benefits

As a newly constructed building greater than 5,000 square feet, the proposed project must satisfy NY Stretch Energy Code requirements. The sponsor proposes to meet these requirements through the use of high-quality roof and wall insulation, modern windows, and an efficient HVAC system. The HVAC system would use air source heat pumps for heating a cooling, and a central electric heat pump would be used for domestic hot water. Building insulation would be continuous rigid insulation. The building would also be constructed in accordance with the

NYSERDA New Construction Housing Program (NC-H) Carbon Neutral-ready or higher standards. The building is also expected to receive LEED Gold certification. The total cost of these project components is approximately \$97,000.

Anticipated Revitalization Benefits

- Brings at least 14 full-time residents to Washington Avenue who will support area businesses and services and help bring life to downtown Endicott.
- Fills a gap in the Washington Avenue streetscape, improving the overall pedestrian environment.
- Creates a visible sign of positive momentum in Endicott, encouraging nearby property owners to invest in building and site improvements.
- Offers new high-quality space for a commercial business to operate on Washington Avenue, bringing jobs and foot traffic.
- Projected to pay \$30,500 in property taxes annually, compared with zero taxes currently being received as a Village-owned property.

Public Support

This project was received favorably during the open house portion of the second public workshop and respondents to the DRI survey stated it would be transformative for downtown Endicott. One survey respondent noted that “clean, safe, AFFORDABLE housing is sorely needed!” The LPC has supported the project as it will bring new housing to Washington Avenue from a professional developer who consistently constructs and manages high-quality housing.

Jobs Created

Upon completion, the project will employ two part-time employees to support the housing units. Using an estimate of 2.5 workers per 1,000 square feet of commercial space, the ground-floor commercial use would employ approximately 8 people.

Project Budget and Funding Sources

The total project cost is \$5,450,980. The permanent financing includes Low-Income Housing Trust Funds, Federal Housing Trust Funds, CIF Funds, a Greater Binghamton Fund Grant, a Town of Union Local Development Corporation Grant, Owner's equity and Deferred Developer's Fees. SEPP applied for NYS HCR Housing Trust Funds in the funding

Use of Funds	Funding Sources	Amount
Property Acquisition from the Village of Endicott	Developer financing, Non-DRI grant funding	\$50,000
Building design, permitting, and approvals	Developer financing, grant funding	\$1,113,000
Site preparation and construction of the mixed-use building	DRI funding, developer financing, grant funding	\$4,288,000
Total DRI funds requested (7%):		\$402,000
Total funding from other sources (93%):		\$5,049,000
TOTAL PROJECT COST:		\$5,451,000

Note: Numbers are rounded to the nearest thousand.

Funding Source	Amount	Status
First Mortgage – NBT Bank	\$400,000	Committed
NYS HCR Housing Trust Funds	\$1,750,000	To Apply For
Community Investment Funds	\$593,584	Applied For
DRI Funding	\$401,817	Applied For
Town of Union LDC Grant	\$840,000	Committed
Greater Binghamton Fund Grant	\$1,215,579	Committed
Equity – Deferred Developer Allowance	\$200,000	Committed
Equity – Capital Contribution	\$50,000	Committed

round announced in July 2022. Although the project's application was not successful, SEPP intends to apply for the next funding round later in 2022.

A construction loan will be provided by NBT Bank with a 4.25% interest rate for 16 months (14-month construction period with 2 months to convert to permanent financing). NBT will also provide permanent 30-year mortgage financing of \$400,000 at 5.75%.

Feasibility and Cost Justification

Project costs were provided by the project sponsor and its development team. As the DRI funding requested represents roughly 7% of the overall project cost, this proposed project has substantially leveraged outside capital. The project has already received a Negative Declaration under the SEQRA process and obtained Village of Endicott site plan approval. A Phase I ESA has been completed, with no recognized environmental conditions.

As noted, a significant portion of the project's financing is dependent upon NYS HCR funding, and SEPP was not successful in its funding application for the round awarded in July 2022. However, the sponsor intends to re-apply for the next funding round (later in 2022).

Regulatory Requirements

All public approvals have been received for this project. The project sponsor would apply for a building permit once all funding is received.

Timeframe for Implementation and Project Readiness

The construction phase is 14 months with a certificate of occupancy expected in December 2023 and permanent financing in February 2024.

Project Phase and Tasks	Timeframe
<p>Phase 1: Project Design and Approvals</p> <ul style="list-style-type: none"> Schematic design and work plan. 	Complete
<p>Phase 2: Construction and Grant Closeout</p> <ul style="list-style-type: none"> Implementation 	Months 1– 14
Total Timeframe: 14 months	

4B: RENOVATE 32-36 WASHINGTON AVENUE FOR MIXED USES

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$910,000
Total Project Cost	\$2,600,000

Project Description

The proposed project is an interior renovation and facade upgrade of 32-36 Washington Avenue, a two-story mixed-use building totaling 20,000 feet. The building currently hosts four tenants; but a portion remains vacant. The first floor has one suite leased to an insurance agent and a second suite leased to a billiards hall. In the basement, a chiropractor rents a suite plus an additional room that functions as a Pilates studio. A portion of the top floor is leased to a dance studio, with the remaining area vacant.

The proposed 32-36 Washington Avenue project would include interior renovations to create two residential apartments on the second floor, a restaurant, and enhancements to the existing office space to bring in new tenants and retain existing users. Renovations to the commercial space include replacing the flooring, repairing walls, and upgrading electrical systems, as well as fitting out the future restaurant space. The Applicant has been in discussion with a notable local restaurateur with experience operating restaurants in the Triple Cities and regionally, who is interested in bringing a fine dining establishment to the space once it becomes available.



Project location



Existing view of 32-36 Washington Avenue



Proposed facade upgrades at 32-36 Washington Avenue
Source: 3400 Real Estate Holding LLC



32-36 Washington Avenue proposed site plan
 Source: 3400 Real Estate Holding LLC

The building's current facade is dominated by large windows with reflective glass. The facade renovation would include removing the entire facade down to the building framing and replacing it with a new brick and Dryvit facade, and installing new energy-efficient, non-reflective windows and doors. The building improvements would also include replacing dated signage with modern signs. The surface parking lot in the rear of the building is deteriorating and would be excavated and replaced with a new parking area, with new landscaping proposed along the front and back of the property to provide aesthetic appeal. The building's roof is also old and would be repaired where needed.

The proposed interior renovation and facade upgrades to this significant building on Washington Avenue would help reinvigorate downtown Endicott and build on the area's positive momentum. The proposed landscaping would add greenery to the streetscape and soften the hard edges of the downtown buildings. The project will also generate additional employment opportunities in Endicott, with the additional employees and residents increasing patronage of local businesses.

The building at 32-36 Washington Avenue is next door to the Endicott-Johnson History and Heritage Center building (see Project 4C) and on the same block as 54 Washington Avenue (see Project 4F). Taken together, these three projects would trans-



32-36 Washington Avenue Redevelopment proposed facade
Source: 3400 Real Estate Holding LLC

form a significant portion of the Washington Avenue streetscape through facade improvements and new tenants.

Project Location

32-36 Washington Avenue

Project Sponsor

3400 Real Estate Holding, LLC

Property Ownership

3400 Real Estate Holding, LLC

Capacity

3400 Real Estate Holding, LLC is owned by Jeremy Sager, President and CEO of JKS Home Improvement. JKS Home Improvement is a full-service contracting company based out of Endwell, New York, with 20 years of experience working on interior and exterior renovations. JKS has experience working in retail, commercial, and office buildings throughout the Southern Tier. Notable projects include the JKS Home Improvement showroom, Grande's Restaurant in Binghamton, and office space renovations for Lockheed Martin.

Project Partners

None

Strategies

DRI Strategies:

- Support mixed-use development that provides for downtown living opportunities.
- Stimulate economic development by activating vacant or underutilized downtown properties.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Facilitate the location and expansion of shopping and dining opportunities.
- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.
- Create additional opportunities for year-round recreation and activities.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Transform the food and agriculture industry.
- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

The 32-36 Washington Avenue project would be required to meet the NY Stretch Energy Code due to the size of the building renovation. The renovation would include installing new windows, doors, and new roofing materials, replacing the building's facade, and installing energy-efficient zoned thermostats for interior spaces and energy-efficient water heaters for the two residential units. Each of these improvements would meet or exceed the NY Stretch Code.

Anticipated Revitalization Benefits

- Enhances a significant yet dated building facade in the heart of downtown Endicott, improving the aesthetic appearance in the vicinity and encouraging other property owners to invest in building renovations.
- Proposed improvements lower energy costs and the building's carbon footprint.
- Adds residents on Washington Avenue to support area businesses and services and help bring life to downtown Endicott.
- Offers new high-quality renovated spaces to support existing tenants and bring new commercial businesses to Washington Avenue, bringing jobs and foot traffic.
- Enhances the Village's tax base through a significantly upgraded property.
- As the site is within the Downtown Core, promotes a healthier lifestyle and decreases the environmental footprint of future residents.

Public Support

This project has received consistent support from the public and the LPC. The building is in a prime location on Washington Avenue, and upgrading the dated facade has been very popular. The project received support at the open house portion of the second public workshop; attendees commented that it is "important to have a beautiful looking building when people come into downtown Endicott," and "we need modern resident housing on the Avenue." Roughly two-thirds of the project survey respondents stated this project would revitalize downtown Endicott, making it among the more highly rated projects. One survey respondent said, "these types of improvements would be huge for improving the look and feel of Washington Avenue." Another commented, "Help bring people to Washington Avenue, I am all for it."

Jobs Created

The proposed project would create approximately 25 jobs in the new restaurant, and would retain approximately 25 jobs from the current tenants.

Use of Funds	Funding Sources	Amount
Phase 1: Project Design and Approvals Design of updated floor plans and facade. Application for Building and Electrical Permits	DRI funding, developer financing	\$260,000
Phase 2: Creation of Restaurant Space and Residential Units	DRI funding, developer financing	\$1,300,000
Phase 3: Renovation of Office and Commercial Space	DRI funding, developer financing	\$650,000
Phase 4: Facade Renovation and Roof Repair	DRI funding, developer financing	\$390,000
Total DRI funds requested (35%):		\$910,000
Total funding from other sources (65%):		\$1,690,000
TOTAL PROJECT COST:		\$2,600,000

Note: Individual tasks would be funded by DRI at the same percentage as the overall DRI Allotment. Numbers are rounded to the nearest thousand.

Project Budget and Funding Sources

See table above. Financing of this project is anticipated to be paid partially in cash and the balance being financed through a local financial institution.

Feasibility and Cost Justification

The project sponsor has outright ownership of 32-36 Washington Avenue, and has experience managing construction and renovation projects in the Southern Tier. The sponsor submitted a letter of support from Senator Fred Akshar (52nd Senate District), and has relationships with contractors and lending institutions in the Triple Cities. The sponsor submitted a proof of funds letter from Visions Federal Credit Union in Endicott, indicating access to a substantial amount of funds, and has a strong 20-year relationship with the credit union. Visions Federal Credit Union stated that the funds were

available for use at any time and that the sponsor would be able to apply for a loan from the credit union at any time.

The sponsor is proposing to cover 65 percent of the total project cost with its own equity, and is only asking for 35 percent DRI Funding.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Historic District Review
- Compliance with Village Design Guidelines for CBD District
- Construction and Building Permits
- Broome County Health Department Approval (for the restaurant)

Timeframe for Implementation and Project Readiness

Construction is proposed to commence within three months of funding award. The construction phase for the living space and retail area of this project would take begin first, with an anticipated time frame of 12-18 months for completion.

Project Phase and Tasks	Timeframe
Phase 1: Project Design and Approvals <ul style="list-style-type: none"> ▪ Design of updated floorplans and facade. ▪ Application for Building and Electrical Permits 	Months 1 - 3
Phase 2: Creation of Restaurant Space and Residential Units	Months 3 – 9
Phase 3: Renovation of Office and Commercial Space	Months 10 - 12
Phase 4: Facade Renovation and Roof Repair	Month 13 – 18
Total Timeframe: 18 months	

4C: UPGRADE AND MODERNIZE THE ENDICOTT-JOHNSON HISTORY AND HERITAGE CENTER BUILDING

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$370,000
Total Project Cost	\$530,000

Project Description

The Endicott-Johnson History and Heritage Center is located within a large, historic three-story building that was originally constructed in 1920 for Burt's Department Store. A two-story structure was added in 1926, bringing the building's total area to 25,000 square feet. The building is divided into five equal spaces of 5,000 square feet each, which are currently used for the following purposes:

- IBM history museum (ground floor)
- Local history museum focused on the Village of Endicott, Endicott-Johnson Corporation, Town of Union, and Union-Endicott schools
- An events space with kitchen which is available for public use for meetings, lectures, parties, and events
- Ground-floor space occupied by Rent-A-Center
- Residential loft

The proposed building upgrades include installing a new energy-efficient HVAC system (the HVAC is currently shared with a neighboring structure), installing new energy-efficient windows on the first floor, upgrading signage, installing lighting, and cleaning the building's facade.



Project location



Existing view of the Endicott-Johnson Heritage Center



Proposed facade improvements at the Endicott-Johnson Heritage Center; Source: BFJ Planning

The building's existing HVAC system is over 50 years old and well past its useful life; the system is in critical need of replacement in order for the building to continue operating. The Heritage Center and the adjacent Cinema Saver building were previously under common ownership, and share some building utilities including HVAC, which is challenging for current and future building maintenance and upgrades. The project sponsor would install a new HVAC system within the Heritage Center to support existing building operations and to put future upgrades and maintenance in its control. The new HVAC system and first-floor window upgrades on the facade would also help lower the building's carbon footprint, by converting to all-electric from gas, and would reduce energy costs.

Proposed facade upgrades include new building signage and new lighting on the first and second floors, and a full cleaning of the front facade. The new signage and lighting would help modernize the building, and combined with the facade cleaning would improve its curb appeal. These two connected buildings are major features on Washington Avenue, and their current condition needs improvement.

The Endicott-Johnson History and Heritage Center building is next door to 32-36 Washington Avenue (see Project 4B) and within the same block as 54 Washington Avenue. Taken together, these three projects would transform a significant portion of the Washington Avenue streetscape through facade improvements and new tenants.

Project Location/Address

38-44 Washington Avenue

Project Sponsor

Old Village of Union Historical Society

Property Ownership

Old Village of Union Historical Society

Capacity

The Old Village of Union Historical Society is a 501(c)(3) non-profit that was founded in 1989 to preserve the history of Endicott and surrounding areas. The Historical Society manages the museum space, which includes the former IBM museum that was created for its employees when it was headquartered in Endicott.

The Historical Society owns and operates both 38 Washington Avenue and 44 Washington Avenue and has successfully managed the existing tenants and special events that are hosted in the building's meeting space. R. Ted Warner, the President of the Old Village of Union Historical Society, is a member of the Endicott Village Board and was previously the Village's historian. He has experience working with New York State and grant funding.

Project Partners

None

Strategies

DRI Strategies:

- Support mixed-use development that provides for downtown living opportunities.
- Stimulate economic development by activating vacant or underutilized downtown properties.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Develop tourism business in the Southern Tier.

Decarbonization Strategies and Benefits

The project sponsor has indicated that the work would comply with the NY Stretch Energy Code by installing a new, all-electric HVAC system in the building and upgrading the windows on the front facade. Both improvements would result in considerable energy savings for the Museum, and would lower the building's carbon footprint.

Anticipated Revitalization Benefits

- Upgrades an HVAC system that is at risk of failing, protecting the viability of the existing building operations and tenants and ensuring long-term control by the sponsor of its operation and maintenance.
- Substantially enhances a building in the heart of downtown Endicott, improving the aesthetic appearance in the vicinity and encouraging other property owners to invest in building renovations.
- Proposed improvements allow the museum to be open from 10 AM to 2 PM Thursday to Sunday, an increase from its current operation from 10 AM to 2 PM on Saturdays only. The expanded hours create a cultural base for Washington Avenue, increasing activity and foot traffic and supporting local businesses.

Public Support

The LPC and members of the public have supported the project because it would improve a very important facade on Washington Avenue and allow the museum to expand its hours and be a

more active and visible presence on the Avenue. The project received support during the open house of the second public workshop and over half of respondents to the project survey said the project would revitalize downtown Endicott. One survey participant noted, "...with the right layout, management, and programs this proposal might be an enticement as well as a community pride building asset."

Jobs Created

None

Project Budget and Funding Sources

See table on next page.

Feasibility and Cost Justification

The project sponsor has successfully owned and operated the building for years, and is comfortable managing the limited scope of construction. The sponsor is a non-profit, and has no required match for private funding, but is offering 30 percent equity for the project. The sponsor submitted a letter from KeyBank who confirmed the project sponsor had funds in savings and checking accounts that would allow it to fund its portion of the project. KeyBank also stated that they have a variety of lending options for the project sponsor should they need it.

During the DRI planning process, the LPC encouraged the project sponsor to expand the scope of work to maximize the transformative impact of the project. The sponsor responded by proposing lighting and facade upgrades, in addition to the originally envisioned HVAC and window work, that will substantially improve the building's aesthetics. The changes resulted in a higher overall project cost, and the sponsor increased the private leverage component accordingly.

Use of Funds	Funding Sources	Amount
Installation of new HVAC system	DRI funding, developer financing	\$430,000
Facade Improvements: Energy-efficient windows, new signage and lighting, and cleaning,	DRI funding, developer financing	\$100,000
Total DRI funds requested (70%):		\$370,000
Total funding from other sources (30%):		\$160,000
TOTAL PROJECT COST:		\$530,000

Note: Individual tasks would be funded by DRI at the same percentage as the overall DRI Allotment. Numbers are rounded to the nearest thousand.

The project would begin immediately upon project award and would progress as quickly as the materials can be delivered from suppliers. An engineering analysis report is in progress to report any environmental or structural concerns that might need to be addressed for the project. There are no known challenges at this time. Possible challenges to be addressed in the engineering report would be any asbestos concerns in the limited area(s) where work would be done and structural support of one roof where the HVAC cooling tower would be located.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Historic District Review
- Compliance with Village Design Guidelines for CBD District
- Construction and Building Permits

Timeframe for Implementation and Project Readiness

See table below.

Project Phase and Tasks	Timeframe
Phase 1: HVAC replacement.	Months 1 – 2
Phase 2: Exterior building improvements (window replacement, signage, lighting, facade cleaning)	Months 3 – 6
Total Timeframe: 6 months	

4D: TRANSFORM A SIGNIFICANT LITTLE ITALY BUILDING TO SUPPORT A COMMUNITY RESOURCE

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$400,000
Total Project Cost	\$1,856,000

Project Description

New Life Ministries purchased the existing 57,000-square-foot structure, a former school, in 2001 and has operated there since as a church and a provider of community programs. The organization runs the Celebrate Recovery program, an addiction recovery program, as well as various community outreach programs to provide food, financial and emotional support to those in need within Endicott and the surrounding areas. New Life Ministries also provides space within its building to community groups including the neighborhood watch program and several support groups.

Due to the age of the building, the exterior facade is in need of substantial renovation, and building access enhancements are needed as well. In addition, portions of the building are currently not suitable for expanding the operations of the programs and activities that are growing rapidly and require additional space. In order to address these constraints, the congregation is managing a capital campaign for improvements throughout the building. DRI funding would be used to resurface the exterior of the building, including re-cladding two of the facades to improve aesthetics and energy-efficiency.



Project location



Existing view of New Life Ministries



Proposed facade improvements at New Life Ministries
Source: New Life Ministries

Separate from DRI, the congregation is funding a new elevator which would provide access to all building floors, and interior renovations to expand usage, including an expanded office suite, refurbishment and repair of the lobby areas on all three floors, and delineation of a children's area and training room within existing spaces. New Life Ministries is also applying for grant funding from NYSERDA to re-clad the remaining facade elements and upgrade the building's utilities to an electric mini-split system.

Together, the DRI grant and NYSERDA grant would fund comprehensive improvements that will substantially improve the physical appearance and energy-efficiency of the building, one of the largest in Little Italy. The proposed work will allow New Life Ministries to save money on energy bills and consume fewer fossil fuels, reducing its carbon footprint. The new elevator and interior renovations would improve the building's functionality for New Life Ministries as well as for use by community groups and organizations.

This project is supported by the proposed downtown connectivity improvements (see Project 2A), which will make it easier for pedestrians and cyclists to travel around Little Italy and to reach the neighborhood from the Downtown Core.

Project Location/Address

201 Hill Avenue

Project Sponsor

New Life Ministries

Property Ownership

New Life Ministries, with a mortgage held through the Free Methodist Church

Capacity

New Life Ministries has been in the Endicott area, in some form, for more than 150 years. The church began in Endicott in 1868 as the Free Methodist Church, eventually relocating to Vestal in 1957. In 2000, the church outgrew its location and began renting space until it purchased the present building, a former school, in 2001. With an active and growing congregation, New Life Ministries has provided over \$150,000 toward outreach and community-focused programming since 2019.

The organization currently runs Celebrate Recovery, an addiction recovery program, which serves 50 or more people from the Endicott community every Friday. This program has helped dozens of people recover from drug and alcohol addictions and other damaging behaviors. People in recovery are better able to gain employment and continue to be productive members of society. New Life Ministries also provides grief support and financial counseling to members of the Endicott community, and uses its office space for the administration of the Laundry Love program, which pays for laundry for people and families who otherwise couldn't afford it.

New Life Ministries will manage the project, with Jonathan Scofield (Operations Pastor) handling the cost and schedule management. Tyler Bring (Facilities Manager) will work directly with the prime contractor, and the church has also retained an engineering firm to oversee the design and implementation of the project and assist in energy-efficiency measures.

Project Partners

None

Strategies

DRI Strategies:

- Create a sense of place through the integration of landscaping, street furniture, branding, public art, and civic spaces.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Invest in buildings and uses that support community-oriented organizations and services.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

The proposed DRI-funded work is limited to exterior improvements on two building facades; therefore the project is not required to meet the NY Stretch Energy Code because this work does not constitute more than 50% of the fair market value of the building. However, the project sponsor is committed to implementing energy-efficiency improvements and has engaged a sustainability advisor. The current aged building is comprised of 18-inch block and brick walls with no insulation, making it quite inefficient. The project includes re-cladding two of the four building facades with R14 insulated paneling that will substantially improve energy-efficiency. The sponsor is seeking NYSERDA grant funding options to complete the re-cladding of the remaining building facades. Other components of the project, pending additional NYSERDA funding, include a partial mechanical equipment upgrade to an all-electric mini-split system, as well as replacement

of some windows. Collectively, these improvements will have a significant positive impact on the carbon footprint of a significant building.

Anticipated Revitalization Benefits

- Proposed exterior improvements substantially enhance a large and highly visible building for the Little Italy neighborhood, visible from George W. Johnson Park and the Oak Hill Avenue corridor, two key community gathering spaces.
- Renovated interior spaces allow New Life Ministries to sustain and expand its community-oriented programming, while also improving access to spaces that can be utilized by community groups and other organizations.
- Building improvements lower energy costs and the building's carbon footprint.
- Capital improvements keep the building in good condition for the medium-term and the organization can focus on developing and funding programming for the Endicott community.
- Potential expanded use of the building by community groups increases foot traffic in the Little Italy neighborhood, supporting local shops and restaurants.

Public Support

Public participants in the planning process expressed support for New Life Ministries' programming and impact on the community. Some commenters questioned public funding being provided to a religious organization; however, it should be noted that the public survey did not include detailed information on New Life Ministries' community-oriented programs or energy-efficiency measures that were later provided by the project sponsor.

Jobs Created

None

Project Budget and Funding Sources

See table below.

Feasibility and Cost Justification

New Life Ministries has approved building permits in place for its improvement project and officially broke ground in July 2022. The congregation has committed \$1.5 million in funding, with \$850,000 received to-date. The organization has worked with its mortgage holder to ensure that it can secure the cash needed to complete DRI-funded work upon the award of funding but prior to reimbursement. In

addition, New Life Ministries provided a statement from its bank showing significant levels of available funds.

Regulatory Requirements

None

Timeframe for Implementation and Project Readiness

See table below. The project is underway as of July 2022 (non-DRI funded portions) and is expected to be complete by the end of 2023. The exterior resurfacing and upgrades to interior spaces and the HVAC system would happen concurrently after the new elevator is installed and the first, second, and third floor lobby entrances have been renovated.

Use of Funds	Funding Sources	Amount
Resurface building exterior	DRI, congregational support	\$810,000
Elevator	Congregational support	\$300,000
Interior renovations	Congregational support	\$341,000
Design, contingencies, professional fees	Congregational support	\$405,000
Total DRI funds requested (22%):		\$400,000
Total funding from other sources (78%):		\$1,456,000
TOTAL PROJECT COST:		\$1,856,000

Note: Numbers are rounded to the nearest thousand.

Project Phase and Tasks	Timeframe
Phase 1: Site investigation, Construction design	Complete
Phase 2: Elevator installation / 1st, 2nd, 3rd floor lobby entrances	Months 1-5
Phase 3: Exterior resurfacing	Months 6-17
Phase 4: Interior upgrades / HVAC and utilities	Months 6-17
Total Timeframe: 17 months	

4E: RENOVATE 116-118 WASHINGTON AVENUE FOR MIXED USES

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$100,000
Total Project Cost	\$250,000

Project Description

The property located at 116-118 Washington Avenue is a two-story building with ground-floor commercial space for a single tenant and two apartments on the second floor. The proposed project includes renovation of the facade and retail display windows, along with installation of a new roof, a roof deck to create additional outdoor space, and stairs to access the roof from the rear of the building. In addition, the deck along the rear of the building would be repaired, and the two existing apartments would be renovated. The exterior of the building is proposed to be painted and a new parking lot black top is proposed as well.

This renovation would contribute to the revitalization of the heart of the Downtown Core along Washington Avenue through the retention of the commercial tenant, addition of two new residential tenants, and significantly improved aesthetics.

This project is across the street from the proposed workforce housing development at 121-125 Washington Avenue (see Project 4A); these two projects are complementary by improving the aesthetic conditions and adding residents and workers to this portion of the Avenue.



Project location



Existing view of 116-118 Washington Avenue
Source: Will Durham



View of facade after proposed improvements
Source: BFJ Planning

Project Location

116-118 Washington Avenue

Project Sponsor

WDTM, LLC

Property Ownership

WDTM, LLC

Capacity

Will Durham of William H Construction is one of two partners in WDTM, LLC. The other partner in WDTM, LLC is Ty Muse, the President and CEO of Visions Federal Credit Union, who has been CEO since 2013 and has nearly 30 years in the financial services industry. WDTM, LLC has managed this property and has previously purchased, renovated, and managed 1703 Watson Boulevard in Endicott, a two-family home across from the Huron Campus. That residential renovation included new siding, roofing, and interior renovations to the apartment units. The two partners also worked together on the renovation of 404 E. Franklin Street for use as a gym.

Will Durham and William H. Construction have been involved in numerous residential and commercial projects in the Triple Cities. Beyond Endicott, recent projects include being a contractor on the renovation of four homes for Opportunities For Broome, Inc. in Binghamton, and 11 full-home renovations for the First Ward Action Council in Binghamton.

Will Durham and William H. Construction currently own and manage nine mixed-use and residential properties in Endicott and Binghamton.

William H. Construction has been a New York State-certified minority business enterprise (MBE) contractor since 2017. The company has also been a contractor on a project funded by the Homeless Housing Assistance Program from the NYS Office of Temporary and Disability Assistance, and by Community Development Block Grants and ARPA/CARES funding administered by the City of Binghamton.

Project Partners

None

Strategies

DRI Strategies:

- Stimulate economic development by activating vacant or underutilized downtown properties.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Facilitate the location and expansion of shopping and dining opportunities.
- Support mixed-use development that provides for downtown living opportunities.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

Given the size of the building, the project is not required to meet the NY Stretch Energy Code. However, the project includes window and roof replacement, which will improve the energy-efficiency of an aged building and thus reduce its overall carbon footprint.

Anticipated Revitalization Benefits

- Enhances a building in the heart of downtown Endicott, improving the aesthetic appearance in the vicinity and encouraging other property owners to invest in building renovations.
- Proposed improvements lower energy costs and the building's carbon footprint.
- Adds residents on Washington Avenue to support area businesses and services and help bring life to downtown Endicott.
- Offers new, high-quality renovated space to retain and strengthen an existing commercial tenant.
- Enhances the Village's tax base through a significantly upgraded property.
- As the site is within the Downtown Core, promotes a healthier lifestyle and decreases the environmental footprint of future residents.

Public Support

In the public survey, about half of respondents indicated that the project would be effective at revitalizing downtown Endicott, and it was similarly received at the public workshops. One respondent noted, "Making the Avenue look better is a great step to bringing in more people and businesses." Another said, "Aesthetic improvements and creation of commercial space will attract visitors to the Downtown and should be funded." During the DRI planning process, the LPC noted that facade improvements were among the highest priorities for funding.

Jobs Created

None

Project Budget and Funding Sources

See table below.

Use of Funds	Funding Sources	Amount
Roof replacement	Developer financing	\$25,000
Window replacement	Developer financing	\$8,000
Exterior renovations (front and rear facades, back deck/stairs)	DRI, Developer financing	\$106,000
Interior renovations (apartments and ground-floor space)	Developer financing	\$107,000
Parking paving	Developer financing	\$4,000
Total DRI funds requested (40%):		\$100,000
Total funding from other sources (60%):		\$150,000
TOTAL PROJECT COST:		\$250,000

Note: Numbers are rounded to the nearest thousand.

Feasibility and Cost Justification

Will Durham has been in construction for over 20 years and has operated a construction business since 2009. William H. Construction submitted construction cost estimates for the project, based on experience in comparable projects in Endicott and the region.

The proposed project is a full interior and exterior renovation of the building, improving commercial and residential space on Washington Avenue. The improved commercial space will brighten the Avenue, and will help retain an existing personal service tenant that has been in the unit for roughly one year. The apartment renovations will bring new residents which will increase the vitality of the Downtown Core. The building renovation would also be an outward sign of investment which can bring more positive momentum to Endicott and spark further revitalization of the Avenue.

The private leverage portion would be funded through equity from the WDTM funds; therefore there is no need for a bank loan.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Historic District Review
- Compliance with Village Design Guidelines for CBD District
- Construction and Building Permits

Timeframe for Implementation and Project Readiness

See table below.

Project Phase and Tasks	Timeframe
<i>Phase 1: Roof Replacement</i>	<i>Month 1</i>
<i>Phase 2: Rear deck repair and repainting</i>	<i>Month 2</i>
<i>Phase 3: Facade improvements – storefront, brick repointing, new windows</i>	<i>Months 3 – 4</i>
<i>Phase 4: Repaving parking area</i>	<i>Month 5</i>
Total Timeframe: 5 months	

4F: IMPLEMENT A SIGNIFICANT FACADE UPGRADE OF 54 WASHINGTON AVENUE

Project Type

Private Development

Cost Estimate

DRI Funding Request	\$100,000
Total Project Cost	\$251,000

Project Description

The property located at 54 Washington Avenue contains a vacant four-story mixed-use building featuring ground-floor commercial space, second-floor commercial space, and two floors of residential apartments above. The project sponsor is currently renovating the residential units on the upper floors of the building as a first phase of the project, and is requesting DRI funding to upgrade the facade and building site. This building is one of the tallest buildings on the Avenue, and the existing facade is in exceptionally poor condition.

The proposed project includes a complete upgrade of the front facade, removal of existing signage from the previous commercial use, renovation of the back entrance hallway, and the delineation and creation of a second commercial space on the first floor. Other improvements would include installing a new concrete pad and fencing within the rear yard area of the property, improving refuse storage, and repainting of the back deck and metal siding that covers the back-deck area. In total, the interior renovation would encompass approximately 4,500 square feet.



Project location



54 Washington Avenue

This renovation would contribute to the revitalization of the heart of the Downtown Core along Washington Avenue through the complete renovation of a substantially deteriorated facade, which will improve aesthetics, and the generation of additional commercial and residential tenants that would likely shop locally and contribute to the local economy.

This project is within the same block as 32-36 Washington Avenue (see Project 4B) and the Endicott-Johnson History and Heritage Center (see Project 4C). Taken together, these three projects would transform a significant portion of the Washington Avenue streetscape through facade improvements and new tenants.

Project Location/Address

54 Washington Avenue

Project Sponsor

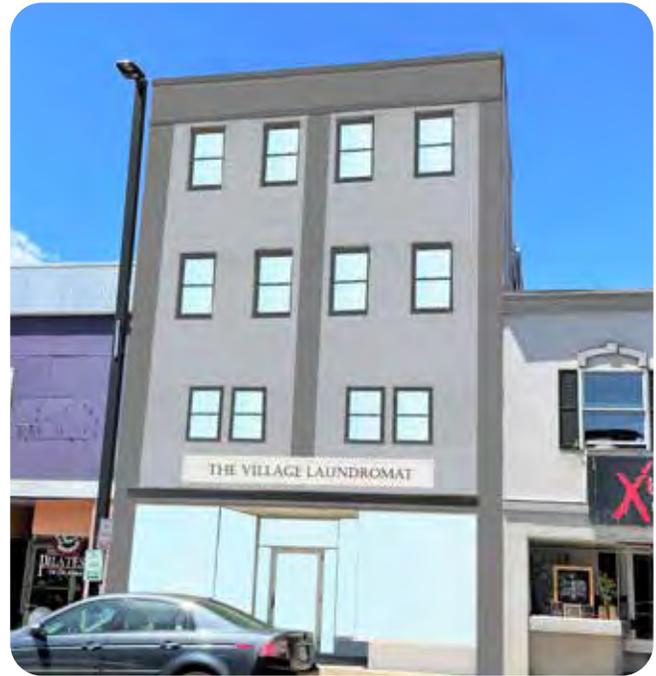
WDTM, LLC

Property Ownership

WDTM, LLC

Capacity

Will Durham of William H Construction is one of two partners in WDTM, LLC. The other partner in WDTM, LLC is Ty Muse, the President and CEO of Visions Federal Credit Union, who has been CEO since 2013 and has nearly 30 years in the financial services industry. WDTM, LLC has previously purchased, renovated, and managed 1703 Watson Boulevard in Endicott, a two-family home across from the Huron Campus. That residential renovation included new siding, roofing, and interior renovations to the apartment units. The two partners also worked together on the renovation of 404 E. Franklin Street for use as a gym.



*Proposed facade improvements at 54 Washington Avenue
Source: BFJ Planning*

Will Durham and William H. Construction have been involved in numerous residential and commercial projects in the Triple Cities. Beyond Endicott, recent projects include being a contractor on the renovation of four homes for Opportunities For Broome, Inc. in Binghamton, and 11 full-home renovations for the First Ward Action Council in Binghamton.

Will Durham and William H. Construction currently own and manage nine mixed-use and residential properties in Endicott and Binghamton.

William H. Construction has been a New York State-certified minority business enterprise (MBE) contractor since 2017. The company has also been a contractor on a project funded by the Homeless Housing Assistance Program from the NYS Office of Temporary and Disability Assistance, and by Community Development Block Grants and ARPA/CARES funding administered by the City of Binghamton.

Project Partners

None

Strategies

DRI Strategies:

- Stimulate economic development by activating vacant or underutilized downtown properties.
- Improve the downtown environment by supporting upgrades to downtown buildings and businesses.
- Facilitate the location and expansion of shopping and dining opportunities.
- Support mixed-use development that provides for downtown living opportunities.

REDC Strategies:

- Build the Greater Binghamton innovation ecosystem.
- Promote the Southern Tier's innovative culture.

Decarbonization Strategies and Benefits

Given the size of the building, the project is not required to meet the NY Stretch Energy Code. However, the project includes replacement of the HVAC system and electricity updates, which will improve the energy-efficiency of an aged building and thus reduce its overall carbon footprint.

Anticipated Revitalization Benefits

- Substantially enhances a building in the heart of downtown Endicott, improving the aesthetic appearance in the vicinity and encouraging other property owners to invest in building renovations.

- Proposed improvements lower energy costs and the building's carbon footprint.
- Adds residents on Washington Avenue to support area businesses and services and help bring life to downtown Endicott.
- Offers new high-quality renovated space for a commercial business to operate on Washington Avenue, bringing jobs and foot traffic.
- Enhances the Village's tax base through a significantly upgraded property.
- As the site is within the Downtown Core, promotes a healthier lifestyle and decreases the environmental footprint of future residents.

Public Support

The project received moderate public support, with nearly half of respondents to the public survey indicating the project would be effective at revitalizing downtown Endicott, and it was similarly received at the public workshops. One respondent said, "Quality housing and commercial space is needed on the Avenue," while another noted, "Yes, let's improve existing buildings before building new ones." During the DRI planning process, the LPC indicated that facade improvements were among the highest priorities for funding.

Jobs Created

The new tenant for the renovated commercial space would be a laundromat to serve downtown Endicott residents. The business would employ two to three people.

Project Budget and Funding Sources

See table below.

Feasibility and Cost Justification

Will Durham has been in construction for over 20 years and has operated a construction business since 2009. William H. Construction submitted construction cost estimates for the project, based on experience in comparable projects in Endicott and the region.

The building has a four-story facade on Washington Avenue just north of the intersection with Monroe Street, giving it exceptional visibility for residents and visitors who may be traveling to the Avenue for an event at EPAC. The existing facade is quite dated, with materials that are not in keeping with

the Village's design guidelines for the CBD zoning district. The proposed renovation would replace the facade with attractive Hardie Board siding, a high-quality, modern building product that stays appealing for years.

The private leverage portion would be funded through equity from the WDTM funds.

Regulatory Requirements

- SEQRA
- Site Plan Approval
- Historic District Review
- Compliance with Village Design Guidelines for CBD District
- Construction and Building Permits

Use of Funds	Funding Sources	Amount
Exterior renovations (facade improvements, storefront, new siding, repaint back deck)	Developer financing/DRI	\$167,000
Interior renovations (office, hallway, bathroom renovation)	Developer financing	\$13,000
New HVAC system and electric upgrades	Developer financing	\$65,000
Site work (new slab, fence)	Developer financing	\$6,000
Total DRI funds requested (40%):		\$100,000
Total funding from other sources (60%):		\$151,000
TOTAL PROJECT COST:		\$251,000

Note: Numbers are rounded to the nearest thousand.

Timeframe for Implementation and Project Readiness

Project Phase and Tasks	Timeframe
Phase 1: Interior renovations to second-floor commercial space and hallway and bathroom	Months 1 – 3
Phase 2: Storefront and facade renovations, utility improvements	Months 4 – 7
Phase 3: Site improvements – new slab and fencing	Month 8
Total Timeframe: 8 months	

PROJECTS RECOMMENDED FOR OTHER FUNDING

This section presents a number of projects that were submitted through the Open Call for Projects process or submitted in the Village's DRI application that may help the Village of Endicott realize its community vision, goals, and strategies for revitalization. These projects were not recommended for DRI funding due to site control or project readiness issues, or were not viewed as transformative stand-alone projects. By including these projects in the Strategic Investment Plan, the LPC recognizes and supports their importance in furthering Endicott's economic, community, and revitalization goals established through the DRI process. These projects should be considered for other funding opportunities, as pursued by the project sponsors in coordination with other public or private partners.

ICE RINK/COMMUNITY FACILITY

This project was included in Endicott's DRI application. The project would involve the redevelopment of an underutilized Village-owned parking lot at 21-25 Garfield Avenue with a multi-use recreational facility to serve the downtown area, Endicott as a whole, and the region. The facility is envisioned to accommodate a full-size hockey rink, associated mechanical equipment, and amenities for both skaters and the general public. The facility could also be utilized for various community uses such as a farmers market when the ice is not in use.

The property under consideration consists of approximately 0.9 acres with frontage on both Garfield and Grant Avenues. The site is next to the downtown commercial core and has excellent regional access from the highway and public transit. It is also walkable from adjacent neighborhoods and Washington Avenue. The project could become a destination for local residents, and visitors. It would provide a loca-

tion for daily healthy recreation, skating for children and families, lessons, and after-school programs. The center could host competitive tournaments, hockey practices, and games, resulting in hundreds of individuals in the downtown and generating traffic and business activity.

This project was not considered ripe for DRI funding because its significant cost and lack of a financial and operational partner created a funding gap and uncertainty about ongoing costs to manage and run the facility. Nevertheless, as a result of the DRI planning process, advocates of the project were encouraged to continue seeking funding through other public sources as well as private donations and partners.

The projected cost of the ice rink/community facility project was approximately \$7,000,000.

PUBLIC PARK ON A PORTION OF THE FORMER K MART SITE

As part of its proposed redevelopment of the Kmart site for use as a warehouse distribution facility, Green Mountain Electric Supply (GMES) plans to offer a 5.8-acre portion of the site for use as a public park. This feature would significantly improve public safety by providing a clearly delineated pathway for use by students walking to and from the nearby middle school, and would create a public space in a part of the Village lacking such amenities. GMES intends to convey this portion of the site to a public entity who would control and maintain the space. Currently, it is unclear which public entity would have jurisdiction, as the Village of Endicott has indicated it would not be interested in taking ownership of this land. However, Broome County or the Union-Endicott school district could be potential receivers of the property. GMES provided a cost

estimate of approximately \$1.76 million to improve the space with a walkway; landscaping; and recreational amenities including playground equipment, a fitness trail, and a basketball court. Future funding opportunities to implement this park project could include Restore NY grants (depending on property ownership) or other available State programs.

The projected cost of the public park on the former Kmart site was approximately \$1,800,000.

101 HILL AVENUE RENOVATION

The owner of this two-story vacant building submitted a proposal through the Open Call for Projects to renovate the building facade and fit out the interior for a future commercial tenant. The improved facade was envisioned to include more ornate windows, a new front area and balcony, lighting, stone work, and rustic doors, to complement the surrounding Little Italy context. The proposed project also incorporated a new heating system and roof. The project sponsor indicated interest in applying for funding through the Downtown Revitalization Fund, if it is selected for DRI funding, or through another available funding source.

The projected cost of the 101 Hill Avenue Renovation project was approximately \$200,000.

114-118 ODELL AVENUE RENOVATION

The property owner initially submitted a proposal for these sites via the Open Call for Projects, to create a "Winery Row" through the renovations of facades and outdoor improvements of three neighboring properties. At 114 Odell Avenue, proposed project components include a new front garage door and rear back deck, streetscaping improvements, stone work, and lighting, while at 116 Odell Avenue, im-

provements envisioned streetscaping and facade renovation, including new lighting, windows, and stone work. At 118 Odell Avenue, the owner proposed to renovate the first two floors to serve as a wine tasting room, with the third floor converted into an apartment, as well as to add decks to the side and rear of the building.

The wine tasting room aspect of this project was transitioned to another site previously owned by the sponsor, and became the Madrona Tasting Room DRI project. The project sponsor indicated remaining interest in applying for funding for facade improvements for these three properties, through the Downtown Revitalization Fund, if it is selected for DRI funding, or through another available funding source.

The projected cost of the 114-118 Odell Avenue Renovation project was approximately \$300,000.

114-118 OAK HILL AVENUE RENOVATION

This project, submitted through the Open Call for Projects, contemplated renovations to two neighboring properties to improve their facades and fit out one of the buildings for a new tenant. At 114 Oak Hill Avenue, renovations to the vacant, 3,200-square-foot building would facilitate a new tenant, the Reuse, Repair, Reimagine Centre (3RC), a local nonprofit organization created as a community resource for reusing and repairing goods for greater environmental sustainability. At 118 Oak Hill Avenue, the project would upgrade the facade of the fully occupied building with new balconies, arched windows, and stone work, to create a rustic look in keeping with the character of Little Italy.

The projected cost of the 114-118 Oak Hill Avenue Renovation project was approximately \$150,000.

LITTLE ITALY HERITAGE CENTER RENOVATION

This historic building on Odell Avenue serves as a museum for the Little Italy community and an event space for fundraising, classes, and other events sponsored by the nonprofit Oak Hill Avenue Improvement Corp. Proposed work includes facade, awning, and signage improvements; new entrance railings; hardwood floor refinishing; upgrades to the commercial kitchen; window replacement; heating and cooling system improvements; and storage and equipment upgrades.

The projected cost of the heritage center renovation project was approximately \$70,000.

CROOKED MOUTH BREWERY IMPROVEMENTS

Crooked Mouth Brewing is a start-up craft brewery, supported by the Greater Binghamton Fund, which is slated to open on Vestal Avenue. The owner sought DRI funding through the Open Call for Projects to undertake additional site and equipment upgrades to strengthen and expand the business. Proposed improvements included window and door replacement, roof installation, parking lot repaving, construction of a second bathroom, and purchase of additional fermenters and a canning line to increase production.

The projected cost of the Crooked Mouth Brewery Improvements project was approximately \$250,000.

SMART DOWNTOWN INITIATIVE

This public project was envisioned as advancing Endicott's image as a hub for technology and innovation. It proposed investments in high-speed downtown Wi-Fi, remote-controlled smart street lighting, lit and enhanced crosswalks, a remote traffic control system, and downtown cameras. Aspects of this project were incorporated into the downtown connectivity initiative (Project 2A) in the form of improved lighting and security cameras. However, other proposed components require further study and analysis to determine the appropriate technologies and locations, opportunities for integration with other planned projects, and needed coordination with other agencies (e.g. NYS DOT).

STERILAB

Sterilab is a planned start-up research and development lab to help small- to medium-sized companies test advanced forms of nutraceutical products delivery such as softgels, helping them to bring products to the market faster. The founder, a practicing endocrinologist based in Binghamton, submitted a conceptual proposal to local economic development staff as part of the formulation of Endicott's DRI application. The project was envisioned as creating 25 to 50 professional jobs for a new downtown lab facility; however, the sponsor did not have control of a site.

The projected cost of the Sterilab project was approximately \$160,000.

NORTH BREWERY EXPANSION

Endicott's DRI application proposed a project to expand this well-established craft brewery on Washington Avenue. The proposal would have increased production and customer capacity, supporting a business that is helping to activate the Avenue.

The projected cost of the North Brewery Expansion project was approximately \$150,000.

ENDICOTT PERFORMING ARTS CENTER (EPAC)

For this project, EPAC would have acquired the Cinema Saver building on Madison Avenue to establish a performing and visual arts school for K-12 youth in the Southern Tier, while retaining the operating movie theater in the building. Discussion with EPAC staff as part of the DRI planning process revealed that the facility was not in a position to pursue this project, but that it could consider other building improvements or property acquisitions in the future to support its operations and allow for expanded programming and amenities.

The projected cost of the EPAC project was approximately \$500,000.

HURON CAMPUS GATEWAY AND CONNECTIVITY IMPROVEMENTS

Two separate projects at the Huron Campus (now owned by Phoenix Investors) were envisioned in Endicott's DRI application: one to develop a new gateway at the northern entrance to the campus (along Watson Boulevard) and one to implement a comprehensive streetscape redesign of the loop surrounding the campus, including North Street, McKinley Avenue, Watson Boulevard, and Oak Hill Avenue. Aspects of the connectivity improvements were incorporated in the larger downtown connectivity initiative (Project 2A) along North Street and Oak Hill Avenue. However, a more significant street-scaping and gateway project could be undertaken with the collaboration of Phoenix Investors as part of future potential improvements to the campus.

The projected cost of the Huron Campus Gateway and Connectivity Improvements project was approximately \$1,300,000.