



**Downtown
Revitalization
Initiative**



City of Norwich

Strategic Investment Plan

August 2022

Downtown Revitalization Initiative
Southern Tier Region

Attribution

Local Planning Committee

Brian Doliver, Co-Chair

City of Norwich Mayor

Kerri Green, Co-Chair

Commerce Chenango

John Antonowicz

Wilson Funeral Home

Mary Branham

Pivotel, LLC

Shane Butler

*Chenango County,
Department of Planning
and Development*

Tracy Chawgo

Norwich BID

Perry Dewey

DCMO BOCES

Robert Jeffrey

City of Norwich Alderman

Pegi LoPresti

*Commerce Chenango,
Board of Directors*

John Masse

*UHS Chenango
Memorial Hospital*

Jamey Mullen

Norwich Family YMCA

Alecia O'Neill

Chenango Arts Council

Scott Ryan

Norwich School District

Patsy Smith

Community Member

Adrienne Zornow

NBT Insurance

State Partners

Julie Sweet

Department of State

Patricia O'Reilly

Homes and Community Renewal

Robert Sweet

Empire State Development

Matthew Brown

NYSERDA

This document was developed by the Norwich Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State, NYS Homes and Community Renewal, Empire State Development, and New York State Energy and Research Development Authority. The document was prepared by the following Consulting Teams: Bergmann Associates with support from Camoin Associates, STC Design, Stuart Alexander and Associates, and Sustainable Planning Design, LLC.

Table of Contents

Foreword

| | |
|--------------------------------|---|
| Executive Summary | i |
|--------------------------------|---|

Section I: Downtown Profile and Assessment 01

| | |
|---|----|
| DRI Area Context | 02 |
| Related Planning Efforts and Projects | 08 |
| Major Employers and Anchor Institutions | 18 |
| Land Use and Ownership | 22 |
| Historic and Cultural Resources | 28 |
| Recreational Resources | 40 |
| Transportation | 48 |
| Infrastructure | 56 |
| Environmental Considerations | 58 |
| Market Conditions | 64 |
| Issues and Opportunities | 70 |

Section II: Community Vision, Goals, and Strategies..... 74

| | |
|---------------------------|----|
| Vision | 76 |
| Goals and Strategies..... | 78 |

Section III: Downtown Management and Implementation Strategy.....80

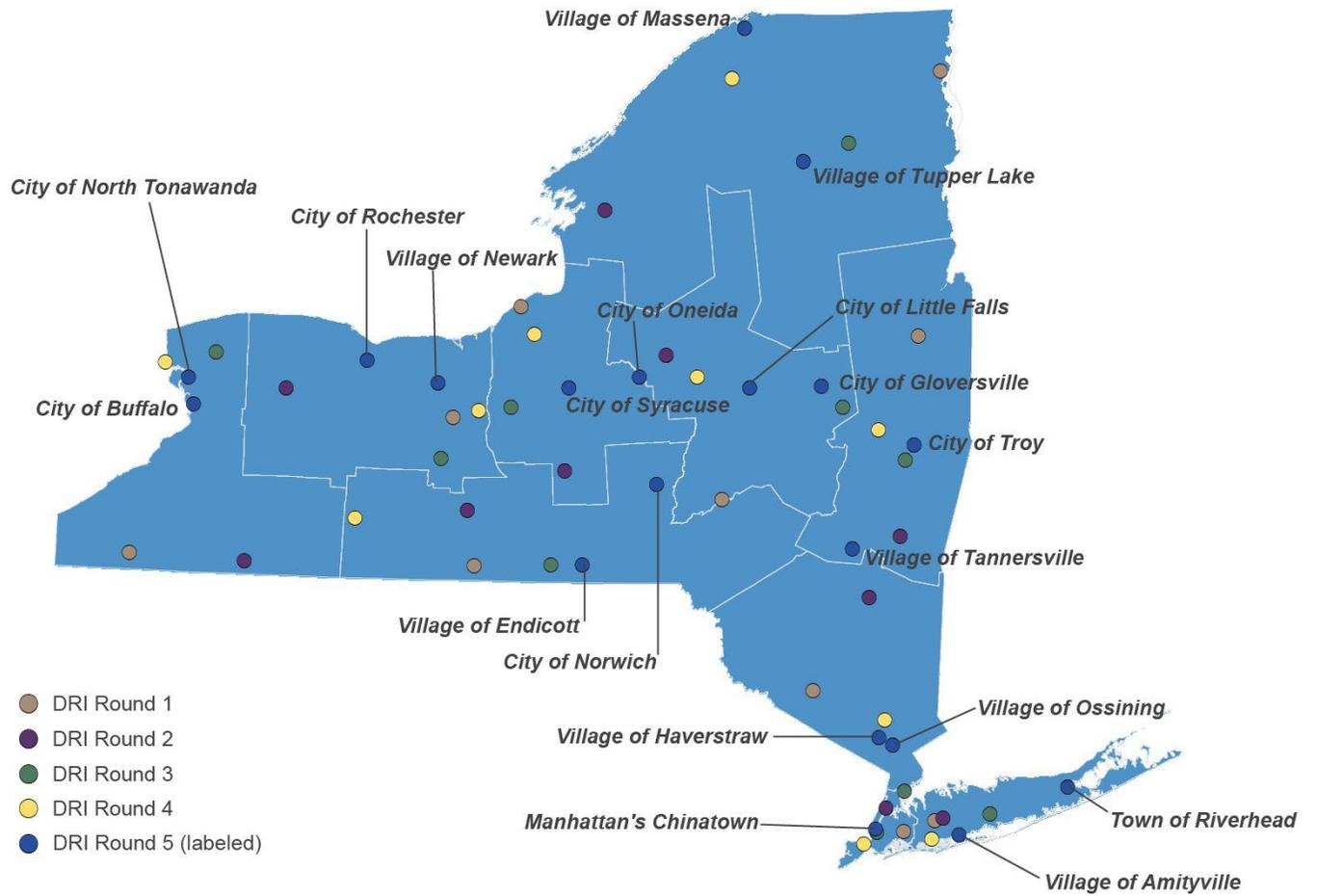
| | |
|------------------------------|----|
| Sponsor Capacity..... | 82 |
| Implementation Strategy..... | 84 |

Section IV: Public Involvement86

| | |
|--------------------------------|----|
| Local Planning Committee | 88 |
| Public Engagement | 92 |

Section V: Projects Proposed for DRI Funding94

| | |
|---------------------------------------|-----|
| Proposed Projects | 96 |
| Grant Fund Projects..... | 100 |
| Branding and Marketing Projects | 108 |
| Public Improvement Projects | 116 |
| Rehabilitation Projects | 148 |
| Pipeline Projects | 220 |



Foreword



**Downtown
Revitalization
Initiative**

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.

Foreword

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.

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 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

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).



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



ii Overview

iv Community Engagement

v Vision, Goals, and Strategies

vi Projects Proposed for DRI Funding

Executive Summary

In December 2021, the City of Norwich was awarded \$10 million from the New York State Downtown Revitalization Initiative (DRI) to plan and implement a series of downtown revitalization projects.

Through a six-month long, comprehensive community planning process, the City of Norwich, the Local Planning Committee (LPC), and community members have identified 15 transformative projects that will advance downtown revitalization, catalyze additional investment, and move Norwich towards achieving its vision of becoming a vibrant, location of choice with a high quality of life.

This Strategic Investment Plan represents the culmination of this planning process and outlines the projects proposed for DRI funding. The State will use the Strategic Investment Plan to evaluate the proposed projects and determine which will receive implementation funding through the DRI program.

Overview



The City of Norwich is on the cusp of real transformation. Growing industries, unique market opportunities, and a renewed interest in investment are setting the stage for additional economic development and improved quality of life downtown.

The City of Norwich is the major population center in Chenango County and a hub for commerce, education, services, and tourism. Over the past decade, the City of Norwich has received \$57 million in public and private investment towards improved infrastructure, expanded businesses, and several new cultural offerings. Combined with the City's past planning efforts and its committed local community, the City is well poised to maximize the impact of DRI funding.

DRI funding is limited to a defined DRI area for each community. In Norwich, the DRI area – comprising 92 acres and centered on Broad and Main Streets – has a uniquely-downtown feel, charming historic character, significant concentration of businesses, and marked potential for revitalization.

KEY FINDINGS

✓ Opportunities

Opportunities represent existing strengths or assets in the DRI area that can be leveraged further or areas with identified market potential for new development or growth.

- ✓ Target historic buildings for adaptive reuse.
- ✓ Realize strong potential for multiple types of housing development.
- ✓ Enhance the public realm and park spaces.
- ✓ Promote increased connectivity.
- ✓ Attract commuters to live downtown.
- ✓ Position Norwich as a hub for arts and culture and expand event offerings.
- ✓ Leverage market potential for tourism-supportive businesses, including lodging and restaurants.

✗ Challenges

Challenges represent either existing needs or gaps in the DRI area or potential constraints to future development.

- ✗ Underutilized buildings.
- ✗ Lack of high-quality rental units.
- ✗ Aging streetscape infrastructure.
- ✗ Difficulty attracting and retaining young people.
- ✗ High unemployment and lower incomes.

DRI boundary 92 acres

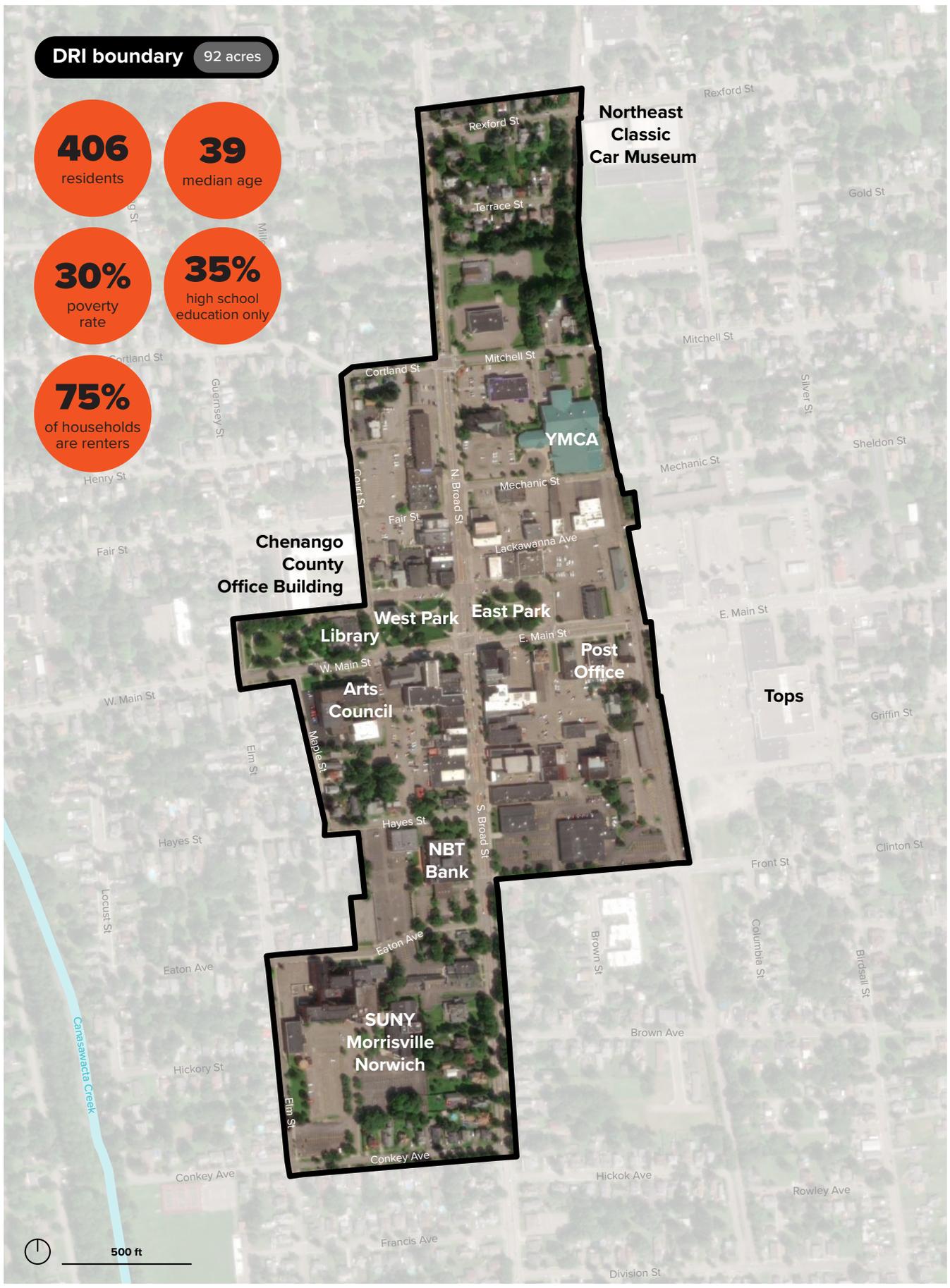
406
residents

39
median age

30%
poverty rate

35%
high school education only

75%
of households are renters



500 ft

Community Engagement

Transparent, open, and ongoing community engagement was central to the development of the Strategic Investment Plan.

The planning process was stewarded by the Norwich Local Planning Committee (LPC) – a group of representatives from government agencies, non-profit organizations, local businesses, and community residents – who were tasked with evaluating proposed projects and identifying the projects with the greatest potential to revitalize downtown Norwich. Throughout the planning process, the LPC was assisted in this effort by the public, who provided feedback at public workshops, through interactive exercises and via surveys. Community members were also able to submit project proposals for the LPC's consideration through the Open Call for Project Proposals.



8
LPC
meetings



3
public
workshops



300+
survey
responses



1
project
website
NorwichDRI.com

Vision, Goals, and Strategies

The Strategic Investment Plan and the projects proposed for DRI funding are guided by a community-identified vision and set of supportive goals and strategies.

The projects proposed for DRI funding align with the following goals and strategies and will result in outcomes that move Norwich toward achieving the community vision.

Community Vision

"Norwich will be a vibrant, location of choice for a diverse population – a place where families can raise their children, students have access to exceptional education and activities, young professionals can find well-paying jobs and quality housing, seniors can age in place, and visitors can experience all that Norwich has to offer. Our historic downtown, with its idyllic natural backdrop, will be a regional destination with unique retail, dining, and entertainment options, a community hub for arts and culture, and a place where residents can access essential services to support a high quality of life."

Goals and Strategies

- 1 Make Norwich a regional destination for arts, cultural, and recreational tourism.
 - ✓ Improve public spaces to expand arts and cultural programming and events for all ages and abilities.
 - ✓ Protect and promote the historic legacy of downtown to encourage investment and activity.
 - ✓ Improve connections between downtown and surrounding destinations, including parks, trails, and the Museum District.
 - ✓ Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.
- 2 Create a thriving and supportive downtown business climate.
 - ✓ Support entrepreneurship and small business creation and expansion.
 - ✓ Provide spaces and programming to support workforce development and attract job creation.
 - ✓ Encourage upgrades to buildings, storefronts, and sites.
 - ✓ Improve downtown circulation and parking accessibility.
- 3 Make downtown Norwich attractive to and supportive of a diverse population.
 - ✓ Expand high-quality housing options to attract younger residents and professionals.
 - ✓ Provide affordable and accessible housing options for Norwich's senior and low-income populations.
 - ✓ Encourage the renovation of upper stories of downtown buildings for residential use.
 - ✓ Provide essential services, including childcare, workforce training, and senior care, to support downtown residents.
- 4 Create a vibrant, safe, and welcoming downtown environment.
 - ✓ Provide high-quality public spaces to enhance quality of life and encourage social interaction.
 - ✓ Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.
 - ✓ Improve multi-modal access and create safe, well-lit, accessible connections between destinations.
 - ✓ Enhance downtown's signage and wayfinding system.
 - ✓ Strengthen downtown's identity with public art.
 - ✓ Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Projects Proposed for DRI Funding

The Norwich Local Planning Committee (LPC) recommends 15 highly transformative and strongly supported projects to New York State for potential DRI funding.

These priority projects – in alignment with the community-identified vision and goals – will enhance Norwich's public realm, revitalize its historic building stock, strengthen its unique sense of place, and support further public and private investment. Each project was evaluated by the LPC and the public for alignment with community needs and goals, vetted by technical experts for readiness and feasibility, and measured against State selection criteria and program guidelines for eligibility and appropriateness. Implementation of any of these priority projects is expected to result in significant positive benefits for the larger Norwich community.

The State will evaluate the priority projects and determine which projects will receive a portion of the \$9.7 million in DRI funding available for implementation.* Privately-sponsored projects that receive DRI funding will be required to provide a private match, as well.

\$9.7
million

in DRI funds available for
project implementation*

PRIORITY PROJECTS

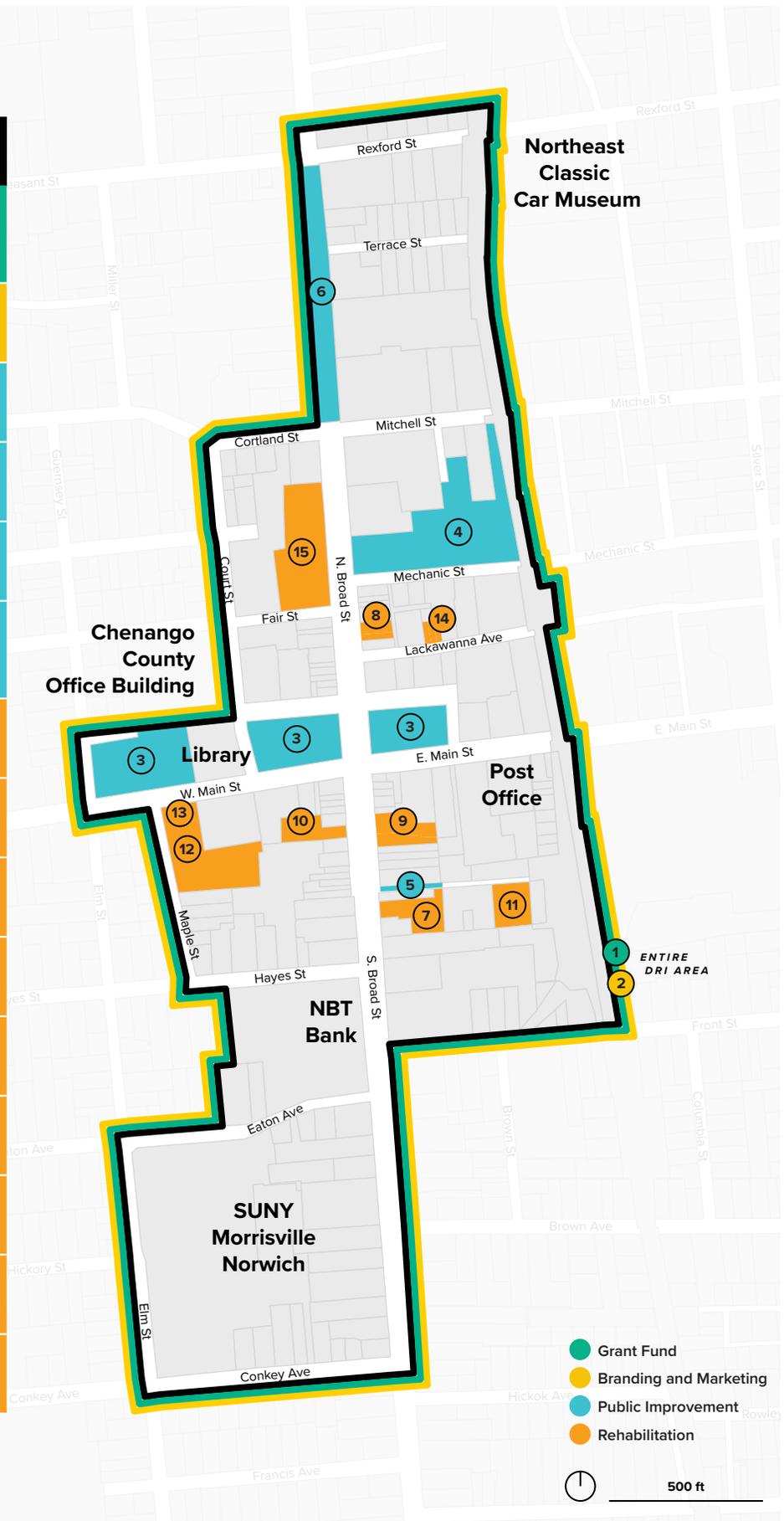
\$13.6
million

in total DRI funds requested
for project implementation

**Note: \$300,000 of the original \$10 million DRI grant was allocated to develop the Strategic Investment Plan, leaving \$9.7 million in available DRI funds for project implementation.*

Priority Projects
for DRI funding

- ① Establish the Downtown Norwich Small Project Grant Fund
- ② Implement a Downtown Signage and Wayfinding System
- ③ Improve East, West, and Library Parks
- ④ Improve the YMCA's Streetscape and Facilities
- ⑤ Enhance the American Avenue Streetscape
- ⑥ Enhance the N. Broad Street Connection to the Museum District
- ⑦ Upgrade the Colonia Theatre
- ⑧ Rehabilitate the Heritage Building
- ⑨ Rehabilitate 13-15 South Broad Street
- ⑩ Create the Downtown Norwich Boutique Hotel
- ⑪ Rehabilitate the Unguentine Building
- ⑫ Upgrade the Chenango Arts Council's Martin Kappel Theater
- ⑬ Improve ADA Accessibility at the Norwich Center
- ⑭ Rehabilitate 15-19 Lackawanna Avenue
- ⑮ Renovate the Red Roof Inn



Projects Proposed for DRI Funding



Establish the **Downtown Norwich Small Project Grant Fund**

A matching grant fund to help property owners improve their buildings or beautify the public realm.

\$600,000
DRI Funding Request

\$1,200,000
Total Project Cost



Implement a Downtown **Wayfinding and Signage System**

A comprehensive system of directional and identification signs to link downtown destinations together with clear and cohesive branding.

\$240,000
DRI Funding Request

\$240,000
Total Project Cost



Improve **East, West, and Library Parks**

Upgrades to Norwich's three, central parks to expand programming and support more events.

\$1,660,000
DRI Funding Request

\$1,685,000
Total Project Cost



Improve the **YMCA's Streetscape and Facilities**

An improved gateway into the YMCA and upgraded resilience facilities to support the YMCA's role as an emergency shelter.

\$651,000
DRI Funding Request

\$651,000
Total Project Cost

- Grant Fund
- Branding and Marketing
- Public Improvement
- Rehabilitation



Enhance the
American Avenue Streetscape

A safer and more welcoming American Avenue with better lighting, more amenities, and a brand new look and feel.

\$470,000
DRI Funding Request

\$470,000
Total Project Cost



Enhance the
N. Broad Street Connection to the Museum District

A safer, more walkable, and more recognizable connection between downtown Norwich and the city's premier tourist destination.

\$615,000
DRI Funding Request

\$615,000
Total Project Cost



Upgrade the
Colonia Theatre

An upgraded Colonia Theatre with new and improved seating, a digital addition to the historic marquee, and more family-friendly entertainment options.

\$165,000
DRI Funding Request

\$435,000
Total Project Cost



Rehabilitate the
Heritage Building

Activation of the historic Heritage Building with a healthy food market and local brewery.

\$292,000
DRI Funding Request

\$730,000
Total Project Cost

Projects Proposed for DRI Funding



Rehabilitate
13-15 S. Broad Street

Renovations to activate and modernize a historic downtown building with 10 high-quality, energy-efficient, ADA-accessible apartments.

\$530,000
DRI Funding Request

\$1,060,000
Total Project Cost



Create the
**Downtown Norwich
Boutique Hotel**

A new, boutique hotel that will bring 45 high-quality hotel rooms to the heart of downtown Norwich.

\$3,360,000
DRI Funding Request

\$8,400,000
Total Project Cost



Rehabilitate the
Unguentine Building

More than 10,000 square feet of new commercial space and two dozen new apartments to activate a long-vacant, historic building.

\$3,006,000
DRI Funding Request

\$7,528,000
Total Project Cost



Upgrade the Chenango Arts Council's
Martin Kappel Theater

Upgrades to the seating, lighting, and audio-visual equipment in the Martin Kappel Theater for a better all-around experience.

\$570,000
DRI Funding Request

\$570,000
Total Project Cost

- Grant Fund
- Branding and Marketing
- Public Improvement
- Rehabilitation



13

Improve ADA Accessibility at
The Norwich Center

A new elevator and ADA entryway that make the Norwich Center’s many programs and services accessible to all.

\$925,000
DRI Funding Request

\$925,000
Total Project Cost



14

Rehabilitate
15-19 Lackawanna Avenue

Facade improvements and interior renovations to create two new apartments and 1,000 square feet of retail space in some of Norwich's oldest buildings.

\$140,000
DRI Funding Request

\$350,000
Total Project Cost



15

Renovate the
Red Roof Inn

A complete rebrand of the Red Roof Inn with modernized rooms and more amenities to support Norwich’s growing tourism industry.

\$392,000
DRI Funding Request

\$980,000
Total Project Cost

Project Implementation

Projects will be implemented by the project sponsor in coordination with any identified partners. Sponsors will be responsible for contracting with the appropriate State agency, meeting local regulations and program guidelines, obtaining required permits and approvals, reporting progress, and keeping their projects on time and on budget. Development Chenango Corporation (DCC) and the City of Norwich will assist with the facilitation and advancement of projects where possible and as appropriate.

SECTION I

Downtown Profile and Assessment



02 DRI Area Context

08 Related Planning Efforts

18 Employers and Anchors

22 Land Use and Zoning

28 Historic and Cultural Resources

40 Recreational Resources

48 Transportation

56 Infrastructure

58 Environment

64 Market Conditions

70 Issues and Opportunities

Downtown Profile and Assessment

This section provides an overview of current socio-demographic, physical, and economic conditions of the Norwich DRI Area.

The Norwich DRI exhibits a unique identity and sense of place, which is derived from its historical legacy and community connectedness. Its historic building stock, proximity to major employers, active events and programming scene, and concentration of committed local organizations combine to create a strong foundation to advance revitalization.

With an infusion of DRI funding, the area is poised to capitalize on identified market potential, including that within the housing and tourism sectors, to further attract new residents, visitors, and businesses as well as better serve those who already call Norwich home.

DRI Area Context

In December 2021, the City of Norwich was awarded a \$10 million Downtown Revitalization Initiative (DRI) grant to plan for and invest in projects that will reinvigorate this historic center of industry in New York’s Southern Tier Region.

This award is part of the fifth round of New York State’s Downtown Revitalization Initiative (DRI), which is designed to transform downtown neighborhoods into vibrant places to live, work and raise a family. The DRI program is focused on advancing the community’s vision for revitalization by implementing key projects that are catalysts for downtown investment.

The City of Norwich has a legacy of industry and creativity that will be leveraged through the DRI. Recent investment in the city has paved the way for additional economic development and improved quality of life opportunities in the downtown.



*DRI Area
At A Glance*

92
acres

209
parcels

234
housing
units

205
businesses

4
parks

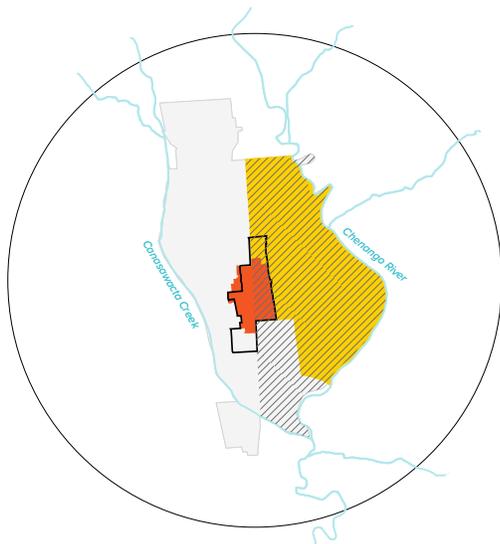


Broad Street, Downtown Norwich

DRI Area Context

DRI Boundary

The DRI area is central to the City of Norwich and encompasses 92 acres of the commercial core along Broad and Main Streets. The area features three central parks surrounded by traditional commercial and public buildings. The DRI area encompasses the majority of Norwich’s Business Improvement District (BID) as well as portions of the City’s Qualified Opportunity Zone (QOZ) and a Brownfield Opportunity Area (BOA). With these complementary programs in place, the DRI area is prepared to implement projects intended to jump start revitalization. In addition, the DRI area lies just south of the city’s developing tourism area, the newly designated Museum District.



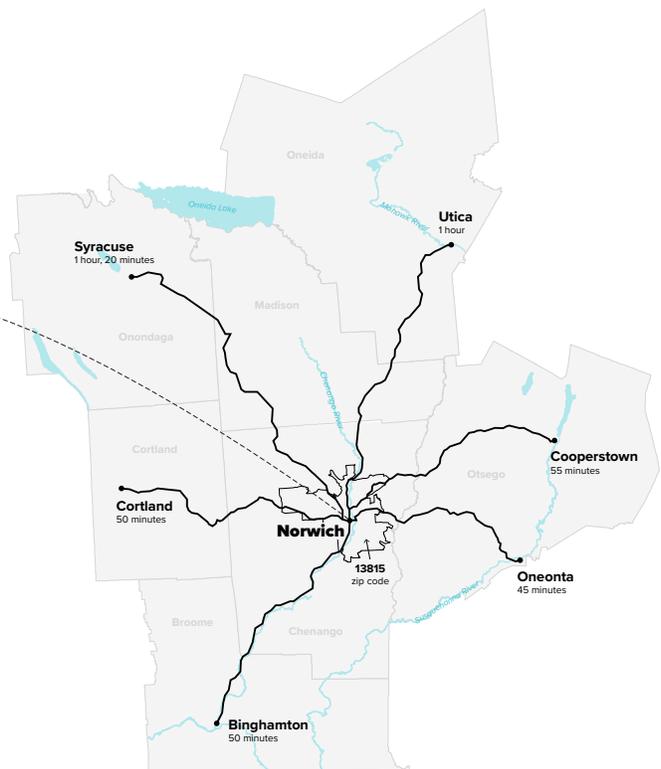
Key:

- Norwich DRI Boundary
- City of Norwich Boundary
- Qualified Opportunity Zone (QOZ)
- Business Improvement District (BID)
- ▨ Brownfield Opportunity Area (BOA)

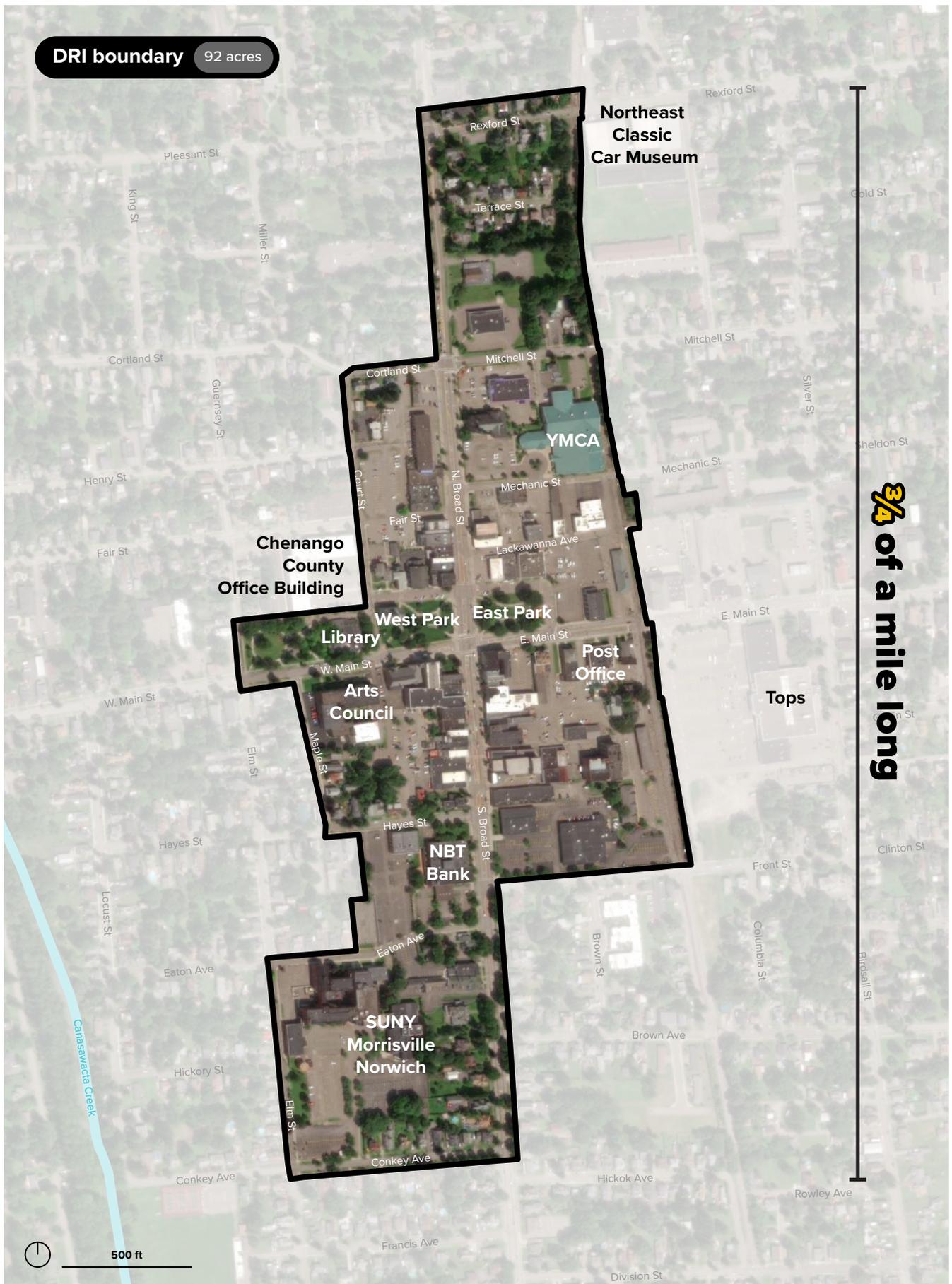
Regional Context

The City of Norwich is the county seat and the only city in Chenango County. Its surrounding area is characterized by a rural landscape, yet it is proximate to regional centers including the cities of Binghamton, Cortland, Syracuse, Utica and Oneonta as well as the village of Cooperstown. Local highways, including NYS Route 12 and NYS Route 23, provide the primary access to Norwich.

The city does not have direct access to an interstate highway system. This characteristic helps maintain the distinct quality of the downtown in a picturesque rural setting.



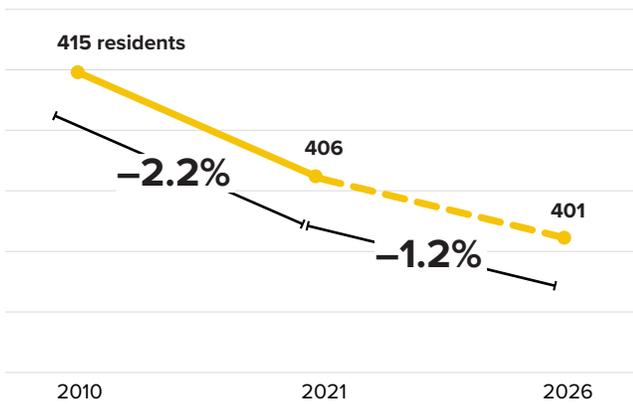
Map 1: DRI Boundary



DRI Area Context

Socio-economic Characteristics

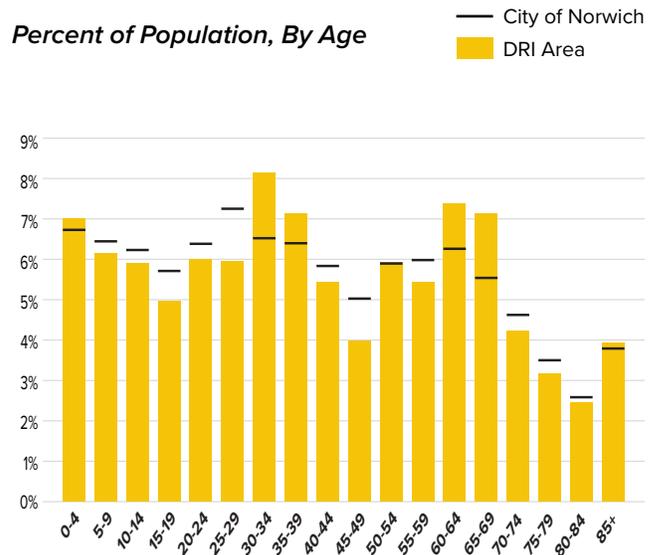
Population Trends



Population

In 2021, there were 406 residents in the DRI area, accounting for approximately 6% of the city’s total population of 7,031. Population is declining and is expected to continue declining in the DRI area. The area lost 2.2% of its population from 2010 to 2021 and is projected to lose an additional 1.2% by 2026. These declines are consistent with trends seen in the greater City of Norwich and Chenango County, as well.

Percent of Population, By Age



Age Distribution

The DRI area is attractive to young families (30 to 34-year olds with young children, most 4 or under) and younger retirees (60 to 69-year olds), but less so for young workers (15 to 29-year olds), middle aged workers (45 to 59-year olds), and the elderly (70+).



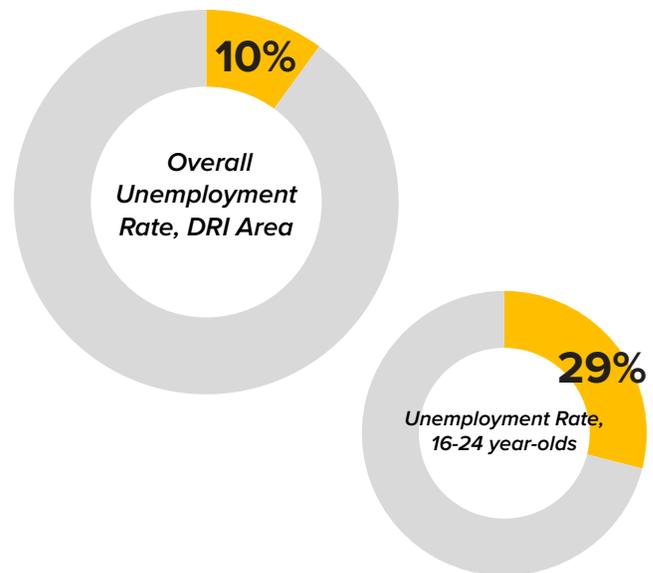
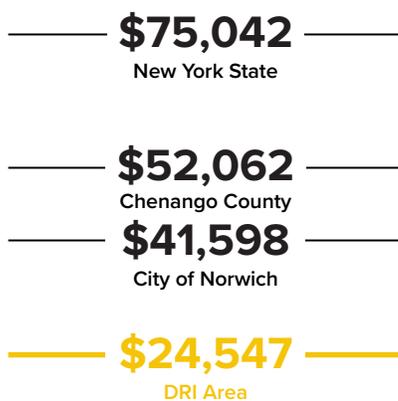
Looking Ahead...

Diversified job and housing options can help attract new residents and encourage others to stay in Norwich.

DRI Area At A Glance



Median Household Income



Household Income

Poverty is relatively high in the DRI area. More than a third of households within the DRI earn less than \$15,000 per year, 30.2% are below the federal poverty level, and 35.4% receive financial assistance. Median household income was approximately \$24,547 as of 2021, significantly lower than the City of Norwich (\$41,598), Chenango County (\$52,062), and the state of New York (\$75,042).

Unemployment

Unemployment within the DRI area is high, particularly among young workers. By the end of 2021, 10.1% of the labor force in the DRI area was unemployed, compared to 6.7% in the city, 5.9% in the county, and 8.4% in the nation. Among 16-24 year-olds, that rate jumped to 28.6%. The Norwich 13815 zip code has lost 6% of its jobs since the start of the COVID-19 pandemic – a greater percentage loss than the county at large and the nation – suggesting limited job availability in the city and the DRI area.

Related Planning Efforts and Projects

The City's planning framework reflects a culture of community stewardship and volunteerism that is embedded in the vision for Norwich. This community spirit serves to support DRI efforts.

City Planning Efforts

Key planning documents that serve the city and address its downtown community include the Comprehensive Plan, completed in 2014, and the Brownfield Opportunity Area Revitalization Plan completed in 2018. In addition, a 2008 Reconnaissance Survey for the city provides important information on the existing built environment. The following highlights key features from these planning resources.

City of Norwich Comprehensive Plan (2014)

In 2014, City Planning staff and the Planning Commission completed an update to the Comprehensive Plan that highlights progress since the 2003 Comprehensive

Plan. The plan consists of an Action Plan that identifies the vision, goals, and activities for implementation. The plan also provides a Community Profile detailing context regarding the city's history, demographics, economic development, housing, environment, culture, tourism, recreation, region, transportation, infrastructure and community services. These two components provide the basis for the City's decision-making process regarding future growth and development.

The Comprehensive Plan provides the future development framework for the DRI area since it establishes the community's vision and goals for Norwich. These goals include:

- Efficient and Progressive Municipal Services
- Diverse Economy Connected to the World
- Vibrant Downtown
- Integrated Multi-Modal Transportation System
- Standout City of Character, Architecture and History
- Residential Neighborhoods of Choice and Quality
- Inspired by Diverse Art and Cultural Offerings



“

**COMPREHENSIVE
PLAN VISION**

Norwich will stand out for its physical and civic character, distinguished by its high level of citizen stewardship and leadership. Its generous volunteerism will support efforts to make it a vibrant community of choice that acts progressively to attract and retain both residents and businesses.”

Related Planning Efforts and Projects

City of Norwich Brownfield Opportunity Area (BOA) Revitalization Plan: Nomination Study (2018)

In 2018, a Nomination Study for the City's Brownfield Opportunity Area (BOA) was completed, creating a revitalization plan for all properties east of Broad Street. The Plan includes an inventory and analysis of the existing conditions within the study area as well as an economic and market trend analysis.

As part of the planning process, the BOA Revitalization Plan established a vision statement and community goals for improved economic development and quality of life. This plan also identifies projects for implementation within the proposed BOA. Although the boundaries are different, the community goals outlined as part of the BOA Revitalization Plan are applicable to and impact the DRI. The goals that specifically address the DRI area include:

- Implement the Heritage Block Redevelopment Project (*Within the DRI area, bounded by North Broad Street, Lackawanna Avenue, Lackawanna Lane and Mechanic Street*).
- Develop and implement plans for all the Special Overlay Districts (*Including the Chenango County Courthouse Historic District and North Broad Street Historic District within the DRI area as well as the Museum District just outside the DRI area*).

Brownfield Opportunity Area

The City of Norwich developed a BOA Nomination Study in 2018 as part of the New York State Department of State's (DOS) Brownfield Opportunity Area (BOA) Program. The BOA program is designed to help communities develop revitalization plans for areas impacted by vacant and underutilized brownfield sites.

All properties in the DRI area east of Broad Street are also included in the City's Brownfield Opportunity Area.

- Employ feasible Main Street-style revitalization techniques and programs to enhance Norwich's downtown
- Support entrepreneurship and create new opportunities for business development and job creation
- Develop additional types of housing and improve conditions of the existing housing stock
- Create a powerful and unified marketing message
- Recapture lost corporate lodging demand and the growing leisure market

Additionally, the following BOA goals are complementary to the DRI area goals:

- Develop and implement a Population Action Plan
- Develop a master plan for the Borden Avenue Industrial Area
- Bring recreational opportunities to the waterfront

Historic and Architectural Resources of the City of Norwich (2008)

In 2008, a Reconnaissance Survey was completed to identify buildings, structures, and landscapes eligible for listing on the National Register of Historic Places. As part of the plan, all streets were surveyed and every building over 50 years old was photographed and alterations documented. Using this comprehensive information, each building was analyzed to determine eligibility, either individually or as part of a district.

The findings of the 2008 survey reflect the history that is vital to the character of the city and the DRI area. In addition, the information provides the basis for the determination of eligibility for two districts within the DRI area:

- Broad Street-Main Street Historic District Extension
- South Broad Street Historic District

County Plans

The DRI area is central not only to Norwich but also to Chenango County. Understanding how downtown Norwich relates to county planning efforts is critical to regional success. The county planning framework is established in the following plans:

Guiding Chenango: A County Comprehensive Plan (2016)

The County Comprehensive Plan provides an overview of the existing conditions on a county-wide level and provides guidance applicable to all the Chenango County communities. The five goals of the plan include to:

- Ensure Chenango County is a safe, healthy, and stable community to reside.
- Enhance and maintain a safe and efficient network of infrastructure.
- Enjoy the diverse historic, cultural, and recreational opportunities available to residents and visitors of Chenango County.
- Align education and workforce to foster economic development in Chenango County.
- Limit the impact of natural disasters and mitigate climate change.

Chenango County Coordinated Transportation Plan (2019)

This county plan provides an overview of the existing transportation service providers including Getthere (a mobility management program) and First Transit (the county fixed route bus service). The plan also identifies goals and strategies that address rural transportation needs.

Multi-Jurisdictional Hazard Mitigation Plan Update (2021)

This Hazard Mitigation Plan is an effort to reduce the impacts of natural disasters and to increase the resiliency of Chenango County communities.

Related Planning Efforts and Projects

Community Development Partners

The DRI area is supported by several key community development partners who focus on the needs of the downtown and engage in efforts to support the goals of the DRI program. These organizations include:

Commerce Chenango

Commerce Chenango is a chamber serving the Greater Chenango area and is focused on leveraging resources for sustainable economic growth. A partner organization to Commerce Chenango is the Development Chenango Corporation (DCC), which serves as a local development corporation and public authority.

County of Chenango Industrial Development Agency (CCIDA)

A New York State public benefit corporation, the CCIDA was established to provide financial and other incentives to firms expanding or locating in Chenango County.

Norwich Business Improvement District (BID)

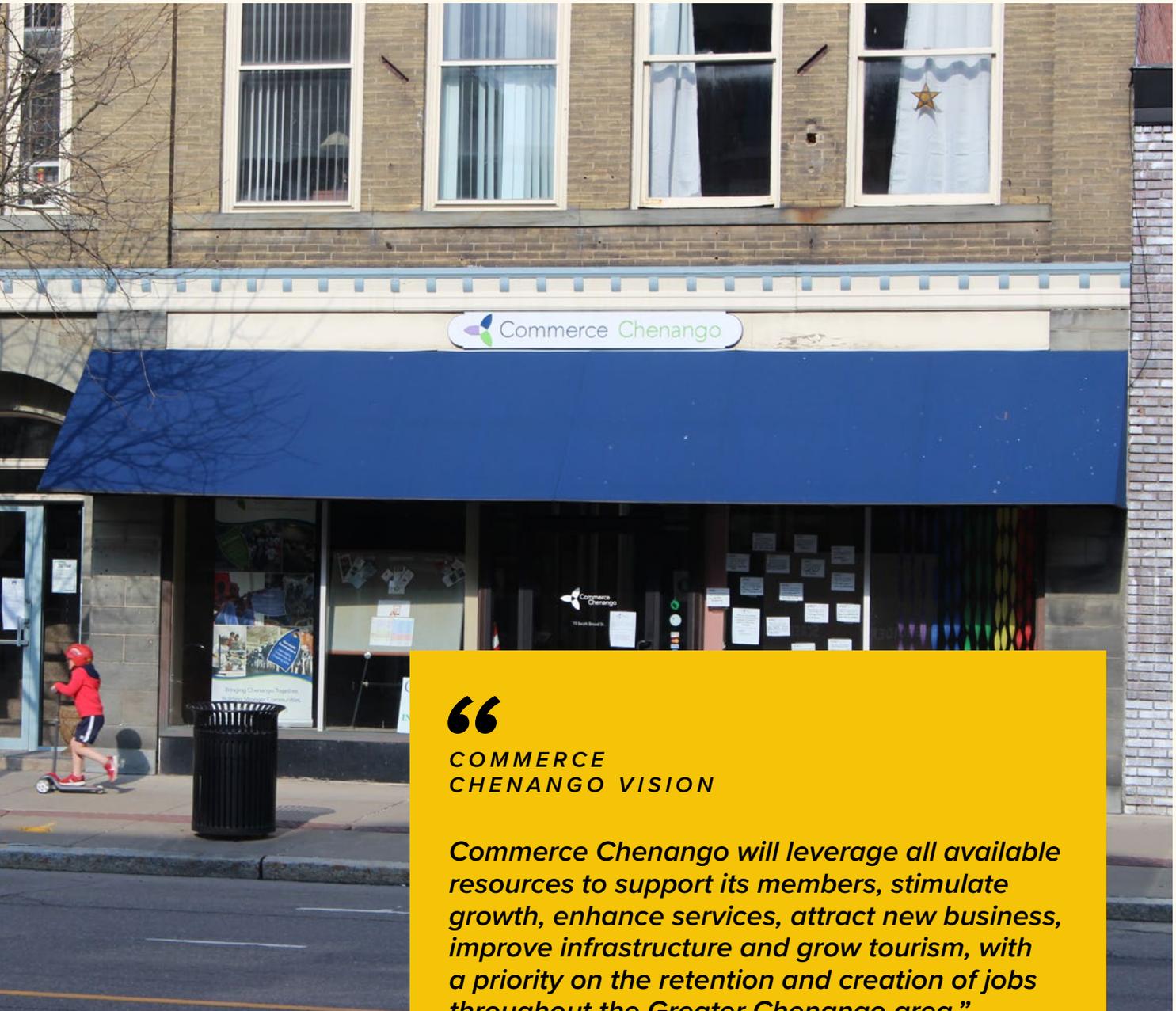
Established in 1982, the Norwich BID serves to enhance the safety, cleanliness, image and competitiveness of the downtown district. A not-for-profit organization, the Norwich BID provides services and programs for the downtown district. The BID hosts a variety of events including an annual Christmas Tree Lighting at West Park. The Norwich BID also created the Norwich Downtown Relief Fund, a one-time grant to provide assistance to local businesses and organizations affected by COVID-19 disruptions. According to an article submitted to the Evening Sun by the Norwich BID, the Fund raised \$40,000, including a \$15,000 BID match. In June 2020, the grant was delivered to 15 businesses and organizations.





Key Finding

Organizations and their members and volunteers maintain the resources and skills to mobilize revitalization efforts in downtown Norwich.



“

COMMERCE CHENANGO VISION

Commerce Chenango will leverage all available resources to support its members, stimulate growth, enhance services, attract new business, improve infrastructure and grow tourism, with a priority on the retention and creation of jobs throughout the Greater Chenango area.”

Downtown Investment

There have been substantial investments in and around downtown Norwich in the past ten years that support additional development in the DRI area. These investments focus on enhancing the multitude of community assets that make downtown a desirable place to live, work and visit. With millions of dollars already invested in projects and programs, the DRI program is intended to further community revitalization goals.

Recent and Planned Investments in Downtown Norwich

| Project or Investment | Approximate Investment | Description |
|---|------------------------|---|
| Chenango Memorial Hospital* | \$25,000,000 | Upgrades to the Norwich Hospital, including a new emergency department and lab, expanded ambulance drop-off point, re-opened walk-in clinic, and improved specialty services. |
| NBT Bank | \$10,000,000 | Aggregate investment by NBT Bank Corp. to its facilities, technology, and infrastructure. Also, the addition of an operations center was supported by the hiring of additional workforce and associated professional development. |
| Railroad Revitalization Project | \$5,700,000 | The Chenango County Industrial Development Agency (CCIDA) received funding to repair the New York Susquehanna, and Western Railroad in Chenango County that was damaged in 2006 and 2011. Funding was provided through the U.S. Economic Development Agency (EDA) as well as the New York State Department of Transportation (NYSDOT) and local partners. |
| Eaton Center | \$3,000,000 | Investment in this multi-tenanted office complex, which has offices as small as 200-square feet or as large as 10,000-square feet. Currently it is home to a variety of tenants such as the United Health Services' physical therapy services, the Chenango County Court System, a cafe and a fitness center. |
| NYS Route 12 and NYS Route 990L | \$2,580,000 | NYSDOT plans to mill and resurface these roadways in the DRI area along South Broad Street and East Main Street. Other improvements include upgrades to curb ramps, minor signal upgrades and new ground-mounted sign structures and pavement markings. |
| Improved Broadband | \$1,900,000 | Chenango County received funding from the CARES Act to improve broadband connectivity in two communities, including the City of Norwich. |
| Northeast Classic Car Museum* | \$1,500,000 | Construction of a new facade to enhance the facility at 24 Rexford Street. |
| Chenango County Historical Society* | \$1,400,000 | Investment using local contributions, donations and foundation support to develop its campus, including the Loomis Barn project, the James S. Flanagan Research Center and other renovations. |
| Museum District* | \$1,000,000 | Streetscape improvements on Rexford Street from North Broad Street to Silver Street. Improvements include new sidewalks, lighting, signs and landscaping. |
| Cornell Cooperative Extension | \$812,000 | Historic building renovation at 99 North Broad Street. |
| Colonia Theater | \$700,000 | Balcony re-purposing and technology upgrades. |
| East and West Parks | \$500,000 | Friends of the Parks, a local community organization, helped to raise money to improve the parks including relocating the existing gazebo to ground level to enable the construction of a new performance stage and addition of amenities throughout. |
| Hotel Norwich | \$500,000 | Development Chenango Corporation (DCC) recently purchased 14-16 South Broad Street for the development of a 45-unit hotel in the center of Norwich. |
| Start-up and Agricultural Loans to Small Businesses | \$500,000 | Since 2020, DCC has provided small businesses more than \$500,000 in start up and agricultural loans. |

*Located north of the DRI Area.

TOTAL INVESTMENT

\$57,000,000

Recent and Planned Investments in Downtown Norwich (continued)

| Project or Investment | Approximate Investment | Description |
|--|------------------------|---|
| Hercules Properties | \$450,000 | Redevelopment of a historic building at 42-46 North Broad Street. |
| Guernsey Memorial Library | \$425,000 | ADA compliance. |
| City of Norwich Broad Street Revitalization | \$250,000 | Renovation of several mixed-use downtown buildings using the Homes and Community Renewal New York Main Street grant program. |
| Commerce Chenango Building | \$200,000 | Building renovations at 13-15 S Broad Street. |
| Coronado Enterprises Building | \$200,000 | Re-purposed a historic building at 5 South Broad Street. |
| Norwich Anchor Property Revitalization Project | \$150,000 | Rural Area Revitalization Project funding used for the renovation of two properties in the city. |
| Sanitary Sewer Collection System Engineering Study | \$100,000 | The City of Norwich completed an engineering report to evaluate and identify sources of inflow and infiltration into the City's sanitary sewer collection system. The study was funded through the New York State Department of Environmental Conservation (NYSDEC) using the Engineering Planning Grant Program. |
| Adam Spence Building | \$90,000 | Building renovations at 27 North Broad Street. |
| Norwich Senior Housing | \$90,000 | Building renovations at 15-25 West Main Street. |
| Nina's Restaurant | \$75,000 | Restaurant reconfiguration at 34-36 South Broad Street. |
| Wastewater Treatment Plant Nutrient Removal Study | \$30,000 | The City of Norwich is in the process of completing an engineering report to evaluate various improvements to its wastewater treatment plant. The study is funded through NYSDEC using the Engineering Planning Grant Program. |
| Gordon Park | \$14,000 | Investment in park upgrades including new benches, lights, and a new fountain through a donation by Norwich Pharmaceuticals. |



Key Finding

There has been significant investment in downtown and the surrounding area, including the Museum District. The DRI program will help to leverage these investments to further revitalize downtown.

Related Planning Efforts and Projects

Southern Tier REDC Strategies

The City of Norwich DRI aligns with the strategies of the Southern Tier Regional Economic Development Council (ST REDC), as presented in the 2021 Annual Report. These strategies include both statewide and regional priorities. Specifically, the Norwich DRI represents the implementation of projects of a statewide priority to support community investment in placemaking and downtown revitalization. The DRI process focuses on investing in projects to improve the built environment, revitalize the local economy and enhance the quality of life in this historic downtown. The Norwich DRI also relates to the regional priorities, including the Southern Tier’s efforts to:

- Transform the Food and Agriculture Industry: This priority focuses on expanding production and building on the region’s agrifood expertise.
- Promote the Southern Tier’s Innovative Culture: This priority focuses on supporting lifestyle assets and innovation programs to attract new venture formation and development.
- Develop Tourism Business in the Southern Tier: This priority focuses on the development of the tourism industry by supporting the workforce and maximizing existing assets.

Each of the DRI projects are assessed for how they align with these priorities to maximize their potential to further the regional impact of the Norwich DRI.

Southern Tier REDC

The Southern Tier Regional Economic Development Council (ST REDC) is a public-private partnership that includes the eight counties of Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga and Tompkins. ST REDC is one of 10 Regional Councils in New York State that were established in 2011 to develop long-term strategic plans for economic growth for their region. Investments through the ST REDC process have leveraged more than \$885 million through \$132 million in public support, representing a total strategic investment in the region of nearly \$1.02 billion.²

2 New York Regional Economic Development Council. “State of the Region: Southern Tier 2021 Annual Report.” p. 32.

Norwich Solar Farm

2 miles northeast of downtown

79

acres

52,500

solar panels

20 M

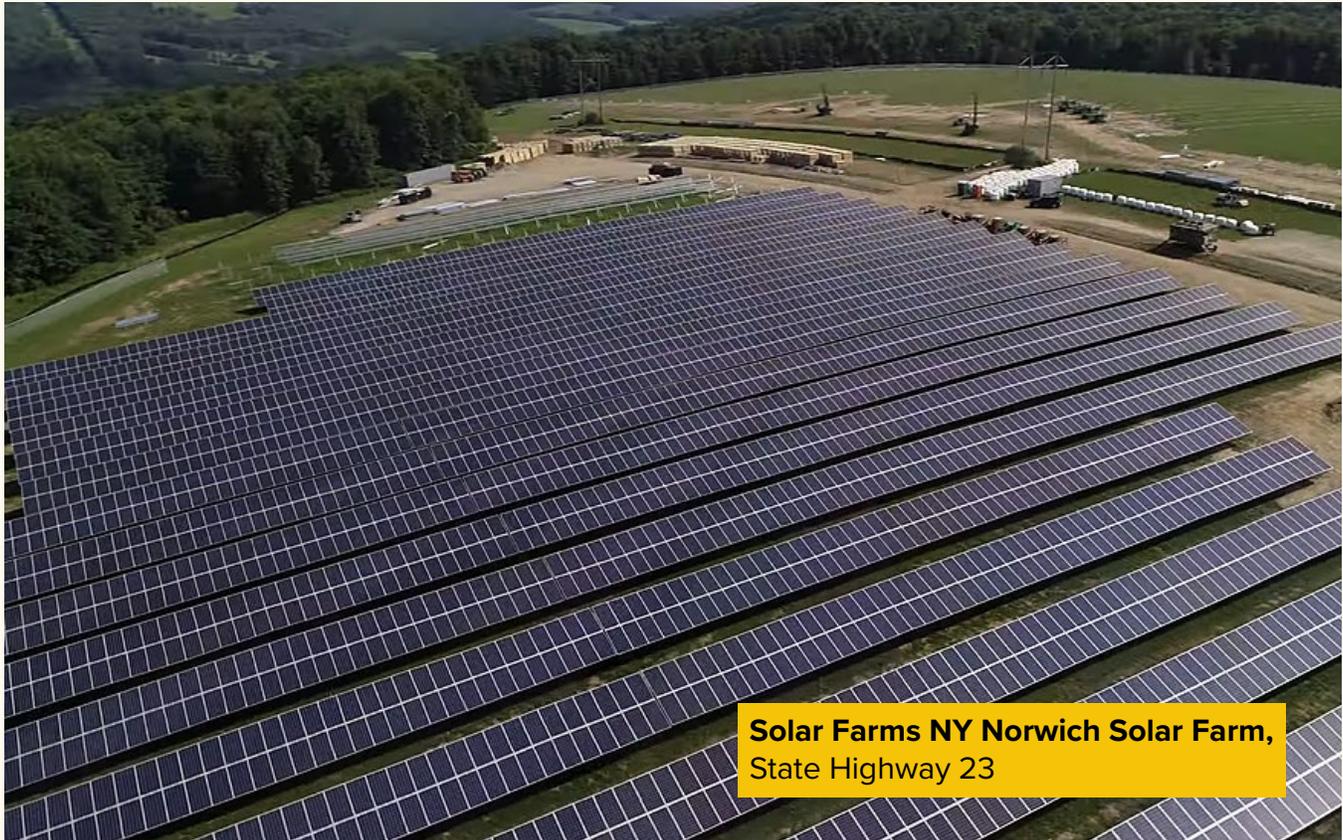
kWh of electricity

2,000

homes can be powered

5%

savings on energy bills



Regional Investments

The Stone Quarry Recreation Area

The Chenango Greenway Conservancy raised money to purchase and preserve a former stone quarry site that is popular with hikers and other outdoor enthusiasts. This 203-acre property, known as the Stone Quarry, lies west of the DRI area outside the city limits.

Clean Energy

Within five miles of Norwich, three major solar farms have been developed since 2019.

Major Employers and Anchor Institutions

The City of Norwich is a historic hub for industry in the region. The success of the downtown is supported by active local employers.

Historically, the remote location of the city led to the development of a self-sufficient economy that sustained the community.³ The legacy of this heritage can be seen in the presence of a variety of headquarters in and around the city.

Regional Employers

In addition to the employers located within the city, several large employers such as Chobani and The Raymond Corporation, are located within the larger region. These companies are important community partners as downtown Norwich provides an activity hub for employees across the region.

Employment Statistics

Norwich 13815
Zip Code

Chenango
County

-10%

job loss over
the past 20
years

-5%

job loss over
the past 20
years

\$56,700

average
earnings

\$63,400

average
earnings

**#1
government**

largest
industry

**#1
manufacturing**

largest
industry

**#2
health care**

second largest
industry

**#2
government**

second largest
industry

**#3
finance**

third largest
industry

**#3
retail trade**

third largest
industry

³ "City of Norwich Comprehensive Plan." May 20, 2014. Page 22.

Major Employers in the City of Norwich

| Name | Employees | Type of Industry | Relation to the DRI Area |
|--|-----------|---|--------------------------|
| Chenango County Government | 550 | Government | Borders DRI |
| UHS Chenango Memorial Hospital | 512 | Health and Long Term Care | Outside DRI |
| Norwich City School District | 438 | Education | Outside DRI |
| Frontier | 350 | Phone / Internet / Satellite Services | Within DRI |
| NBT Bank, N.A. | 300 | Financial Services | Within and Outside DRI |
| Achieve | 200 | Contract Packaging | Just Outside DRI |
| City of Norwich | 149 | Government | Within DRI |
| NBT Insurance Agency | 149 | Insurance and Financial Services | Within DRI |
| Snyder Communications | 143 | Media | Within DRI |
| Opportunities for Chenango, Inc. | 130 | Community Support Organization | Near DRI Border |
| Curtis Lumber | 115 | Wholesale and Retail Lumber / Building Supplies | Outside DRI |
| Price Chopper Supermarkets | 115 | Retailer | Outside DRI |
| Norwich Family YMCA | 110 | Fitness and Recreation | Within DRI |
| Valley View Skilled Nursing Home & Rehabilitation Center | 110 | Long Term Care Home | Outside DRI |
| Catholic Charities of Chenango County | 100 | Adult and Child Services, Care Center | Outside DRI |

Source: Commerce Chenango

4,258

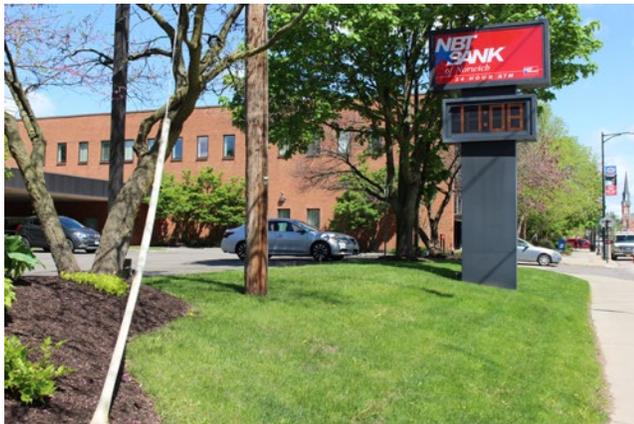
*TOTAL EMPLOYEES,
City of Norwich*

80%

*PERCENT OF COMMUTERS,
Coming into the city for work*

Major Employers and Anchor Institutions

Major Employers in the City



NBT Bank

NBT Bank is one of the largest employers in the region with approximately 300 employees in Norwich and 1,500 employees company-wide. Headquartered at 52 South Broad Street, within the DRI area, this independent community bank has been part of the area since its beginnings in 1856.

Chenango County

Designated as the county seat in the early 19th century, Norwich has developed as a center for government. As the largest employer in the city, Chenango County continues to be an anchor institution. The Chenango County Court House stands as a landmark of the county seat. In addition, the Chenango County Office Building is located just outside the DRI area at 5 Court Street, which houses a wide range of county departments.



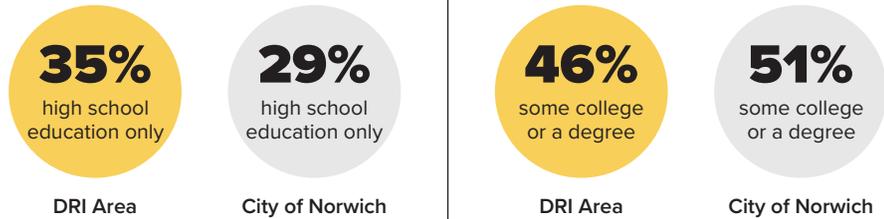
UHS Chenango Memorial Hospital

The second largest employer in the city, UHS Chenango Memorial Hospital is a 138-bed facility located at 179 North Broad Street, just north of the DRI area. The hospital provides a variety of services and operates the only emergency care department in Chenango County. Recently upgraded, the 24 hour physician-staffed emergency care department consistently has over 18,000 visits per year.

Key Finding

There are a number of major employers and anchor institutions within the DRI area that provide well-paying job opportunities for the local community.

Education Statistics



Educational Institutions



Norwich City School District

The Norwich City School District facilities are located within the city, but the geographic area it serves extends approximately 110 square miles beyond the city limits. With an enrollment of approximately 1,700 students, the district includes four schools: Stanford J. Gibson Primary School, Perry Browne Intermediate School, Norwich Middle School and Norwich High School.

DCMO-BOCES

The Chenango Campus of the Delaware-Chenango-Madison-Otsego Board of Cooperative Educational Services (DCMO-BOCES) is located approximately five miles from the DRI area in the Town of Norwich. A regional educational agency, DCMO-BOCES provides services in partnership with 16 local school districts including the Norwich City School District.



SUNY Morrisville

At the southern end of the DRI area is a satellite campus of SUNY Morrisville, a member of the State University of New York (SUNY) system. The Norwich campus is housed in Roger W. Follett Hall at 20 Conkey Avenue. This modern two-story building is SUNY-owned and can accommodate approximately 1,000 students. Facilities available include classrooms, offices, science and nursing labs, bookstore, eatery and snack bar. Currently serving 250 commuter students, the Norwich campus offers a variety of associate degree programs and provides access to higher education in downtown Norwich.

Chenango County Cornell Cooperative Extension

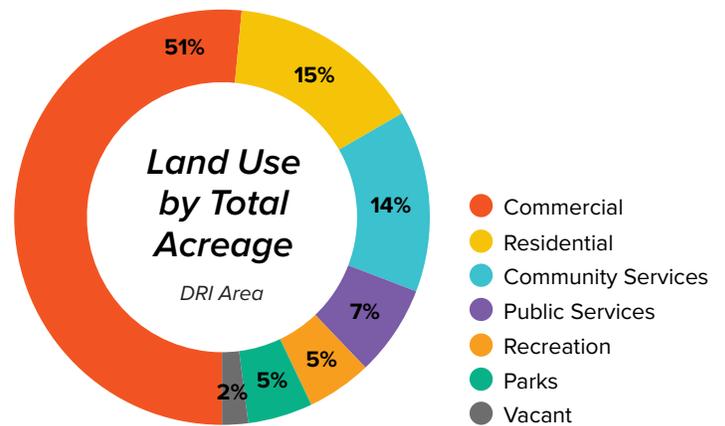
The Cornell Cooperative Extension for Chenango County is located in a historic residence at 99 North Broad Street.

Land Use and Ownership

Land use and regulatory characteristics provide essential information about how the community has developed and how it may develop in the future. In Norwich the land use pattern and zoning regulations highlight the downtown as a center for commercial and civic activity.

Land Use

The DRI area is composed of a mix of land uses that contribute to the walkability and compactness of the DRI area. While commercial and community service uses comprise the largest percentage of DRI land area, residential, public service, recreation and entertainment, parks and vacant land are also present. The following summaries describe each of the major land use categories within the DRI area.



Key Finding

The DRI area is a walkable, compact downtown area with a mix of land uses.

Land Use and Ownership

Key Finding

The DRI area has many centrally located, publicly-owned parcels.

Commercial

Just over half the total parcels in the DRI area are categorized as commercial land. Together, these commercial parcels account for 51% of the total DRI land area. Uses include small, row-type parcels typical of downtowns, which are concentrated along Broad Street near its intersection with Main Street. The largest commercial parcels include an office building parcel that is home to the Eaton Center and a bank complex that is home to NBT Bank.

Residential

Residential properties account for approximately 11 acres (15%) of total DRI land area. Uses include primarily single family residences, but also include two and multi family residences. Residential parcels are concentrated along Terrace Street and Conkey Avenue at the north and south ends of the DRI area.

Community Services

With a total of approximately 10 acres, community services account for 14% of the total DRI land area. Community services include governmental, religious and educational uses; specifically, the City Court, the Chenango County offices, the U.S. Post Office, the Guernsey Memorial Library, and the SUNY Morrisville Norwich Campus.

Public Services

Public service land within the DRI area includes the linear railroad property along the eastern boundary as well as several properties associated with Frontier Communications.

Recreation and Entertainment

Recreational and entertainment uses within the DRI area include the Norwich Family YMCA and the Colonia Theater.

Parks

An important resource within this land use category is park land. Consisting of five parcels, including East and West Parks, this land use is central to the downtown and characterizes the physical organization of the community.

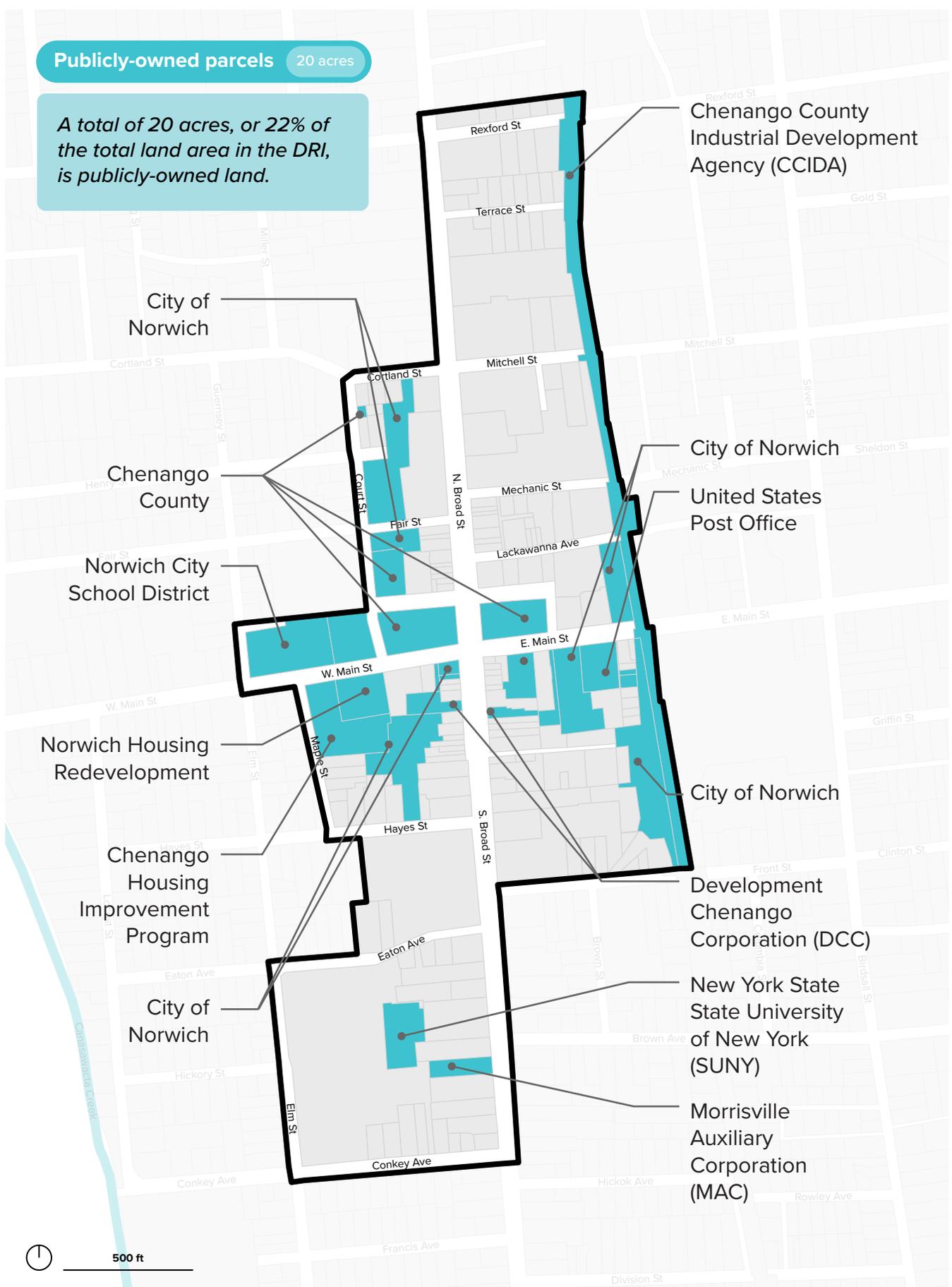
Vacant

Parcels designated as vacant are generally located behind the primary commercial corridor, and some are used for off-street parking. Vacant land also includes three parcels located at the corner of North Broad Street and Mechanic Street which form a small grassy area adjacent to a larger paved area that is informally used for parking. More information on vacant and/or underutilized sites can be found on page 62.

Map 3: Publicly-owned Land

Publicly-owned parcels 20 acres

A total of 20 acres, or 22% of the total land area in the DRI, is publicly-owned land.



Land Use and Zoning

Zoning

The DRI area is regulated by the Zoning Ordinance of the City of Norwich. Districts within the DRI area include:

General Business District (B-1)

This district concentrates uses that serve two functions: a regional commercial center function and a county seat function. Permitted uses include a wide range of commercial and other uses including multifamily dwellings in the form of upper floor apartments in existing commercial buildings. Open space requirements including minimum lot size, minimum frontage, street setback, lot lines setback, maximum building height and maximum lot coverage apply to the district. These open space requirements are adjusted for parcels within the Business Improvement District (BID).

Residential District (R-2)

This district provides a range of housing types, including higher density residential uses such as two family dwellings as a permitted use and multifamily dwellings by special permit. Allowable uses in the district also include home occupations. Professional offices are permitted by special permit. Open space requirements including minimum lot size, minimum frontage, street setback, lot lines setback, maximum building height and maximum lot coverage apply to the district.

Key Finding

Existing zoning within the DRI area permits a variety of uses to support downtown vibrancy.

Planned Use Development (PUD)

There are two Planned Unit Development Districts within the DRI area, which provide more flexible standards for development.

Railroad District (RR)

The Railroad District is located along the eastern border of the DRI and encompasses the New York, Susquehanna and Western Rail line. This district is intended to provide a linear corridor suitable for rail transportation and recreational trail development.

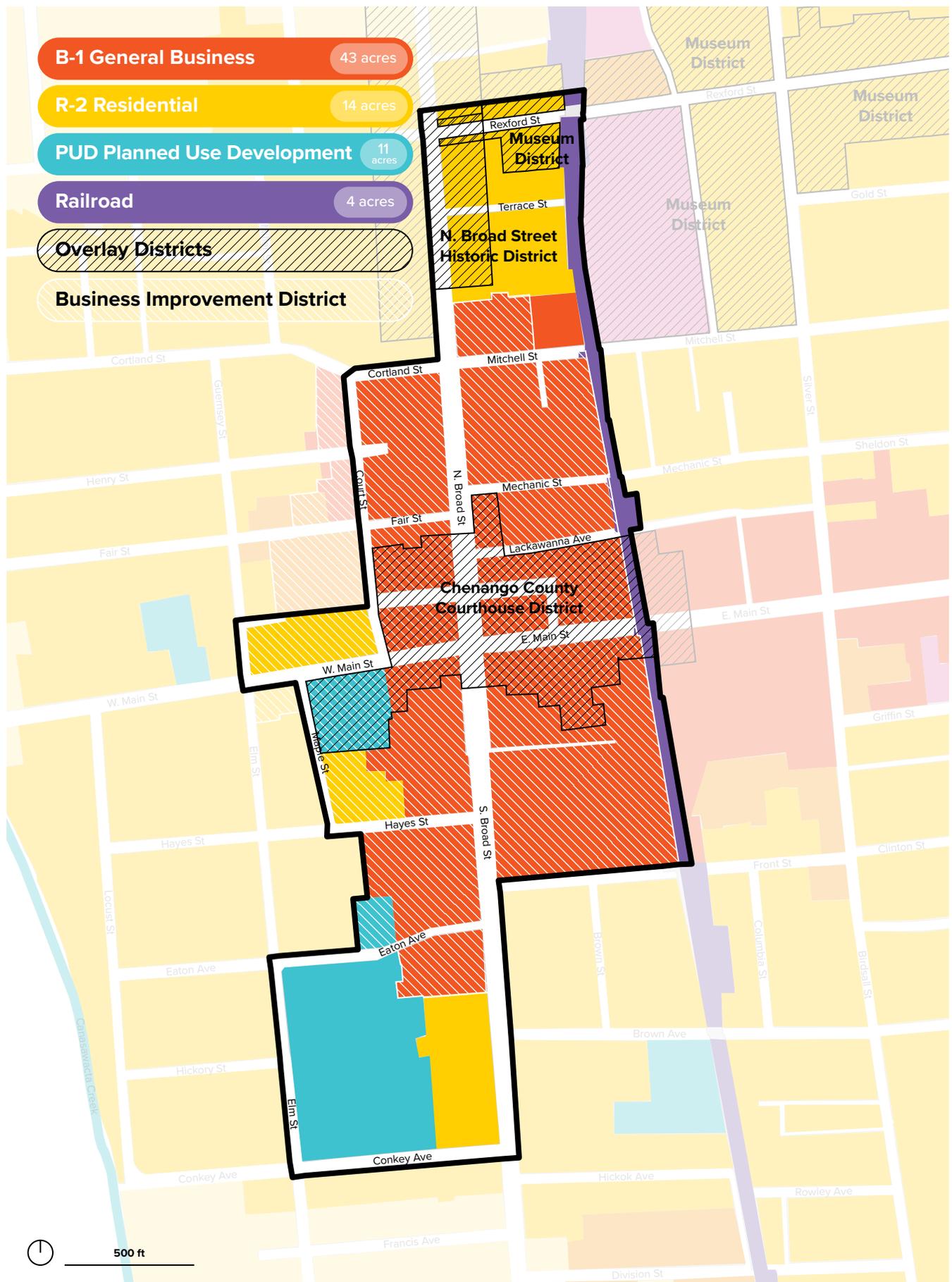
Overlay Districts

Three overlay districts are applicable to the DRI area: the Chenango County Courthouse District, the North Broad Street Historic District, and the Museum District. These overlays are intended to recognize and preserve the historic and cultural places within the district.

Parking Regulations

Supplementary to the Zoning Ordinance of the City of Norwich are regulations for off-street parking and loading. Specific requirements apply to different uses and depend on either the number of employees or the number of customers, patients, or members.

Map 4: Zoning



Historic and Cultural Resources

The City of Norwich is characterized by its concentration of historic and cultural resources. These resources have the potential to leverage investment in the DRI while promoting an authentic downtown experience.

Nineteenth century economic prosperity is evident in the built form of downtown Norwich. Organized around two historic parks that feature the Chenango County Courthouse, the City of Norwich was designated as the county-seat in the early 1800s. In addition to being an important governmental hub, industrial development was spurred by transportation advances, including the Chenango Canal and the two rail lines that traversed the city. These connections opened regional market opportunities, allowed for industrial development and supported the growth of the city.

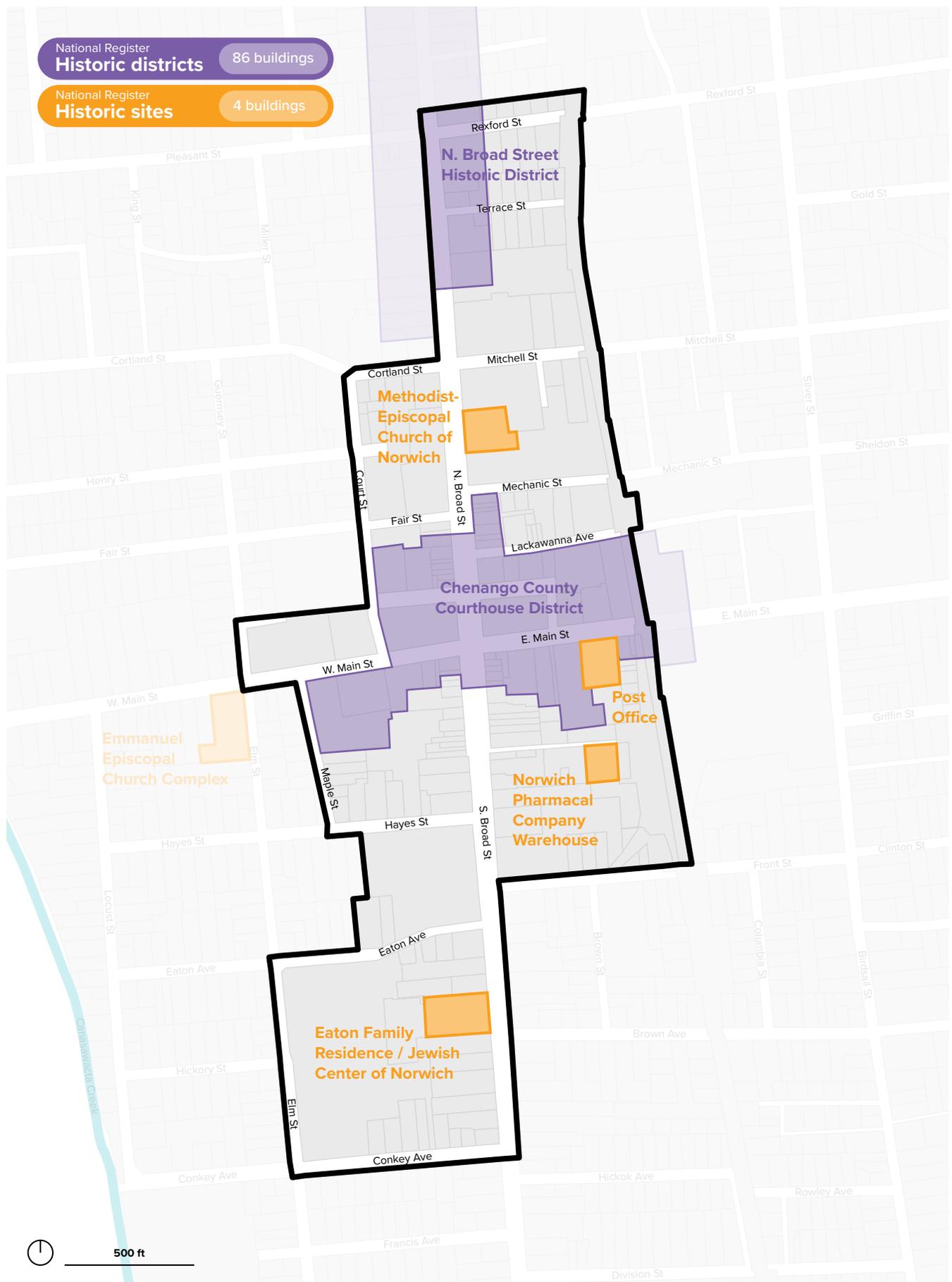
About the State and National Register of Historic Places

The State and National Registers of Historic Places can provide significant benefits for properties, such as protection for listed and eligible sites from effects of federal and state agency projects, tax credits, and grant opportunities for municipal and not-for-profit owned properties. Utilization of these benefits can help to promote historic preservation in the downtown and leverage economic development opportunities.

The DRI area captures a wealth of the city's historic downtown features. Many of these resources are listed on the National and State Registers of Historic Places, including properties that are part historic districts and individually listed. There are also identified properties eligible for listing on the National and State Registers of Historic Places.

Downtown Norwich is rich with historic and cultural buildings and sites, which create a unique sense of place. These resources can be leveraged for additional investment and economic development opportunities in the downtown.

Map 5: Historic Districts and Places



Historic and Cultural Resources

Listed Historic Districts

The following section describes the DRI area districts listed on the National and State Register of Historic Places.

North Broad Street District

Centered along North Broad Street from Cortland Street to Newton Avenue, the North Broad Street District was placed on the National Register of Historic Places in 1978. The district is significant for its concentration of residential architecture typical of the nineteenth century, including Greek Revival, Queen Anne, Italianate, and Stick style buildings.

Chenango County Courthouse District

Also known as the Broad Street-Main Street Historic District, this area surrounds the intersection of these two streets and is central to downtown Norwich. Listed on the National Register of Historic Places in 1975, the significance of the district is noted as typical of nineteenth century architecture for county seats in the northeast. The primary features of the district are East Park and West Park, which are located on either side of Broad Street, as well as the stately buildings that surround the parks, including the:

- Chenango County Courthouse (1837) located in West Park.
- Masonic Temple (1861) located at 5 West Main Street.
- First Congregational Church (1861) located at 11 West Main Street.

Also notable properties within the district are the former City Hall (1903, 1906) located at 31 East Main Street, the former Erie Lackawanna Railroad Station (1902) located at One City Plaza, and the Police Station.

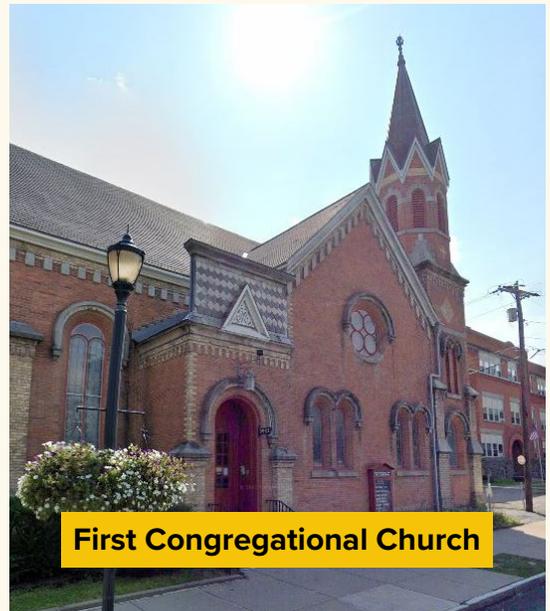
Chenango County Courthouse District



Chenango County Courthouse



Police Station



First Congregational Church

Historic and Cultural Resources



Listed Historic Sites

U.S. Post Office

At 20-22 East Main Street stands the city's United States Post Office, built between 1932 and 1933. This one-story Colonial Revival style building is constructed of brick with cast-stone detail and is clearly signified by its "UNITED STATES POST OFFICE" inscription. Part of the Chenango County Courthouse District, the building is also listed thematically for its significance as a United States Post Office built in New York State as part of the nation's public building program.

Jewish Center of Norwich

This stately Colonial Revival residential building located at 72 South Broad Street was designed in 1914 by the Syracuse firm of Gaggin and Gaggin. The building is significant for its use as a home for the Eaton family, known for their association with the Norwich Pharmacal Company, and later for its use as a synagogue and center for the city's Jewish community.



Unguentine Building, 20 American Avenue

Methodist-Episcopal Church

A prominent feature of the city's skyline is the Methodist-Episcopal Church at 74 North Broad Street. With Gothic and Romanesque style features, this two-story brick church has two grand towers on the main facade. Constructed in 1875 by New York State architect Isaac G. Perry, the building remains a distinct community landmark.

Also notable is Perry's design of another building listed on the National Register of Historic Places, the Emmanuel Episcopal Church, which is located just outside of the DRI area at 37 West Main Street.

Norwich Pharmacal Company Warehouse (Unguentine Building)

Located at 20 American Avenue is a utilitarian warehouse constructed in 1916. This historic structure is significant for its association with the Norwich Pharmacal Company, a primary industry in the economic development of the city. The building is locally recognized as the Unguentine Building because of the Unguentine slogan written on the east side of the building. Unguentine is an ointment that was one of the company's key products. The slogan was located to be seen from the adjacent rail line. Other more familiar products the Norwich Pharmacal Company is known for include Pepto-Bismol and Norwich Aspirin.

Historic and Cultural Resources



Eligible Historic Properties

The DRI area also includes districts and properties identified as eligible for the National Register of Historic Places. In addition to signifying that these resources may be nominated for listing, this designation affords special consideration of the effects of federal and/or state agency projects. Districts and properties identified as eligible include:

- **Broad Street - Main Street Historic District Boundary Expansion:** Located along South Broad Street, south of the Chenango County Courthouse District, to Hayes Street and Colonial Place. The expansion district is comprised of the late 19th Italianate style commercial buildings and early 20th century commercial buildings.
- **South Broad Street Historic District:** Located along South Broad Street, south of Eaton Avenue and Front Street and extends south beyond the DRI area boundary. The proposed district is comprised of 19th to early 20th century residential buildings identified as eligible for a proposed.
- **8 Mechanic Street:** An early 20th century commercial building.
- **Norwich Freight Depot:** Located at 1 Court Plaza, the renovated building is home to Norwich City Court.

Key Finding

The DRI area has distinct historical and cultural resources, which create a unique sense of place.



Gateman's Tower

Gateman's Tower, which stands at One City Plaza, was built in 1907 and used to operate railroad crossing gates on the Delaware, Lackawanna & Western Railroad until the 1960s. The tower is featured on the City of Norwich's official seal.

Historic and Cultural Resources

Cultural Resources

Several destinations within the DRI area enrich the quality of life in the community by providing access to literary arts, performance arts and visual arts.



Guernsey Memorial Library

Located at 3 Court Street, the Guernsey Memorial Library is a member of the Four Counties Library System serving Broome, Chenango, Delaware and Otsego Counties. Built in 1969, the library houses a collection of over 93,000 print items, 1,200 electronic items, and 10,000 audio-visual materials.

Martin W. Kappel Theater

Located in the Chenango Arts Council Building at 27 West Main Street, the Martin W. Kappel Theater began circa 1900 as a high school auditorium and was renovated in 1996. The theater has both orchestra and



balcony seating, with a total capacity of 506 people. The theater is host to a variety of live performances during its annual season. In addition, the space serves as a venue available for rent by the public.

Colonia Theatre

Located at 35 South Broad Street, the Colonia Theatre opened circa 1914 and remains a feature of the downtown. Characterized by its traditional marquee, the theatre is home to two screens for regular showings and is available for birthday parties or theatre rental.

Museum District

Adjacent to the DRI area is the city's Museum District. Home to three cultural destinations within walking distance to the downtown, these resources provide key attractions for the development of a tourism destination. The following describes the collection of museums within the District:



Chenango County Historical Society and Museum

Opened in 1962, the Chenango County Historical Society museum is located in a re-purposed school building at 45 Rexford Street. Museum facilities have grown to include a barn, a one-room schoolhouse and a maple sugar house. With a collection of 35,000 objects, the museum campus offers rotating exhibits and serves as a curator of local history. Regular hours are on Wednesdays, Thursdays and Fridays. The museum can also be reserved for use by school groups and community education organizations.

Bullthistle Model Railroad Museum

Located at 33 Rexford Street is the Bullthistle Model Railroad Museum. The museum is run by the non-profit organization, the Bullthistle Model Railroad Society, Inc., which

was organized in 1998. Today the museum holds educational and participatory exhibits, including a replica of the New York Ontario & Western (O&W) railroad yard formerly located in Norwich. Open on Saturdays and by appointment, the museum's multiple displays are an attraction for visitors of all ages.



Northeast Classic Car Museum

Located at 24 Rexford Street is the Northeast Classic Car Museum. Opened in 1997, the museum consists of five accessible connected buildings with over 170 vehicles dating from 1899 through the early 1980s. The museum is open daily and sees approximately 17,000 visitors a year.⁴

Currently the facade of the museum is under construction. The \$1.5 million project is designed to create an exterior that reflects the grandeur of the exhibits inside.⁵

4 Klukkert, Vick. "Classic Car Museum Gets \$1.5M Tune-up." The Daily Star, December 14, 2021.

5 Ibid.

Historic and Cultural Resources

Festivals and Events

A variety of annual festivals and events enliven the DRI area and attract a wide range of residents and visitors to downtown Norwich.

Colorscape Chenango Arts Festival

Each year the Colorscape Chenango Arts Festival brings approximately 10,000 to 12,000 people to East and West Parks in downtown Norwich. This free two-day event in September hosts an art and fine craft sale accompanied by music, literary arts, puppetry, culinary arts and interactive activities for all ages. The festival celebrated its 27th year in 2021.

Gus Macker Basketball Tournament

Typically held in July on East Main Street is this three-on-three basketball tournament designed to be accessible for all to play. When the Gus Macker Basketball Tournament returns to Norwich in 2022, it will be its 25th year in the city.

Summer Concert Series

Thursdays in July and August, the Chenango Blues Association hosts a Summer Concert Series in East Park. Concerts are sponsored by local partners and are free to the public. In addition to the summer concert series, the Chenango Blues Association hosts the Chenango Blues Festival in August at the County Fairgrounds.



 **Key Finding**

Norwich has a strong arts and music community, which attracts a variety of residents and visitors to the downtown for events and festivals.



Recreational Resources

Park space in the heart of downtown Norwich serves as an integral recreational and community gathering resource for the local community. These parks, trails and open spaces support healthy active lifestyles.

DRI Area Parks & Recreation

Park and recreation facilities in the DRI area provide a hub for downtown activity.

Gordon Park

A pocket park located at the corner of West Main Street and South Broad Street, Gordon

Park includes benches, a fountain, lighting, walking paths and a street clock. It connects to the Hayes Street parking lot through an alleyway under 14-16 South Broad Street.

Guernsey Memorial Library Park

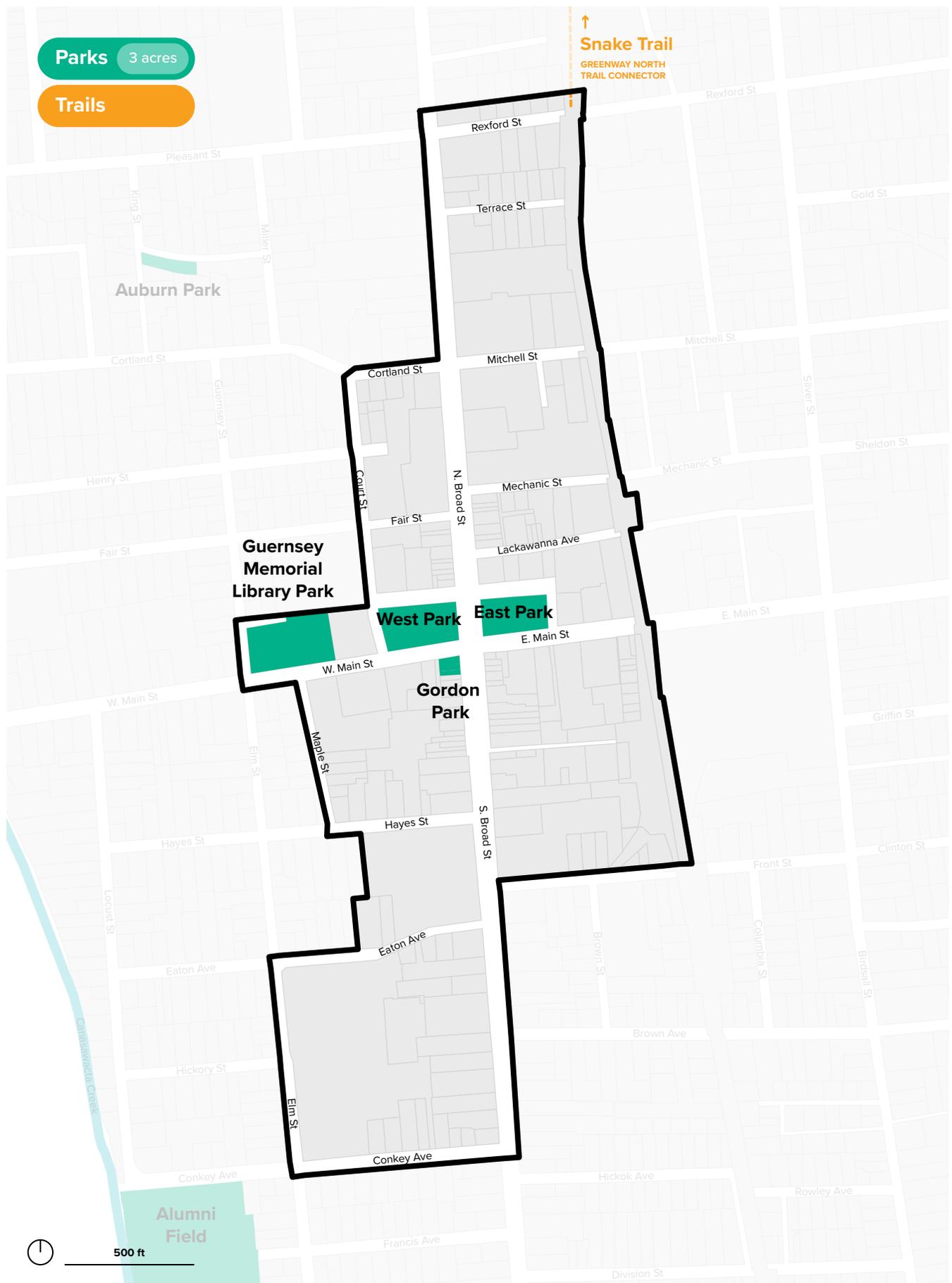
This park is located west of the Guernsey Memorial Library, just outside the DRI area on West Main Street. Library Park provides a public playground in close proximity to the downtown. The park is owned by the Norwich City School District.

Norwich Family YMCA

Located at 68-70 North Broad Street in the DRI area is the Norwich Family YMCA. The facility is 65,000 square feet and includes a field house with three gymnasiums and 1/10-mile indoor track, a 25-yard swimming pool, deck-level whirlpool, two saunas, kids gym, racquetball courts, fitness center, aerobic studio, locker rooms and community room.



Map 6: DRI Area Parks and Trails



Recreational Resources



East and West Parks

Central to the downtown and the DRI area are East and West Parks. Located on either side of North Broad Street, between Main Street and Park Place, the parks feature a ground level gazebo, raised performance stage, park benches and other pedestrian amenities. Both parks are owned by Chenango County. East Park, where many of the community events take place, is maintained by the City of Norwich.



Key Finding

Downtown Norwich is unique in that its building stock surrounds two central parks, which provide opportunities for recreation and events. However, there is a lack of connections to nearby parks and waterfront destinations.



East and West Park Events



West Park

Recreational Resources



Surrounding Parks and Facilities

Norwich's larger park and recreation system includes a variety of facilities located across the city. These properties offer residents opportunities to participate in a range of active and passive recreation. The DRI area is connected to surrounding facilities at Rexford Street, where a Greenway River Trail connector links to Weiler Park and Borden Ave Skating Facility.

Weiler Park and Borden Ave Skating Facility

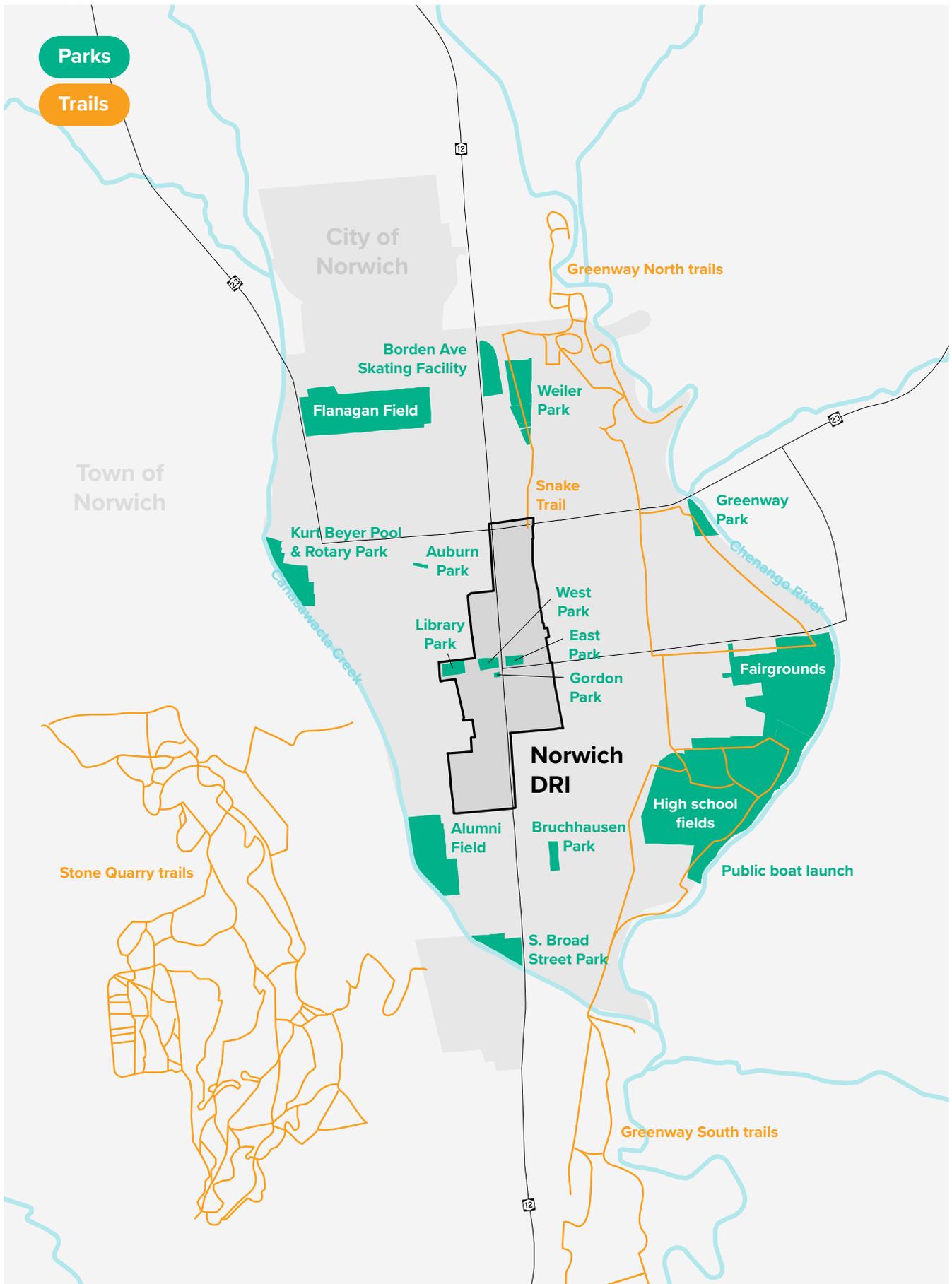
Located along Borden Avenue, north of the DRI area, are two City-owned recreation facilities: Weiler Park and Borden Avenue Skating Facility. Together these facilities are approximately 12 acres and include a pavilion,

picnic facilities, playground, ball fields, basketball court, tennis courts, skating rink and warming shed. In addition, Weiler Park is home to the Chobani Fit Path, which has a series of fitness stations, and connects to the Chenango Greenway Conservancy's Greenway North Trail.

County Fairgrounds

Located outside of the DRI area, along the Chenango River in the city, is the Chenango County Fairgrounds. Owned by the Chenango County Agricultural Society, Inc., the fairgrounds host the annual six-day Chenango County Fair in August as well as a variety of other events, including the two-day Chenango Blues Festival in August.

Map 7: Regional Parks and Trails



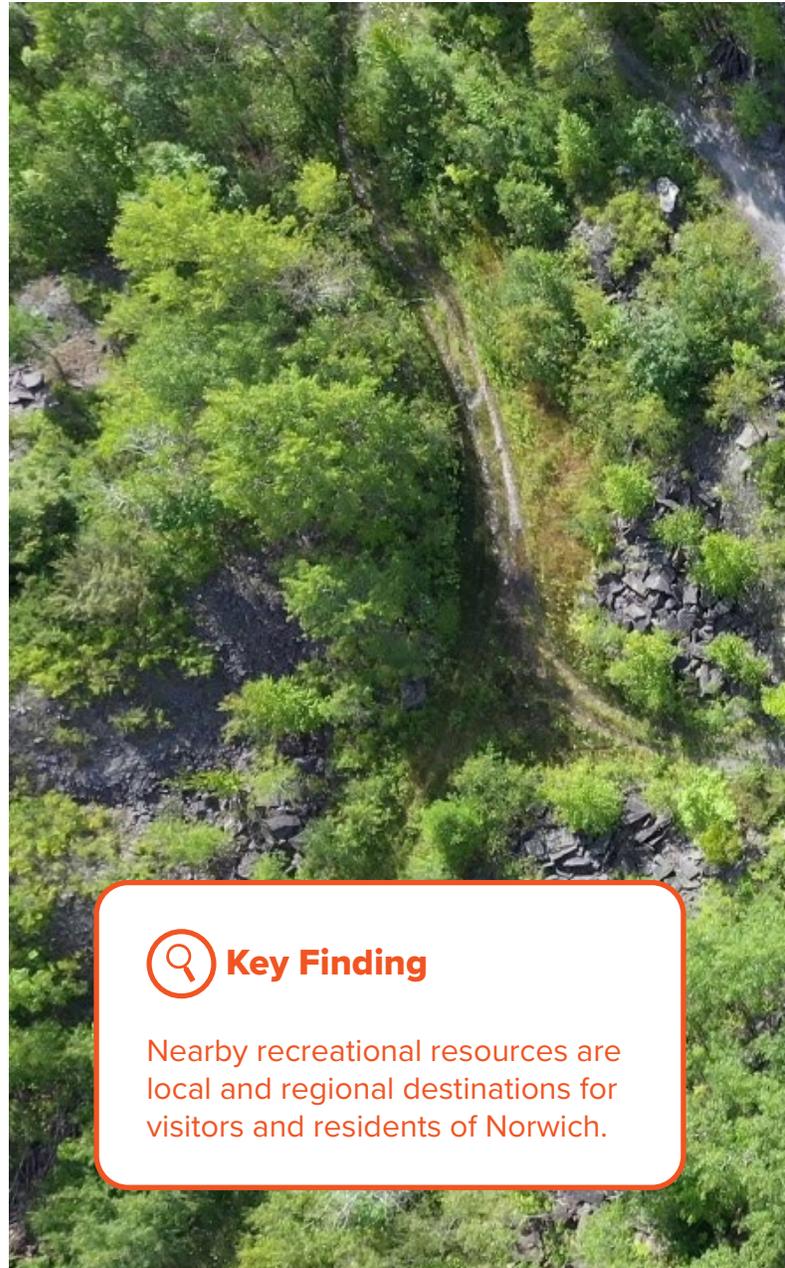
Recreational Resources

Greenway River Trails

The Chenango Greenway Conservancy maintains the Greenway River Trail system. The trails generally follow the Chenango River in the northern and southern portions of the city and connect open spaces including Greenway Park.

- **Greenway North Trail:** The trail generally parallels the Chenango River north of East Main Street. Trail connectors, such as the Snake Trail, which runs between Rexford Street and Borden Avenue, have the potential to connect the DRI area to Weiler Park where the Greenway North Trails begin.
- **Greenway South Trail:** The trail generally parallels the Chenango River south of the Norwich High School. The southern trail can be accessed via Hail Street, behind the school facility.

In 2019, a property, known as Patsy’s Riverview, was donated to the Chenango Greenway Conservancy to be conserved as public open space. The Conservancy plans to enhance the property as a public destination for passive recreation and is working on agreements to connect the property to both North and South trails.



Key Finding

Nearby recreational resources are local and regional destinations for visitors and residents of Norwich.



The Stone Quarry

This recreational destination for hiking, biking, snowshoeing and cross-country skiing is located just outside the city. A former industrial stone quarry in the early 1900s, the 203-acre property has been reclaimed as a community landscape. Recently the Chenango Greenway Conservancy successfully raised money and purchased the Stone Quarry property. The Conservancy is continuing to raise funds to improve access points and trails, signage and mapping.



Transportation

The transportation network defines how we interact with a place. In Norwich these connections include streets, sidewalks and trails that provide mobility within the community and the region.

Street Network

The street network in Norwich is comprised of arterial, collector and local roadways. The following describes the arterial roadways in the DRI Area:

NYS Route 12

One of the city's two principal arterial roadways is NYS Route 12. This north-south corridor through the DRI area carries the heaviest volumes of traffic in the city. Known as North Broad Street or South Broad Street in the DRI area, relative to the intersection with East and West Main Street, NYS Route 12 is the primary commercial corridor in downtown Norwich.

Annual Average Daily Traffic (AADT) counts for NYS Route 12 – which represent the

average vehicles per day (vpd) traveling on that segment – for 2019 are as follows:⁶

- 17,849 vpd between the southern city limit and the intersection with NYS Route 990L.
- 12,059 vpd between the intersection with NYS Route 990L and NYS Route 23.

Regionally, NYS Route 12 connects north to the Village of Sherburne and south to the Village of Oxford.

NYS Route 990L

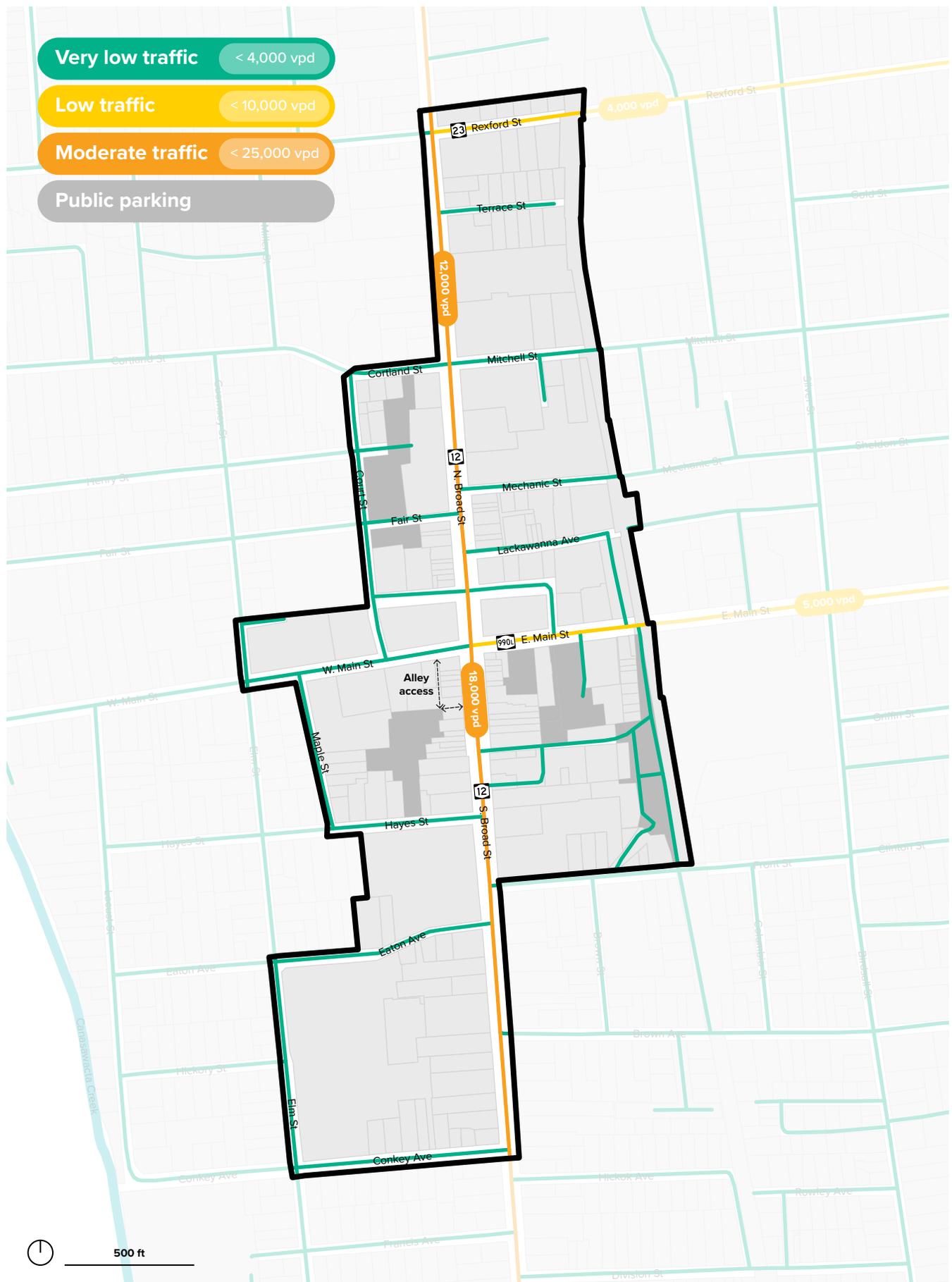
NYS Route 990L is classified as a minor arterial within the DRI area and had an AADT of 4,799 vpd between NYS Route 12 and the eastern city limit for 2019. Also known as East Main Street, the roadway connects from NYS Route 12 to the Chenango River at the eastern boundary of the city.

NYS Route 23

Within the northern portion of the DRI area is NYS Route 23, as known as Rexford Street. A principal arterial roadway, NYS Route 23 had an AADT of 4,292 vpd between NYS Route 12 and the Chenango River bridge in 2019. Regionally, the roadway connects the city to Cortland County in the west and Otsego County in the east. Rexford Street also serves as an important connection to the Museum District, which is just east of North Broad Street.

⁶ New York State Traffic Data Viewer. <https://www.dot.ny.gov/tdv>.

Map 8: Traffic



Transportation



Alleyways

The DRI area has several alleyways connecting Broad Street to local roadways and off-street parking lots. These connections include:

- **American Avenue:** A one-way street that connects South Broad Street to public parking, the Unguentine Building, and Norwich City Court.
- **14-16 South Broad Street pedestrian tunnels:** Two open-air tunnels through the ground floor of the building that connect South Broad and West Main Streets to the Hayes Street parking lot.



Key Finding

Existing alleyways and sidewalks in downtown lack wayfinding and adequate lighting to safely connect users to surrounding attractions and amenities.



Sidewalks

The comprehensive sidewalk system in the DRI area provides the foundation for a walkable community. With sidewalks on both sides of nearly all streets, pedestrian access is provided through the downtown and into the surrounding neighborhoods. To address the quality of the sidewalks, the City has implemented a residential sidewalk replacement program.

Parking

The DRI area is served by free on-street and off-street public parking. Facilities include City-owned parking lots on Court Street, East Main Street and Hayes Street as well as a joint public/private owned parking lot on American Avenue. Generally, on-street parking is limited to two-hours and off-street parking is limited to three hours. All-day parking is available in the American Avenue lot behind the Police Station.



Planned Roadway Improvements

The New York State Department of Transportation (NYSDOT) has plans to resurface NYS Route 12 and NYS Route 990L. Roadway sections that are part of the project include:

- NYS Route 12 (South Broad Street): From the southern city limit to NYS Route 23 (Rexford Street).
- NYS Route 990L (East Main Street): From NYS Route 12 to the Chenango River bridge.

NYSDOT noted that the asphalt pavement and shoulders of the roadway in this area have deteriorated with fatigue cracking and rutting. This project will address this problem by milling and resurfacing South Broad Street and East Main Street as well as upgrading curb ramps to Americans With Disabilities Act Standards, making minor signal upgrades and adding new ground-mounted sign structures and pavement markings. Total project funding is \$2,580,000. It is expected that the project will be completed by November 2023.

Transportation

Public Transportation

The primary public transportation option in the DRI area is a fixed route, county service operated by Chenango First Transit. Providing access to the Chenango County routes, the city is a hub for the bus route system. Four routes travel through the DRI area, with bus stops near West Park and Norwich Senior Housing (17 West Main Street).

Also available within the county is a mobility management program called Getthere that is part of the Rural Health Network of South Central New York. Among the programs available, the call center offers free trip planning and contracts volunteer drivers.

Map 9: Regional Bus Routes



Key Finding

34% of residents in the DRI area do not have access to a vehicle. Accessible public transit options are a necessity so residents have access to a range of goods and services.

Vehicle Ownership Statistics



DRI Area



City of Norwich

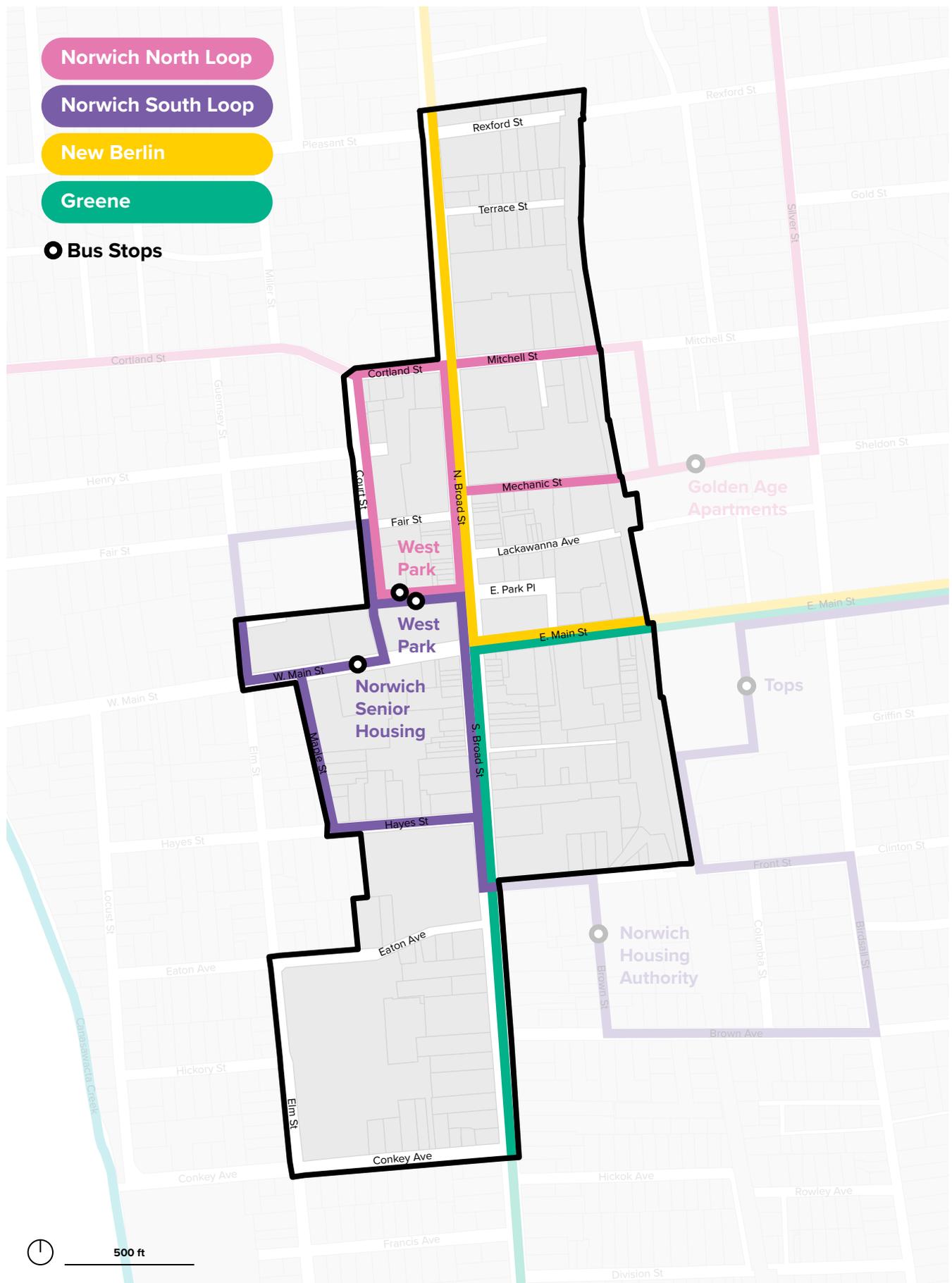


DRI Area



City of Norwich

Map 10: DRI Area Bus Routes and Stops



Transportation

NYSW Railroad

The New York, Susquehanna & Western (NYSW) Railroad forms the eastern boundary of the DRI area. The rail extends 42 miles connecting Norwich to the City of Utica to the north and City of Binghamton to the south. This rail line is currently owned by the Chenango County Industrial Development Agency (CCIDA) and leased to CSX rail. This rail line experienced flood and storm damage in 2006 and 2011, which caused freight service to cease until 2018. The rail line is currently active but does not maintain any customers. The CCIDA is actively collaborating with NYSW to determine the future of the rail line, including the potential for pursuing other opportunities for the corridor. Its potential use as a recreational trail for public use was explored in the Norwich BOA Revitalization Plan. Current zoning of the property on which the rail sits permits recreational trails as an allowable use.



Key Finding

Downtown Norwich is accessible to a regional rail line. However, the future of this rail line as a transportation source is uncertain.

Historic Transportation Connections in Norwich

In the 19th century, Norwich was connected to the larger region by the Chenango Canal, which opened in 1837 and was in operation until 1878. In the 1870s the two rail lines – the Ontario & Western (O&W) Railroad and the Delaware, Lackawanna & Western (DL&W) Railroad – became the major means of shipping in the city.⁷

⁷ Carrington-Carter, Cynthia. "Historic and Architectural Resources of the City of Norwich. 2008. Prepared for the Preservation League of New York State." Page 4.



Infrastructure

Water and wastewater, broadband and utility systems provide important services to residents and businesses. This infrastructure supports the development of a robust economy.

Water and Wastewater

The City of Norwich maintains a municipal water system using ground and surface water supplying customers in the City and the Town of Norwich. Water sources for this system are derived from well water, Chenango Lake, Ransford Creek, and the Upper and Lower Reservoirs. The City's system includes a surface water treatment plant. According to the City's 2020 Annual Drinking Water Quality Report, contaminants detected were below New York State requirements; therefore, there is no threat to public health or safety.

The City of Norwich operates a separate stormwater and wastewater system in addition to a Filter Plant and a Wastewater Treatment Plant. Currently, major upgrades are planned for both the Filter Plant and the Wastewater Treatment Plant, which are aging and in need of repair.

Gas and Electric

New York State Electric and Gas (NYSEG) provides gas and electric services in the city. NYSEG customers also benefit from local investments in clean energy development. With several major solar farms developed proximate to Norwich, customers have the option to participate in community solar farms.

Broadband Expansion

Access to high speed internet service is a critical infrastructure resource, serving businesses and industries as well as enabling work from home, distance learning, telemedicine and other opportunities to connect virtually. Chenango County was awarded \$1.9 million to improve broadband access in two municipalities, including the City of Norwich. The infrastructure upgrade will install wireless antennas on existing tall structures. Funding is through the Community Development Block Grant (CDBG) Coronavirus Aid, Relief, and Economic Security Act (CARES).



Key Finding

Continued need to address an aging infrastructure system.

Chenango Lake

Environmental Considerations

Environmental constraints impact project viability and potential development costs. Factors to consider in downtown Norwich include floodplains, brownfields, and underutilized sites in and around the DRI area.

Flood Hazard Areas

Downtown Norwich is positioned between the Chenango River to the east and Canasawacta Creek to the west creating risk of flooding for surrounding properties. According to the applicable Flood Insurance Rate Map (FIRM) from the Federal Emergency Management Agency (FEMA), a small portion of the DRI Area west of North Broad Street is within Zone AE of the Special Flood Hazard Area (SFHA). This area is also known as the 100-year floodplain and is where there is a 1-percent chance flood in any given year.

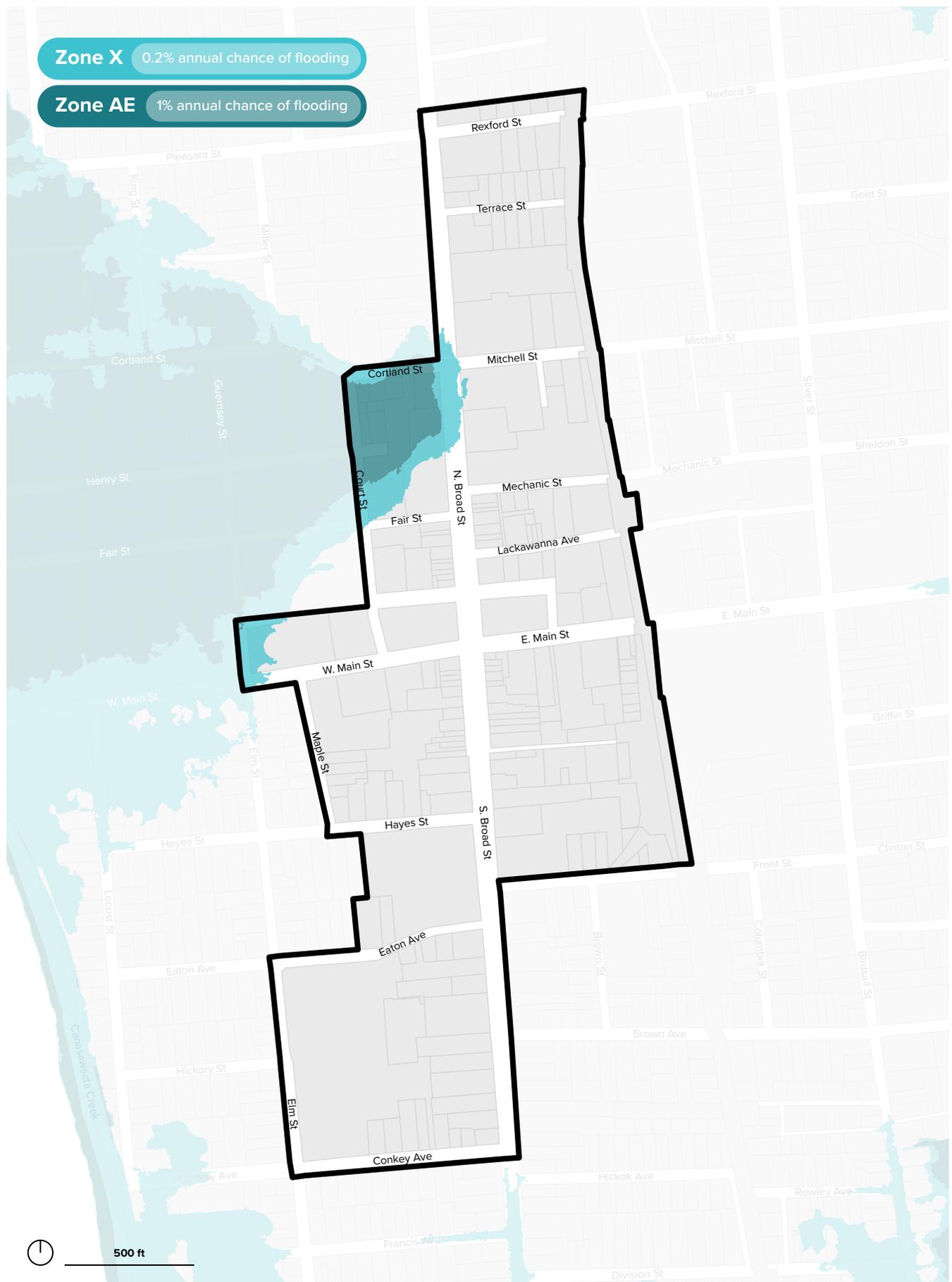
Also within the DRI area, is land shaded as part of Zone X. This area is a moderate flood hazard area located between the limits

of the 100-year floodplain and the 500-year floodplain. In the 500-year floodplain there is a 0.2-percent chance flood in any given year. Overall, flooding risk in the DRI area is minimal and is not anticipated to impact future development opportunities in downtown.

Special Flood Hazard Areas

Special Flood Hazard Areas are regulated by Chapter 273 in the Code of the City of Norwich. This flood damage prevention chapter is intended to promote the public health, safety and general welfare and to minimize public and private losses due to flood conditions in specific areas. Regulations include the requirement of a floodplain development permit and construction standards for new and substantially improved structures.

Map 11: FEMA Floodzones



Environmental Considerations

Brownfields

Brownfields are properties where development or redevelopment may be hindered due to the potential presence of contaminants in soil, groundwater or within structures.

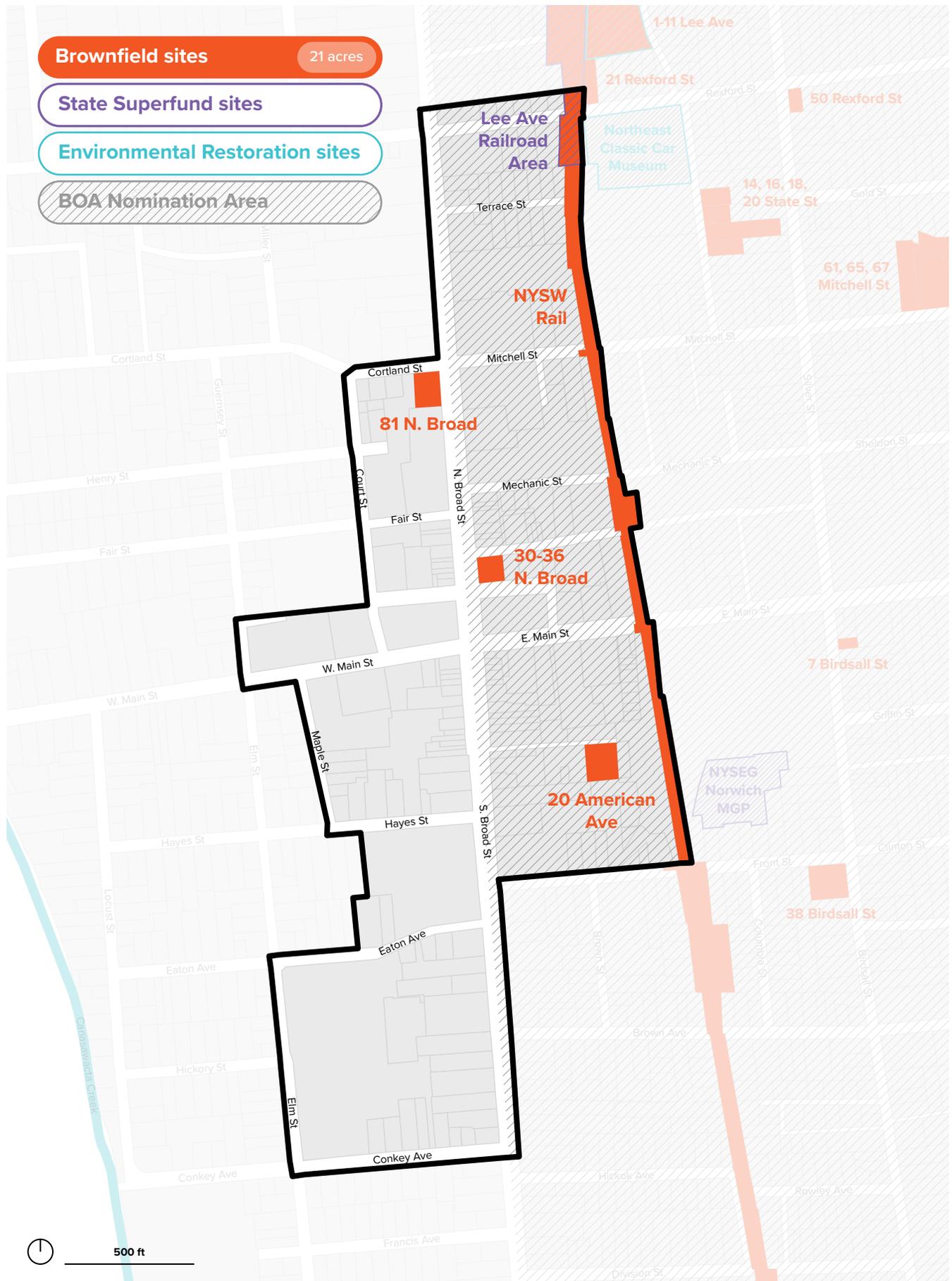
Brownfields in NYS Remedial Programs

Three sites located within the DRI area boundary or just outside it are being managed under one of the New York State Department of Environmental Conservation (NYSDEC) remedial programs. These include:

- **Lee Avenue Railroad Area:** This site, located at the northern end of the DRI area at Rexford Street, is part of the State Superfund Program. In February 2021 a Site Management Plan (SMP) was completed. The SMP incorporates Institutional and Engineering Controls into the site remedy to control exposure to remaining contamination. During site investigations for the Lee Avenue Railroad Area it was determined that there was a separate source of contamination at the Northeast Classic Car Museum site.
- **NYSEG Norwich Former Manufactured Gas Plant (MGP):** This property is located at 24 Birdsall Street just east of the DRI area boundary. Measures are in place to control the potential for coming in contact with soil contamination and the property was granted an environmental easement by NYSDEC in March 2015.
- **Northeast Classic Car Museum:** During the site investigation at the Lee Avenue Railroad Area, it was determined that there was a separate source of contamination at the Car Museum, with the primary contaminants believed to be Volatile Organic Compounds (VOCs). A remedial investigation would be needed to fully define the nature and extent of contamination.

Concerns for the sites being managed are for soil contamination. Since the area is served by a public water supply, consuming the contaminated groundwater is not a public health concern.

Map 12: Brownfield Sites



Environmental Considerations

Key Finding

There are several brownfield and underutilized sites downtown that present opportunities for redevelopment and reinvestment in the community.

Brownfield Sites Identified in the BOA

As part of Norwich's BOA study, vacant, underutilized or environmentally problematic parcels were identified to form a strategy for revitalization or redevelopment. Identified priority sites for redevelopment include the following DRI area sites:

- **New York, Susquehanna & Western Railroad:** The rail corridor forms the eastern boundary of the DRI. The tracks are active but do not maintain any customers at present. Known contaminants include VOCs in area between the former Lee Avenue Plant to the east and the railroad tracks. The site was identified as a high priority with potential as a public amenity.
- **20 American Avenue (Ungentine Building):** Currently vacant, the property has no known contaminants. The site was identified as a medium priority with mixed use development potential.

Other underutilized sites within the DRI area identified in the BOA study include:

- **81 North Broad Street:** Currently used as an autobody shop known as Bilow's Garage, the site has encased underground storage tanks related to its former use as a gasoline service station. Opportunities identified include business or employment opportunities and increased environmental quality.

- **30-36 North Broad Street:** Currently used as an autobody shop known as Mavis Tire, the site had no known contaminants. Opportunities identified include business or employment opportunities and increased environmental quality.

Although not included in the BOA study, the following sites in the DRI area were recognized for redevelopment potential:

- Building at 14-16 South Broad Street, which was recently purchased by the Development Chenango Corp. (DCC).
- Hotel property at 75 North Broad Street.

Other BOA Recommendations

The study recommends application for additional funding to undertake further pre-development work and environmental site assessments on targeted properties. The BOA also recommends the redevelopment of the Heritage Block on North Broad Street and bounded by Lackawanna Ave, Lackawanna Lane and Mechanic Street. Since the study was completed, one property located at 42-46 North Broad Street was partially redeveloped. The project involves six buildings repurposed for mixed-use development.

Underutilized Sites in the DRI Area



Market Conditions

Market conditions show potential for growth in housing and tourism in the DRI area. Limited retail may also be possible.

Housing Market Opportunities

Potential to Align Residential Development with the Needs of a Changing Population

The population of the City of Norwich and Chenango County is projected to decline over the next five-years with the city expected to lose 126 households by 2026. Population decrease within the City of Norwich is also anticipated to occur across multiple age and income groups. Although there have been permits granted for the development of multifamily housing over the years, the overall supply of rental units is low, with a vacancy rate of 3% YTD in 2022. This may indicate an opportunity for additional housing options in the city, specifically downtown to attract residents looking to relocate.

Further investment in the downtown would help to attract workers, boost the local population, and meet the housing needs of those currently leaving the area. Expansion of residential options would also help to attract higher-income households and professionals, which would activate the local economy and create more opportunities for people of all incomes and backgrounds.

Potential to Capture Commuters

A total of 80% of the 4,256 employees in the City of Norwich commute into the city for work. This may indicate a need for expanded housing options in the city and downtown Norwich to capture a percentage of those workers, which would help to lessen their commute time and provide them an opportunity to live in the city. By investing in quality of place enhancements downtown, the area can capture new parts of the market, increasing economic activity and attracting higher-income professionals to Norwich.

Need for Affordable Housing Options

Within the City of Norwich, the population age groups 65 to 74 and 75 and older are the only categories growing, specifically those with an income less than \$15,000. As the two age groups continue to grow it is essential to provide housing that meets their needs. Affordable housing for seniors will continue to become an essential part of the housing market in the City of Norwich.

Of the 205 households within the DRI in 2021, 35% are earning less than \$15,000. An additional 15% were earning between \$15,000 and \$24,000 annually, meaning they have a housing budget of \$625 per month to avoid living with a housing cost burden. From 2015 – 2019 less than 19% of the rental units were within the price capabilities of the 35% of the population earning less than \$15,000 annually, creating an opportunity for workforce and low-income housing.



Norwich Senior Housing, W. Main Street

 **Key Finding**

New housing development is possible in several areas including: high-quality rental spaces, affordable and workforce housing, and senior housing.

Market Conditions

Tourism Market Opportunities

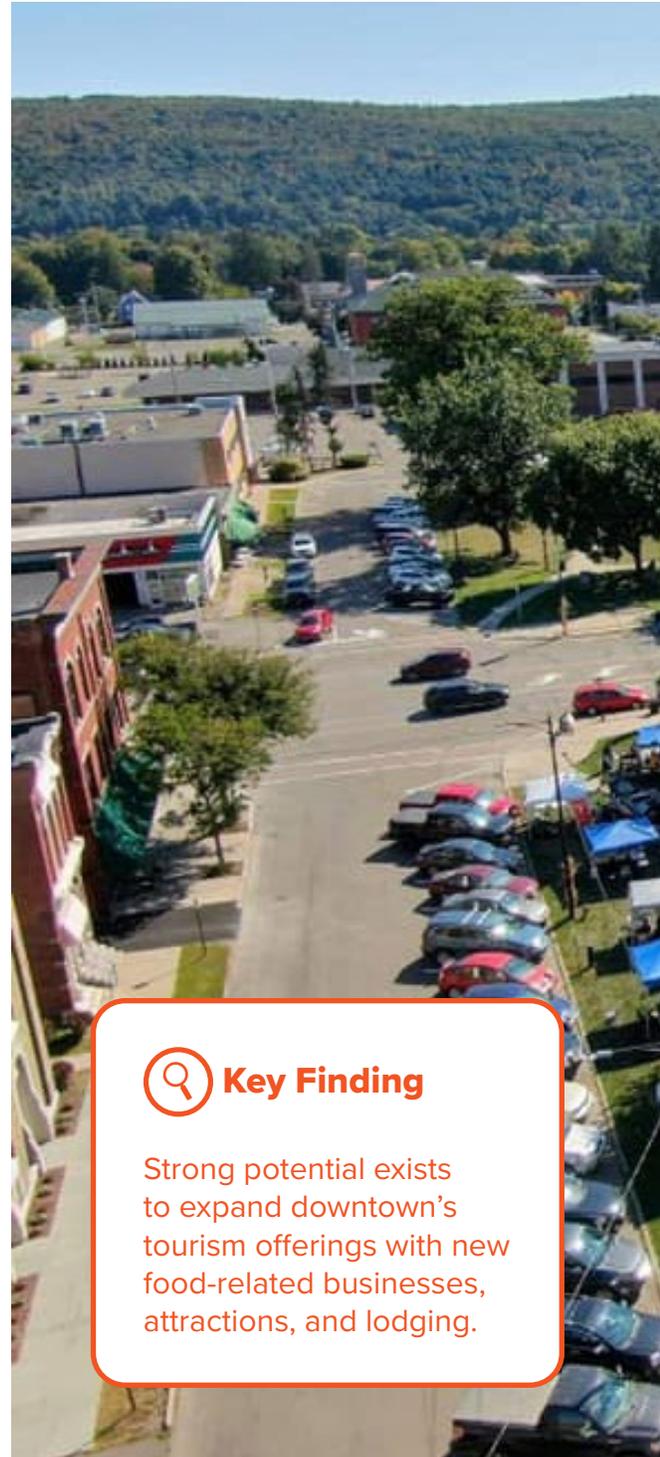
Potential to Expand Tourism Opportunities

Approximately \$25 million is spent by travelers in Chenango County each year; however, the county lags its neighbors and tourism growth has been relatively lackluster comparatively in recent years, suggesting that new tourism amenities and strategies may be needed to attract visitor spending in the DRI Area. The city has many assets that it can better leverage to grow its tourism industry.

The region has a significant number of second homes and spending by second homeowners is the largest component of visitor spending in the county. There may be potential for additional businesses and attractions catering to this relatively affluent population, particularly those that provide entertainment value. It may take a “critical mass” of amenities and businesses to generate a regional draw.

Potential for More Food and Beverage Businesses

The city is substantially underserved by restaurants, with an estimated spending gap of \$15.6 million that residents spend in other communities on dining out. It is conservatively estimated that up to three new restaurants could be supported by capturing a portion of that spending “leakage.” While the restaurant industry suffered hardships during the pandemic, market potential should exist as the public health crisis subsides. There is also no local beverage manufacturing, which suggests that a microbrewery/brewpub type of establishment may be popular given national growth in consumer interest in these types of experiences and products.



Key Finding

Strong potential exists to expand downtown’s tourism offerings with new food-related businesses, attractions, and lodging.

Potential for Lodging

Demand for rooms in Norwich has been rising, and while temporarily affected by the pandemic, has shown robust recovery in 2021. If demand trends continue, market

occupancy levels should reach levels that are favorable for new lodging development, particularly lodging that provides a unique experience or targets a different market from current options in the city.



Market Conditions

Retail Market Opportunities

Retail Space Supply and Demand

Since 2012, the city’s retail inventory of approximately 1.7 million square feet has remained unchanged, suggesting that the supply has been sufficient to meet demand.

Despite this, the city and county retail vacancy rate dropped substantially in 2021 to between 1% and 2%, indicating available retail space may be limited.

Retail Sales Leakage

An analysis of spending potential from households and the existing supply of retail businesses found that there is unmet demand (or “sales leakage”) in the city within the following categories:

- General merchandise stores, including warehouse clubs and supercenters
- Beverage manufacturing
- Clothing stores
- Department stores
- Automotive equipment rental and leasing

Even if retailers were to “recapture” a significant portion of the sales “leaking” out of the city, it would not support new establishments. However, establishments that offered retail goods and services in multiple categories could potentially be successful by offering a broad variety.

Retail demand will need to mostly come from outside the DRI as the vast majority of households within the boundaries are low-income and unlikely to significantly increase



their spending in response to new options. New retail will require drawing residents and/or visitors from outside of the Area or drawing new households to live in the downtown area.



Key Finding

Retail potential is more limited than housing and tourism potential, but there are still options for new businesses to help meet existing needs and provide niche offerings.

Issues and Opportunities

The following issues and opportunities were identified based on the findings from the Downtown Profile.

"Issues" represent either existing needs or gaps in the DRI area or potential constraints to future development, like environmental contaminants or limited market potential.

"Opportunities" represent existing strengths or assets in the DRI area that can be further leveraged as well as identified potential for new development, business creation, or other opportunities.

These issues and opportunities provide the basis for the development of actionable goals, strategies, and projects that are recommended to help downtown Norwich address these issues and capitalize on these opportunities.

Relationship between Issues and Opportunities

Opportunities directly address identified issues. For example:

Issue:

- ✘ Car ownership is low in the DRI area.

Opportunity:

- ✔ Improved accessibility and connectivity for all modes of transportation is particularly important for DRI area residents.

- ✗ Issues
- ✓ Opportunities

Community

- ✗ Unemployment within the DRI is high, particularly among young workers.
- ✗ DRI area residents struggle with poverty and lower incomes.
- ✗ Car ownership is low in the DRI area.
- ✗ Residents are getting older.

-
- ✓ Economic development, new business creation, and increased investment can provide new job opportunities and career advancement opportunities for Norwich's workforce.
 - ✓ Improved accessibility and connectivity for all modes of transportation is particularly important for DRI area residents.
 - ✓ The DRI is attractive to young families (30 to 34-year olds with young children) and younger retirees (60 to 69-year olds), but opportunity exists to better cater to young professionals (20 to 29-year olds) and the elderly (70+), as well.
 - ✓ By expanding housing options and service provisions downtown, Norwich can attract an older population looking to age in place.
 - ✓ Quality of life improvements downtown will help to retain and attract residents to Norwich.

Physical Environment

- ✗ There are several vacant or underutilized buildings that disrupt the urban fabric on Broad Street.
- ✗ Downtown lacks adequate wayfinding and lighting to safely connect people to destinations.

-
- ✓ Opportunities exist to adaptively reuse the existing building stock for new uses, including housing, lodging, and retail.
 - ✓ Additional amenities in East and West Parks can help these important community gathering spaces facilitate an even more diverse and robust slate of events and programming.
 - ✓ Potential exists to strengthen Norwich as a hub for arts and culture and to develop additional spaces to create and perform.
 - ✓ Improved connections between destinations can make downtown a more walkable and bikeable area.
 - ✓ Recent investment and ongoing projects have created a significant foundation of momentum downtown that can help to support new investment.

Issues and Opportunities

Economy

- ✗ Norwich has experienced significant job losses over the last 20 years.
- ✗ The manufacturing sector in Norwich is under-performing in wages and employment compared to the region.

-
- ✓ There is an opportunity to leverage the finance and insurance sector to spur business development in Norwich.
 - ✓ Supply chain attraction could support growth, increase the visibility of the manufacturing sector, and strengthen the overall economy.
 - ✓ The government industry sector is the largest employer in the region and a source of well-paying jobs.
 - ✓ Norwich's existing concentration of health care and social assistance industry jobs presents opportunities to strengthen this sector, help plan for its aging population, and extend health care services to fill gaps in the broader region.

Housing

- ✗ The DRI area lacks modern, high-quality rental units.
- ✗ Residents in the DRI area face financial constraints and many cannot afford market-rate rents without being cost burdened.

-
- ✓ There is market potential for new residential development that better aligns with the needs of local and regional households, particularly for quality, affordable and workforce-level housing options.
 - ✓ New demand for senior housing is expected in the future as the senior population in the city and county is expected to grow.
 - ✓ Expanded housing options could attract some of the thousands of workers who commute to the city for work.
 - ✓ Investing in quality of life enhancements and amenities downtown – like parks, streetscapes, and public infrastructure – can help capture new parts of the market, stimulate housing development, and attract higher-income professionals and others to live downtown.

- ✗ Issues
- ✓ Opportunities

Tourism

- ✗ Chenango County lags compared to neighboring counties in tourism spending. Growth in this sector has been underwhelming in recent years.

-
- ✓ Tourism is a significant component of the regional economy. There is an opportunity for new tourism amenities and strategies to better attract visitors to downtown Norwich and capture additional visitor spending.
 - ✓ Norwich has many assets it can leverage to bolster its tourism industry.
 - ✓ The significant number of second homes in the region make new businesses and attractions that cater to this relatively more affluent population a possibility, especially if these attractions provide entertainment value that can be a regional draw.
 - ✓ There is high potential for new food and beverage services downtown, including new restaurants and a microbrewery/ brewpub type establishment.
 - ✓ There is growing demand and market potential for lodging, particularly for lodging that provides a unique experience or is targeted at a new market than is currently being served.

Retail

- ✗ There has been little retail development activity in the city and county of late.
- ✗ Existing spending potential from city households may constrain the type and amount of retail development that can occur in the DRI area.

-
- ✓ Low retail space vacancies suggest that new retail space may be needed in the future.
 - ✓ Several key retail gaps exist in the City of Norwich and suggest potential for new businesses that support existing residents' needs including: general merchandise stores, beverage manufacturing, clothing stores, and department stores.
 - ✓ There is also potential to establish niche businesses downtown that can cater to the more economically diverse market in the city and county more broadly.

SECTION II

Community Vision, Goals, and Strategies



76 Vision

78 Goals and Strategies

Community Vision, Goals, and Strategies

The Strategic Investment Plan is guided by a community-identified vision and a set of supportive goals and strategies.

The vision, goals, and strategies provide a framework for ensuring that the projects proposed for DRI funding are aligned with community needs and objectives. This framework was developed through a series of visioning exercises with both the LPC and the public.

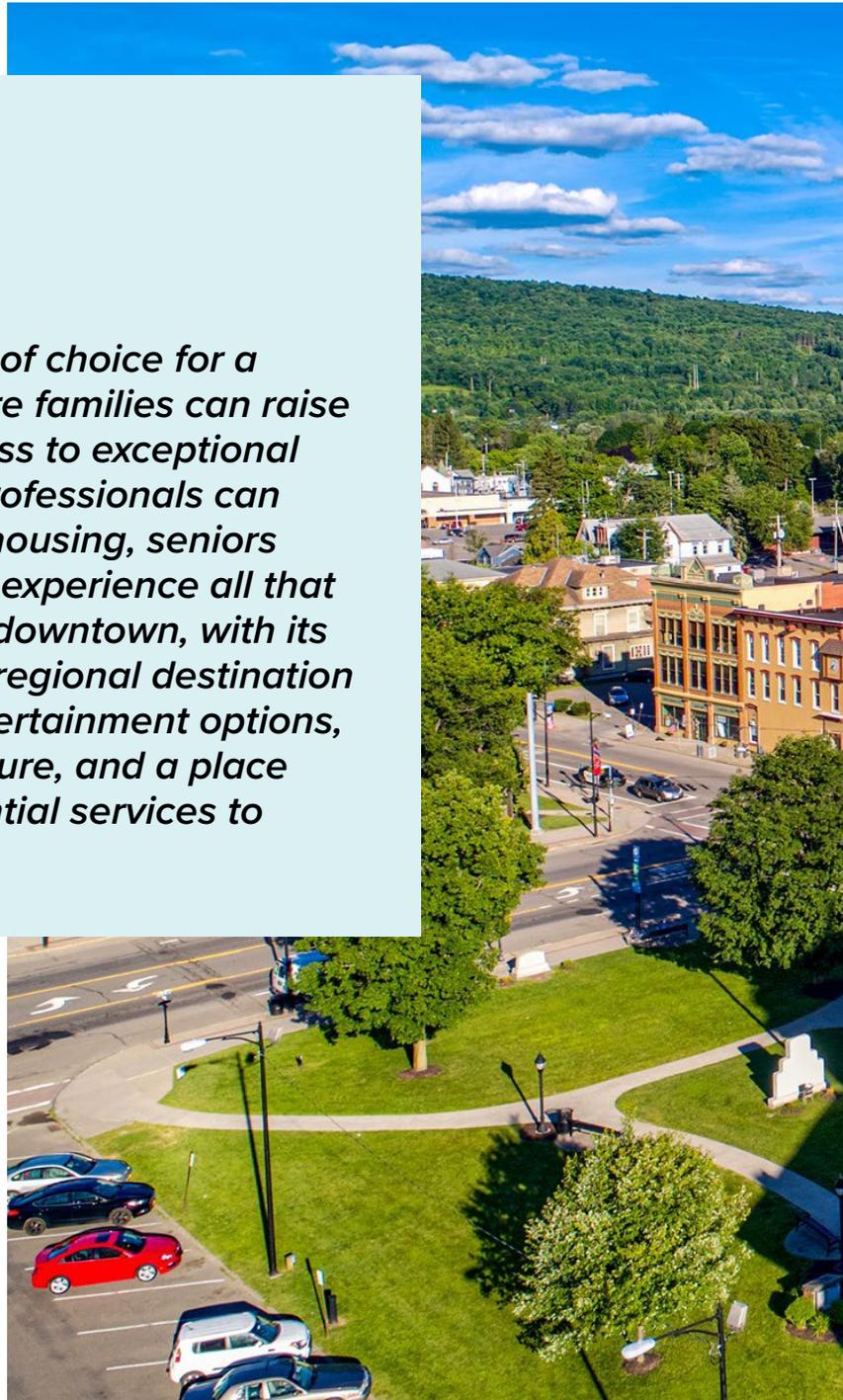
Each project proposed for DRI funding in Section V advances one or more of the identified goals and strategies, and will result in outcomes that move Norwich toward achieving its vision of becoming a vibrant, location of choice with a high quality of life.

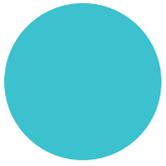
Vision

“

COMMUNITY VISION

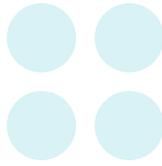
Norwich will be a vibrant location of choice for a diverse population – a place where families can raise their children, students have access to exceptional education and activities, young professionals can find well-paying jobs and quality housing, seniors can age in place, and visitors can experience all that Norwich has to offer. Our historic downtown, with its idyllic natural backdrop, will be a regional destination with unique retail, dining, and entertainment options, a community hub for arts and culture, and a place where residents can access essential services to support a high quality of life.”





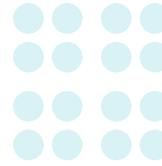
Vision

Guiding framework for the DRI Strategic Investment Plan.



Goals

Conceptual ideas that the DRI Plan and proposed projects should address.



Strategies

Specific outcomes the DRI Plan should achieve and metrics for tracking project impacts.



Goals and Strategies



Make downtown Norwich attractive to and supportive of a diverse population.

Strategies

- Expand high-quality housing options to attract younger residents and professionals.
- Provide affordable and accessible housing options for Norwich’s senior and low-income populations.
- Encourage the renovation of upper stories of downtown buildings for residential use.
- Provide essential services, including childcare, workforce training, and senior care, to support downtown residents.



Create a vibrant, safe, and welcoming downtown environment.

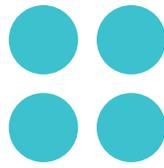
Strategies

- Provide high-quality public spaces to enhance quality of life and encourage social interaction.
- Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.
- Improve multi-modal access and create safe, well-lit, accessible connections between destinations.
- Enhance downtown’s signage and wayfinding system.
- Strengthen downtown’s identity with public art.
- Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.



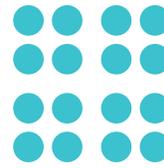
Vision

Guiding framework for the DRI Strategic Investment Plan.



Goals

Conceptual ideas that the DRI Plan and proposed projects should address.



Strategies

Specific outcomes the DRI Plan should achieve and metrics for tracking project impacts.



Make Norwich a regional destination for arts, cultural, and recreational tourism.

Strategies

- Improve public spaces to expand arts and cultural programming and events for all ages and abilities.
- Protect and promote the historic legacy of downtown to encourage investment and activity.
- Improve connections between downtown and surrounding destinations, including parks, trails, and the Museum District.
- Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.



Create a thriving and supportive downtown business climate.

Strategies

- Support entrepreneurship and small business creation and expansion.
- Provide spaces and programming to support workforce development and attract job creation.
- Encourage upgrades to buildings, storefronts, and sites.
- Improve downtown circulation and parking accessibility.

SECTION III

Downtown Management + Implementation Strategy



82 Sponsor Capacity

84 Implementation Strategy

Downtown Management + Implementation Strategy

The capacity of project sponsors, in partnership with Norwich's local organizations and downtown management structure, will help steward the successful implementation of DRI projects.

Development Chenango Corporation (DCC) will act as the lead agency for Norwich's DRI program and will work with project sponsors and the appropriate State agencies to facilitate DRI project implementation. Projects will be implemented by the project sponsor in coordination with any identified partners. Sponsors will be responsible for contracting with the appropriate State agency, meeting local regulations and program guidelines, obtaining required permits and approvals, reporting progress, and keeping their projects on time and on budget. DCC and the City of Norwich will assist with the facilitation and advancement of projects where possible and as appropriate.

An implementation strategy has been developed for each project that identifies partners necessary for implementation and an expected timeline for required actions.

Sponsor Capacity

The projects included in the Strategic Investment Plan are sponsored by groups and organizations with a demonstrated commitment to Norwich and strong experience in revitalization projects.

Local capacity for sustained project implementation is key to accomplishing Norwich's vision and goals. The following section details a downtown management structure and implementation strategy to maintain the momentum of the DRI planning process forward and to advance project implementation. Together, public, non-profit, and private sectors of the community, in cooperation with State agencies, will guide and facilitate project implementation.

Local Implementation Capacity

Development Chenango Corporation (DCC). DCC is a non-profit, local development corporation and public authority that supports economic development in Chenango County through business start-up and technical assistance, low-interest financing, and access to other resources. DCC is the lead agency for Norwich's DRI program and will work with project sponsors, State agencies, the City of Norwich, and other identified partners to steward implementation of projects.

City of Norwich. The City of Norwich is committed to the revitalization of downtown and has experienced staff in its Planning and Community Development, Code Enforcement, and Public Works departments that are capable of overseeing the successful implementation of projects. In addition, the Planning Commission, the Parks Commission, the Traffic Commission, and the Zoning Board of Appeals will be instrumental in reviewing and approving projects. The City also has an excellent working relationship with Chenango County government, the Chenango County IDA, DCC, as well as other local organizations.

Non-Profit and Private Sponsors

In addition to the projects sponsored by public agencies, there are several projects sponsored by non-profit or private organizations. The capacity of each of these project sponsors was vetted based on their past experience with similar projects as well as staff capacity and expertise.

Non-profit and private project sponsors are responsible for managing and executing project implementation including: contracting with the appropriate State agency, meeting local regulations and program guidelines, obtaining required permits and approvals, reporting progress, and keeping their projects on time and on budget.

Each project sponsor will work with the appropriate State agency to ensure that all project and budgetary requirements are met. DCC and the City of Norwich will also assist non-profit and private project sponsors as necessary, including in meeting local requirements and obtaining local permits and approvals. Several project sponsors have also identified project partners with whom they will work to advance project implementation.

Project Contracting

Many projects will create opportunities for vendor contracting to support project implementation and to meet State contracting requirements. DRI awards are subject to State funding requirements including minority and women owned business enterprise (MWBE) goals, competitive procurement, and prevailing wages as appropriate depending on the project type. A range of contracting opportunities will be available in construction, specialty trades, marketing, maintenance, and others.

Implementation Strategy

Partnerships and local capacity will ensure that projects are successfully implemented on time and on budget.

Project sponsors will be responsible for contracting with the State, planning and managing project execution, and reporting on project progress. In most cases, project sponsors will be supported by other partners or local entities who will assist with implementation, provide necessary permits or approvals, or support marketing and execution.

All projects proposed for DRI funding are ready to commence immediately upon the award of funding. The expected completion date for projects varies by the type and size of the project, but all are expected to be completed within three years or fewer.



Improving the Museum District

A partnership between the Friends of the Museum District and the City of Norwich is bringing major improvements to Norwich's Museum District. With funding from the Norwich Building Tomorrow Foundation, City crews upgraded sidewalks on Rexford Street from North Broad Street to Silver Street (along the northern boundary of the DRI area) as part of a multi-phase master plan to improve the Museum District. The project was approved by City officials and was administered by the Friends of the Museum District Design Committee.

| Project Name | Project Sponsor | Sponsor Type | Project Partners | Start Date | End Date |
|---|---|--------------|---|------------|--------------------|
| ① Establish the Downtown Norwich Small Project Grant Fund | Development Chenango Corporation (DCC) | Non-profit | HTFC, City of Norwich | Fall 2022 | Fall 2025 |
| ② Implement a Downtown Signage and Wayfinding System | City of Norwich | Public | NYSDOT, Chenango County, Commerce Chenango, DCC, Norwich BID, Friends of the Park, Friends of the Museum District | Fall 2022 | Fall 2023 |
| ③ Improve East, West, and Library Parks | Friends of the Park | Non-profit | City of Norwich, Chenango County, Norwich Central School District, Guernsey Library | Fall 2022 | Fall 2023 |
| ④ Improve the YMCA's Streetscape and Facilities | Norwich Family YMCA | Non-profit | City of Norwich, Norwich BID | Fall 2022 | Fall 2023 |
| ⑤ Enhance the American Avenue Streetscape | City of Norwich | Public | Norwich Traffic Commission, business owners and residents on American Avenue | Fall 2022 | Fall 2024 |
| ⑥ Enhance the N. Broad Street Connection to the Museum District | Friends of the Museum District | Non-profit | City of Norwich, NYSDOT | Fall 2022 | Fall 2024 |
| ⑦ Upgrade the Colonia Theatre | Todd Barnes and Rich Barnes | Private | SHPO | Fall 2022 | Winter 2023 |
| ⑧ Rehabilitate the Heritage Building | Hercules Properties, LLC | Private | SHPO | Fall 2022 | Summer 2024 |
| ⑨ Rehabilitate 13-15 South Broad Street | 1315 South, LLC | Private | SHPO, Commerce Chenango | Fall 2022 | Winter 2023 |
| ⑩ Create the Downtown Norwich Boutique Hotel | Principle Design and Engineering | Private | DCC, City of Norwich | Fall 2022 | Fall / Winter 2024 |
| ⑪ Rehabilitate the Unguentine Building | 20 American Avenue, LLC | Private | SHPO | Fall 2022 | Summer 2024 |
| ⑫ Upgrade the Chenango Arts Council's Martin Kappel Theater | Chenango Arts Council (CAC) | Non-profit | SHPO, CHIP | Fall 2022 | Spring 2023 |
| ⑬ Improve ADA Accessibility at the Norwich Center | Chenango Housing Improvement Program, Inc. (CHIP) | Non-profit | SHPO, CAC | Fall 2022 | Summer / Fall 2023 |
| ⑭ Rehabilitate 15-19 Lackawanna Avenue | Hayworth Lackawanna, LLC | Private | | Fall 2022 | Summer / Fall 2023 |
| ⑮ Renovate the Red Roof Inn | Banta Management | Private | City of Norwich | Fall 2022 | Fall 2023 |

● Grant Fund ● Branding and Marketing ● Public Improvement ● Rehabilitation

SECTION IV

Public Involvement



88 Local Planning Committee

92 Public Engagement

Public Involvement

Public involvement was central to the development of the Strategic Investment Plan and to ensuring that the proposed DRI projects advance community goals.

The public engagement process was designed to help build consensus among community members and stakeholders for the legitimacy of the planning process and in support of the final project recommendations. Not only will community members be directly impacted by the implementation of these projects, but they will also be critical partners in ensuring their success.

Opportunities for engagement were provided throughout the planning process in a range of formats, including in-person meetings, interactive webinars, and online surveys, to encourage broad participation and to facilitate an open and transparent planning process. Public feedback helped the Local Planning Committee (LPC) understand community needs and evaluate proposed projects appropriately.

Local Planning Committee

The Local Planning Committee (LPC) was the group of local representatives tasked with guiding the overall direction of Norwich's DRI and evaluating proposed projects.

LPC Members

LPC members included representatives from various government agencies, non-profit and community organizations, and local businesses including: the City of Norwich, Chenango County, Commerce Chenango, the Norwich City School District, Chenango Arts Council, UHS Chenango Memorial Hospital, NBT Bank, and others. The diverse composition of backgrounds, interests, and expertise of LPC members was intended to be representative of the larger Norwich community.

LPC members served on a voluntary basis and were required to recuse themselves from discussion of or voting for projects where they had an actual or perceived conflict of interest.

LPC Meetings

The LPC met on a regular basis to evaluate proposed projects and to identify the final slate of projects proposed for DRI funding (as detailed in Section V). These meetings included a mix of online, in-person, and hybrid meetings. All were open to the public.

LPC Meeting 1

February 9, 2022

At this meeting, LPC members were introduced to the DRI program, including its purpose, scope, and the timeline of the planning process. Supporting team members were introduced and roles and responsibilities were identified. The LPC also completed a visioning exercises, the results of which were combined with public feedback to develop the community's vision, goals, and strategies (as detailed in Section II).

LPC Meeting 2

March 8, 2022

Key findings from the existing conditions assessment of downtown Norwich were presented to the LPC for their consideration in evaluating projects. Results from the visioning exercise were used to refine the community's vision and goals. A preliminary list of projects was also presented.

Community

The DRI Area's greatest strength.

Vibrant

What the DRI Area will be like in five years.

Hotel

Which projects would have the most significant impact on the DRI Area.

New Housing

LPC Meetings 3, 4, 6, 7, 8

April 12 and 25, June 14, July 6 and 12, 2022

At these meetings, the LPC had in-depth discussions about the proposed projects and measured them against program eligibility requirements, the State's selection criteria, alignment with community vision and goals, and public feedback to refine the initial slate of proposed projects and remove some projects from consideration for DRI funding. Projects were removed for several reasons, including ineligibility for the DRI program, poor alignment with the community's vision and goals, lack of transformative potential, need to develop the project further, or because it might be better suited for other sources of funding. Some projects were identified as "Pipeline Projects" and, though not recommended for DRI funding, are still important for downtown revitalization (see page 220). Others were identified as potential candidates for the proposed Small Project Grant Fund (Project 1).

LPC Meeting 5

May 12, 2022

Project sponsors were invited to briefly present their projects to the LPC and to answer clarifying questions. The LPC also participated in a project preference exercise as detailed on page 93.

How the LPC Evaluated Projects

Eligibility. To be eligible for DRI funding, projects must be either public improvement projects, new development or rehabilitation projects, loan or grant funds, or branding and marketing projects. Ineligible activities include planning, operations and maintenance, property acquisition, training, and expenses related to existing programs.

Alignment with Goals. Projects were expected to advance the community-identified goals (as detailed in Section II).

Selection Criteria. The LPC used a rubric system to measure projects against the State's selection criteria, which include: alignment with local and State DRI goals, potential for catalytic effect, project readiness, cost effectiveness and feasibility of the budget, capacity of project sponsors, and potential for larger community benefits of the project.

Public Feedback. The LPC also took public comments and survey results into consideration.

Local Planning Committee

- Small Project Grant Fund
- Signage and Wayfinding
- Downtown Public Art
- Park Improvements
- YMCA Beautification
- American Avenue Enhancements
- N. Broad Street Enhancements
- Broad Street Enhancements
- Main Street Enhancements
- Rail-with-Trail
- Downtown Public Parking Lot Improvements
- Park Plaza
- Security Cameras
- City Building Improvements
- Gateman's Tower and Bell Tower Improvements
- Colonia Theatre Upgrades
- Rehabilitation of the Heritage Building
- Rehabilitation of 1-3 S. Broad Street
- Renovation of 11 S. Broad Street
- Building Improvements at 12 S. Broad Street
- Rehabilitation of 13-15 S. Broad Street
- Downtown Norwich Boutique Hotel
- Rehabilitation of the Unguentine Building
- Chenango Arts Council Building Upgrades
- Norwich Center Accessibility Improvements
- Rehabilitation of 15-19 Lackawanna Avenue
- Red Roof Inn Improvements
- Downtown Visitor's Center / Entrepreneur Space
- Relocation of ACHIEVE to 96-100 E. Main
- 7 E. Park Place Building Improvements
- Community Event Space at the Jewish Center
- Eaton Center Upgrades
- International Chair Society Museum

- Small Project Grant Fund
- Signage and Wayfinding
- Downtown Public Art *(incorporated into Grant Fund)*
- Park Improvements
- YMCA Beautification
- American Avenue Enhancements
- N. Broad Street Enhancements
- Broad Street Enhancements
- Main Street Enhancements
- Rail-with-Trail
- Downtown Public Parking Lot Improvements
- Park Plaza
- Security Cameras *(ineligible)*
- City Building Improvements *(ineligible)*
- Gateman's Tower and Bell Tower Improvements
- Colonia Theatre Upgrades
- Rehabilitation of the Heritage Building
- Rehabilitation of 1-3 S. Broad Street
- Renovation of 11 S. Broad Street
- Building Improvements at 12 S. Broad Street
- Rehabilitation of 13-15 S. Broad Street
- Downtown Norwich Boutique Hotel
- Rehabilitation of the Unguentine Building
- Chenango Arts Council Building Upgrades
- Norwich Center Accessibility Improvements
- Rehabilitation of 15-19 Lackawanna Avenue
- Red Roof Inn Improvements
- Downtown Visitor's Center / Entrepreneur Space
- Relocation of ACHIEVE to 96-100 E. Main *(ineligible)*
- 7 E. Park Place Building Improvements *(ineligible)*
- Community Event Space at the Jewish Center
- Eaton Center Upgrades
- International Chair Society Museum

Initial Slate of Projects

March 18, 2022

33 projects were proposed for DRI funding: 15 from the original DRI application and 18 from the Open Call for Project Proposals.

LPC Meetings 3 and 4

April 12 and 25, 2022

The LPC removed projects that were ineligible for DRI funding or that did not align with the community's vision and needs.

- Small Project Grant Fund
- Signage and Wayfinding
- Park Improvements
- YMCA Beautification
- American Avenue Enhancements
- N. Broad Street Enhancements
- Broad Street Enhancements
- Main Street Enhancements
- Downtown Public Parking Lot Improvements
- Park Plaza *(incorporated into Park Improvements)*
- Colonia Theatre Upgrades
- Rehabilitation of the Heritage Building
- Rehabilitation of 1-3 S. Broad Street
- Rehabilitation of 13-15 S. Broad Street
- Downtown Norwich Boutique Hotel
- Rehabilitation of the Unguentine Building
- Chenango Arts Council Building Upgrades
- Norwich Center Accessibility Improvements
- Rehabilitation of 15-19 Lackawanna Avenue
- Red Roof Inn Improvements
- Downtown Visitor's Center / Entrepreneur Space
- Eaton Center Upgrades
- International Chair Society Museum

| Projects Proposed for DRI Funding | Number |
|---|--------|
| ● Small Project Grant Fund | 1 |
| ● Signage and Wayfinding | 2 |
| ● Park Improvements | 3 |
| ● YMCA Beautification | 4 |
| ● American Avenue Enhancements | 5 |
| ● N. Broad Street Enhancements | 6 |
| ● Colonia Theatre Upgrades | 7 |
| ● Rehabilitation of the Heritage Building | 8 |
| ● Rehabilitation of 13-15 S. Broad Street | 9 |
| ● Downtown Norwich Boutique Hotel | 10 |
| ● Rehabilitation of the Unguentine Building | 11 |
| ● Chenango Arts Council Building Upgrades | 12 |
| ● Norwich Center Accessibility Improvements | 13 |
| ● Rehabilitation of 15-19 Lackawanna Avenue | 14 |
| ● Red Roof Inn Improvements | 15 |

Key

- Grant Fund Projects
- Branding and Marketing Projects
- Public Improvement Projects
- Rehabilitation Projects
- Removed Projects

- Original DRI Application Projects
**All Others Open Call Projects*

LPC Meetings 6 and 7

June 14 and July 6, 2022

Considering feedback from the project preference exercise at LPC Meeting 5, the LPC continued refining the slate of projects.

LPC Meeting 8

July 12, 2022

The LPC cast their ballots on the final slate of projects proposed for DRI funding as shown above and detailed in Section V.

Public Engagement

Community members played an important role throughout the DRI planning process. Their feedback helped define the community vision and was used to evaluate proposed projects.

Public Workshops

Public workshops provided an interactive forum for community members to share their local knowledge and insights, express their concerns, and actively participate in the DRI planning process. Public workshops were held both online and in-person. An open comment period was provided at the end of each public workshop to allow attendees to share their feedback.

Public Workshop 1

February 16, 2022

Public Workshop 1 introduced the DRI to community members and explained the process, outcomes, and timeline of the planning process. Attendees participated in a visioning exercise and their feedback was incorporated into the development of the community's vision, goals and strategies (as detailed in Section II).

Public Workshop 2

May 12, 2022

Proposed projects were presented to the community and attendees participated in an exercise to identify their preferred projects.

Public Workshop 3

July 12, 2022

The final slate of projects recommended by the LPC for DRI funding were presented.

Open Call for Project Proposals

Community members were invited to submit project proposals for the LPC's consideration through an Open Call for Project Proposals, which ran from February 16 through March 18, 2022. A total of 18 proposals were submitted as part of the Open Call, 9 of which were ultimately recommended by the LPC for DRI funding (as detailed in Section V).

Online Engagement

The NorwichDRI.com website provided background information, project updates, meeting notices, and other resources during the DRI planning process. Visitors were able to submit comments and questions directly to the Project Team through the website. Two surveys – a visioning exercise and an online version of the project preference exercise – were also made available on the website. They received over 300 responses.

TOP COMMON PROJECTS FROM
LPC AND PUBLIC PREFERENCE EXERCISE

Heritage Building
Rehabilitation

Colonia Theatre
Upgrades

Small Project
Grant Fund

American Avenue
Enhancements



Project Preference Exercise

At LPC Meeting 5 and Public Workshop 2, community members participated in a project preference exercise where they received \$10 million in “DRI Dollars” to spend on the proposed projects. The results of this exercise helped the LPC refine the list of proposed projects.

SECTION V

Projects Proposed for DRI Funding



96 Proposed Projects

100 Grant Fund Projects

108 Branding and Marketing Projects

116 Public Improvement Projects

148 Rehabilitation Projects

220 Pipeline Projects

Projects Proposed for DRI Funding

The Norwich Local Planning Committee recommends 15 highly transformative, well supported, priority projects to New York State for potential DRI funding.

These priority projects represent those with the most potential to advance revitalization, catalyze additional investment, and move Norwich towards achieving its vision. They were evaluated by the LPC and the public for their alignment with community needs and goals, vetted by technical experts for their readiness and feasibility, and measured against State selection criteria and program guidelines for their eligibility and appropriateness. Implementation of any of these priority projects is expected to result in significant positive benefits for the larger Norwich community.

Several additional pipeline projects that are important to downtown revitalization were also identified through the planning process but are recommended for implementation with assistance from other funding sources.

Proposed Projects

The 15 priority projects proposed for DRI funding will enhance Norwich's public realm, revitalize its historic building stock, strengthen its unique sense of place, and support further public and private investment downtown.

Each of the priority projects demonstrates strong alignment with Norwich's vision and goals and is expected to create positive benefits for the broader community. Their sponsors have demonstrated capacity for successful implementation and each has shown unique commitment to the revitalization of downtown Norwich. All projects are prepared for immediate implementation upon award of funding and have proposed budgets and timelines that are realistic and cost effective.

The State will evaluate the priority projects and determine which projects will receive a portion of the \$9.7 million in DRI funding available for implementation.* Privately-sponsored projects that receive DRI funding will be required to provide a private match, as well.

\$9.7
million

in DRI funds available for project implementation*

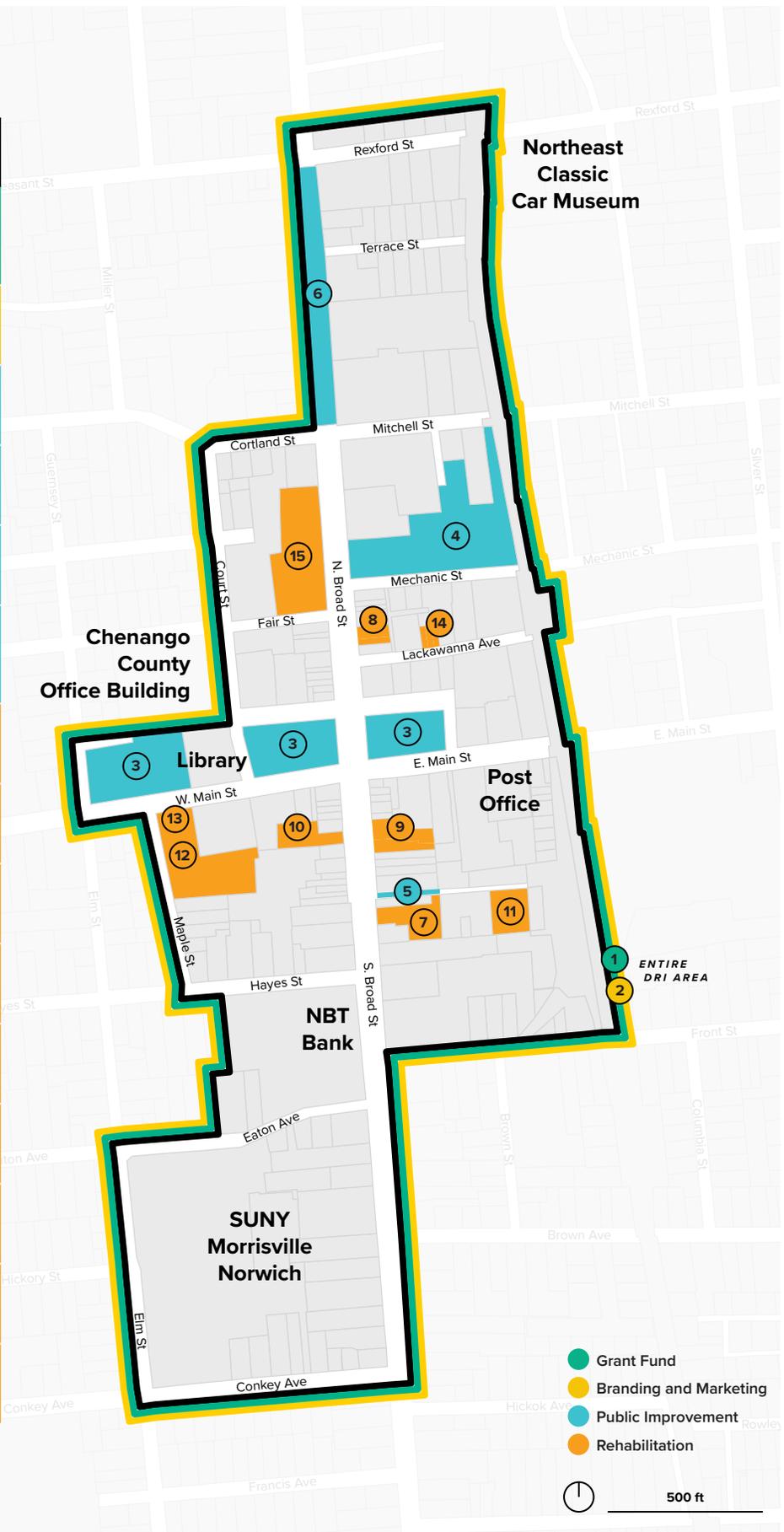
PRIORITY PROJECTS

\$13.6
million

in total DRI funds requested for project implementation

**Note: \$300,000 of the original \$10 million DRI grant was allocated to develop the Strategic Investment Plan, leaving \$9.7 million in available DRI funds for project implementation.*

| Priority Projects <i>for DRI funding</i> | |
|---|---|
| ① | Establish the Downtown Norwich Small Project Grant Fund |
| ② | Implement a Downtown Signage and Wayfinding System |
| ③ | Improve East, West, and Library Parks |
| ④ | Improve the YMCA's Streetscape and Facilities |
| ⑤ | Enhance the American Avenue Streetscape |
| ⑥ | Enhance the N. Broad Street Connection to the Museum District |
| ⑦ | Upgrade the Colonia Theatre |
| ⑧ | Rehabilitate the Heritage Building |
| ⑨ | Rehabilitate 13-15 South Broad Street |
| ⑩ | Create the Downtown Norwich Boutique Hotel |
| ⑪ | Rehabilitate the Unguentine Building |
| ⑫ | Upgrade the Chenango Arts Council's Martin Kappel Theater |
| ⑬ | Improve ADA Accessibility at the Norwich Center |
| ⑭ | Rehabilitate 15-19 Lackawanna Avenue |
| ⑮ | Renovate the Red Roof Inn |



Proposed Projects

| Project Name | Description | Project Sponsor | Project Location | Total Cost | DRI Funding Request | Funding Sources | Proposed Start Date | Anticipated Completion Date | Jobs Created | Page Number |
|---|--|---|---|-------------|---------------------|-----------------------|---------------------|-----------------------------|--------------------------|-------------|
| ① Establish the Downtown Norwich Small Project Grant Fund | A matching grant fund to help property owners improve their buildings or beautify the public realm. | Development Chenango Corporation (DCC) <i>non-profit</i> | DRI area | \$1,200,000 | \$600,000 | DRI, private | Fall 2022 | Fall 2025 | | 100 |
| ② Implement a Downtown Signage and Wayfinding System | A comprehensive system of directional and identification signs to link downtown destinations together with clear and cohesive branding. | City of Norwich <i>public</i> | DRI area | \$240,000 | \$240,000 | DRI | Fall 2022 | Fall 2023 | | 108 |
| ③ Improve East, West, and Library Parks | Upgrades to Norwich's three, central parks to expand programming and support more events. | Friends of the Park <i>non-profit</i> | East, West, and Library Parks | \$1,685,000 | \$1,660,000 | DRI, foundation grant | Fall 2022 | Fall 2023 | | 116 |
| ④ Improve the YMCA's Streetscape and Facilities | An improved gateway into the YMCA and upgraded resilience facilities to support the YMCA's role as an emergency shelter. | Norwich Family YMCA <i>non-profit</i> | 68-70 North Broad Street | \$651,000 | \$651,000 | DRI | Fall 2022 | Fall 2023 | | 124 |
| ⑤ Enhance the American Avenue Streetscape | A safer and more welcoming American Avenue with better lighting, more amenities, and a brand new look and feel. | City of Norwich <i>public</i> | American Avenue | \$470,000 | \$470,000 | DRI | Fall 2022 | Fall 2024 | | 132 |
| ⑥ Enhance the N. Broad Street Connection to the Museum District | A safer, more walkable, and more recognizable connection between downtown Norwich and the city's premier tourist destination. | Friends of the Museum District <i>non-profit</i> | Broad Street from Rexford Street to Mitchell Street | \$615,000 | \$615,000 | DRI | Fall 2022 | Fall 2024 | | 140 |
| ⑦ Upgrade the Colonia Theatre | An upgraded Colonia Theatre with new and improved seating, a digital addition to the historic marquee, and more family-friendly entertainment options. | Todd Barnes and Rich Barnes <i>private</i> | 35 South Broad Street | \$435,000 | \$165,000 | DRI, private | Fall 2022 | Winter 2023 | 6 full-time | 148 |
| ⑧ Rehabilitate the Heritage Building | Activation of the historic Heritage Building with a healthy food market and local brewery. | Hercules Properties, LLC <i>private</i> | 42-46 North Broad Street | \$730,000 | \$292,000 | DRI, private | Fall 2022 | Summer 2024 | 6 full-time, 6 part-time | 156 |
| ⑨ Rehabilitate 13-15 South Broad Street | Renovations to activate and modernize a historic downtown building with 10 high-quality, energy-efficient, ADA-accessible apartments. | 1315 South, LLC <i>private</i> | 13-15 South Broad Street | \$1,060,000 | \$530,000 | DRI, private | Fall 2022 | Winter 2023 | | 164 |

- Grant Fund
- Branding and Marketing
- Public Improvement
- Rehabilitation

Proposed Projects

| Project Name | Description | Project Sponsor | Project Location | Total Cost | DRI Funding Request | Funding Sources | Proposed Start Date | Anticipated Completion Date | Jobs Created | Page Number |
|--|---|--|--------------------------|-------------|---------------------|-----------------------|---------------------|-----------------------------|--------------------------|-------------|
| 10 Create the Downtown Norwich Boutique Hotel | A new, boutique hotel that will bring 45 high-quality hotel rooms to the heart of downtown Norwich. | Principle Design and Engineering <i>private</i> | 14-16 South Broad Street | \$8,400,000 | \$3,360,000 | DRI, NYS ESD, private | Fall 2022 | Fall / Winter 2024 | 10 full-time | 172 |
| 11 Rehabilitate the Ungentine Building | More than 10,000 square feet of new commercial space and two dozen new apartments to activate a long-vacant, historic building. | 20 American Avenue, LLC <i>private</i> | 20 American Ave | \$7,528,000 | \$3,006,000 | DRI, private | Fall 2022 | Summer 2024 | up to 50 full-time | 180 |
| 12 Upgrade the Chenango Arts Council's Martin Kappel Theater | Upgrades to the seating, lighting, and audio-visual equipment in the Martin Kappel Theater for a better all-around experience. | Chenango Arts Council (CAC) <i>non-profit</i> | 27 West Main Street | \$570,000 | \$570,000 | DRI | Fall 2022 | Spring 2023 | | 188 |
| 13 Improve ADA Accessibility at the Norwich Center | A new elevator and ADA entryway that make the Norwich Center's many programs and services accessible to all. | Chenango Housing Improvement Program, Inc. (CHIP) <i>non-profit</i> | 27 West Main Street | \$925,000 | \$925,000 | DRI | Fall 2022 | Summer / Fall 2023 | | 196 |
| 14 Rehabilitate 15-19 Lackawanna Avenue | Facade improvements and interior renovations to create two new apartments and 1,000 sf of retail space in some of Norwich's oldest buildings. | Hayworth Lackawanna, LLC <i>private</i> | 15-19 Lackawanna Avenue | \$350,000 | \$140,000 | DRI, private | Fall 2022 | Summer / Fall 2023 | 2-3 full-time | 204 |
| 15 Renovate the Red Roof Inn | A complete rebrand of the Red Roof Inn with modernized rooms and more amenities to support Norwich's growing tourism industry. | Banta Management <i>private</i> | 75 North Broad Street | \$980,000 | \$392,000 | DRI, private | Fall 2022 | Fall 2023 | 3 full-time, 6 part-time | 212 |

- Grant Fund
- Branding and Marketing
- Public Improvement
- Rehabilitation

Project 1: Establish the Downtown Norwich **Small Project Grant Fund**



OVERVIEW

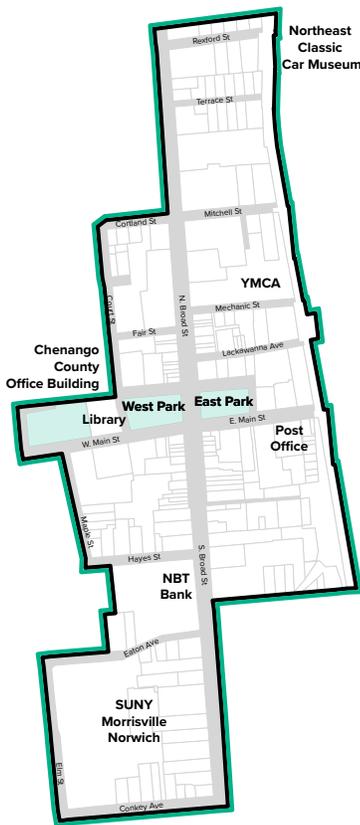
A matching grant fund to help property owners improve their buildings or beautify the public realm.

DRI FUNDING REQUEST

\$600,000

TOTAL PROJECT COST

\$1,200,000



Project Location

Projects located within the DRI area will be eligible for potential funding from the Small Project Grant Fund.

Project Description

The Downtown Norwich Small Project Grant Fund will provide grants for both improvements to buildings and open sites and for public art projects in downtown Norwich. The Fund is intended to expand access to and increase the number of projects funded by DRI monies, including smaller projects that may not have been otherwise eligible for a DRI grant. Throughout the DRI planning process, several projects were identified as potential candidates for the proposed Small Project Grant Fund (see **Public Support**).

The Fund will be structured to provide up to \$200,000 in grants for public art projects, with the remaining monies allocated to building and site improvement projects.

Development Chenango Corporation (DCC) has an existing structure for grant administration, which will be applied to this grant program as well. A DCC staff member will act as the Fund Coordinator and a Review Committee will be formed to evaluate and approve applications. Projects approved by the Committee will be submitted to the Housing Trust Fund Corporation (HTFC) for additional review prior to the award of funding.

Applicants will be required to submit a formal scope of work for review that demonstrates compliance with program guidelines and provides evidence of financing for the private match. Applicants will be expected to contribute 50% of total project costs, but exceptions to the match requirement may be made on a case-by-case basis at the discretion of the Review Committee.

Awarded applicants will be notified of the amount and conditions of the award and will be given the notice-to-proceed. The Coordinator will periodically monitor construction activities (together with the City's Code Enforcement Officer) and will collect documentation from the awardee of partial or total completion of the project. The awardee will periodically submit for reimbursement of funds expended, which the Coordinator will compile and present to the Committee for approval and processing of the drawdown. Once received, the

Establish the Downtown Norwich

Small Project Grant Fund

Coordinator will submit payment to the awardee as appropriate. Final payment of no less than 20% of the award will be withheld until proof of completion of the project is provided.

Final guidelines for the Fund will be developed should funding be awarded, but eligible projects are expected to include:

- Capital improvements, including the purchase of machinery and equipment.
- Interior and exterior renovations, including facade and site improvements.
- Mechanical, electrical, and plumbing infrastructure for vacant spaces within existing buildings.
- Soft costs.
- Signage ancillary to the project.

Applications are expected to be evaluated based on the following criteria:

- Location within the DRI area.
- Alignment with Norwich's local DRI vision, goals, and strategies.
- Potential to activate vacant spaces, particularly upper stories.
- Potential to create jobs.
- Addition of housing units, especially affordable units.

- Potential to spur additional investment.
- Ability to finance private match.
- Compliance with all applicable laws and regulations.

Property owners will be subject to a five-year look back to ensure the properties are being utilized for the use described in their Small Project Grant Fund application. Those who do not abide by the five-year look back will be subject to a clawback of grant funds.

Funds will be disbursed on a rolling basis as applications are received. Completion of the Fund will occur when all funds have been disbursed.

Property Ownership

Projects located within the DRI boundary are eligible for grants from the Fund.

Project Sponsor

Development Chenango Corporation (DCC) is the project sponsor. DCC is a non-profit local development corporation that supports economic development in Chenango County.

Sponsor Capacity

DCC has an existing structure for grant administration and offers several existing loan programs including the Agricultural Revolving Loan Fund, the Business Assistance Loan Fund, and the COVID Loan Fund.

Project Partners

DCC will administer the Fund with reciprocal review by NY HTFC.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Encourage the renovation of upper stories of downtown buildings for residential use.

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Strengthen downtown's identity with public art.

Improve public spaces to expand arts and cultural programming and events for all ages and abilities.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Support entrepreneurship and small business creation and expansion.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

Create residential neighborhoods of choice and quality.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Support entrepreneurship and create new opportunities for business development and job creation.

Develop additional types of housing and improve the condition of the existing housing stock.

Small Project Grant Fund

Revitalization Benefits

✓ Short Term Benefits

Preserves and protects the historic character of downtown buildings.

Beautifies streetscapes throughout downtown.

Enhances downtown's identity and sense of place through the installation of public art.

✓ Medium Term Benefits

Attracts new businesses, residents, and institutions to downtown Norwich.

Increases downtown housing options.

Potential to create jobs through the renovation of buildings for commercial uses.

within 6 months

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Increases downtown property values.

Facilitates full utilization of downtown buildings, especially upper floors.

Expands the local tax base.

Supports a vibrant, more liveable downtown Norwich.

Spurs complementary public and private investment downtown.

Public Support



The Small Project Grant Fund was arguably the most strongly supported proposed DRI project.

Strong support for the Fund is demonstrated in the large number of projects that have been identified as potential candidates for funding, including:

- Rehabilitation of 1-3 S. Broad
- Rehabilitation of 10 S. Broad
- Rehabilitation of 11 S. Broad
- Renovation of 12 S. Broad
- Building and facade improvements at 7 E. Park Place
- Upgrades at the Eaton Center

within 3 years

Establish the Downtown Norwich

Small Project Grant Fund

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|--------------------|----------------|-----------------|
| Grant administration | \$60,000 | | |
| | \$30,000 | DRI grant | Requested |
| | \$30,000 | Private | Planned |
| Grant funds | \$1,140,000 | | |
| | \$570,000 | DRI grant | Requested |
| | \$570,000 | Private | Planned |
| TOTAL DRI Funding Request | \$600,000 | | |
| TOTAL Funding From Other Sources | \$600,000 | | |
| TOTAL Project Cost | \$1,200,000 | | |

Feasibility and Cost Justification

The project sponsor is requesting the maximum award (\$600,000) for the Fund because of the community's considerable interest in the program and the number of projects that have already been identified as potential candidates for funding.

Projects completed with assistance from the Fund are expected to increase property values and tax revenues, create new housing units and jobs, increase spending, and catalyze additional public and private investment.

Regulatory Requirements

Permits and approvals will vary based on project type. Building and facade improvements will likely require local building permits and approvals. Public realm improvements may require coordination with the City of Norwich or the appropriate property owner.

Decarbonization

Projects that require compliance with the NYStretch Energy Code will be identified during the review process and applicants will be required to take appropriate actions to ensure compliance.

Timeframe for Implementation and Project Readiness

Fall
2022

Immediate Next Steps

- DCC will submit a grant administration plan to HTFC describing application process, funding limits, match requirements, procurement procedures, and local approval and underwriting process.

Spring
2023

Call for Applications

- Issue call for applications.
- Perform application review and underwriting process.
- Identify preliminary grant funding amounts and transmit project information to HTFC for review and approval.

Summer /
Fall 2023

Project Design and Approvals

- Development of construction documents.
- Obtain necessary permits and approvals.

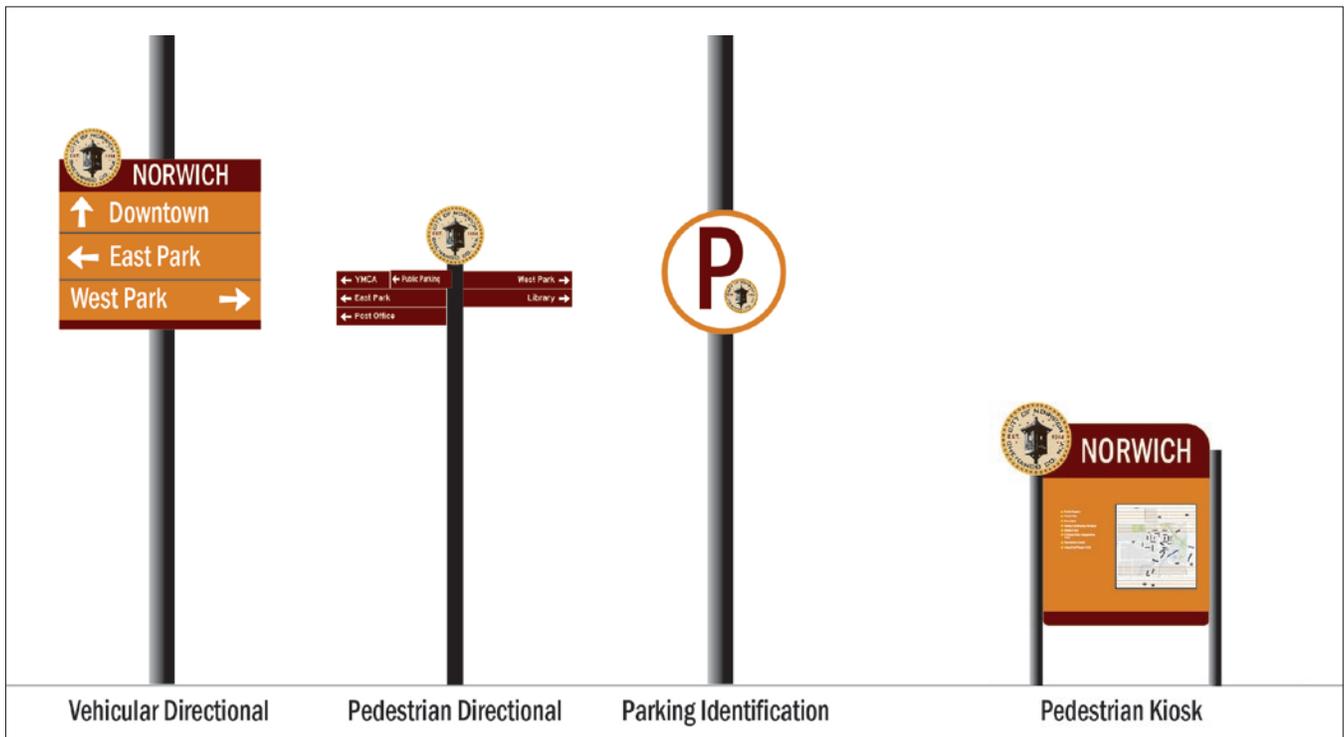
Through
Fall 2025

Construction Phase

- Implementation of funded projects.

Project 2: Implement a Downtown

Wayfinding and Signage System



OVERVIEW

A comprehensive system of directional and identification signs to link downtown destinations together with clear and cohesive branding.

DRI FUNDING REQUEST

\$240,000

TOTAL PROJECT COST

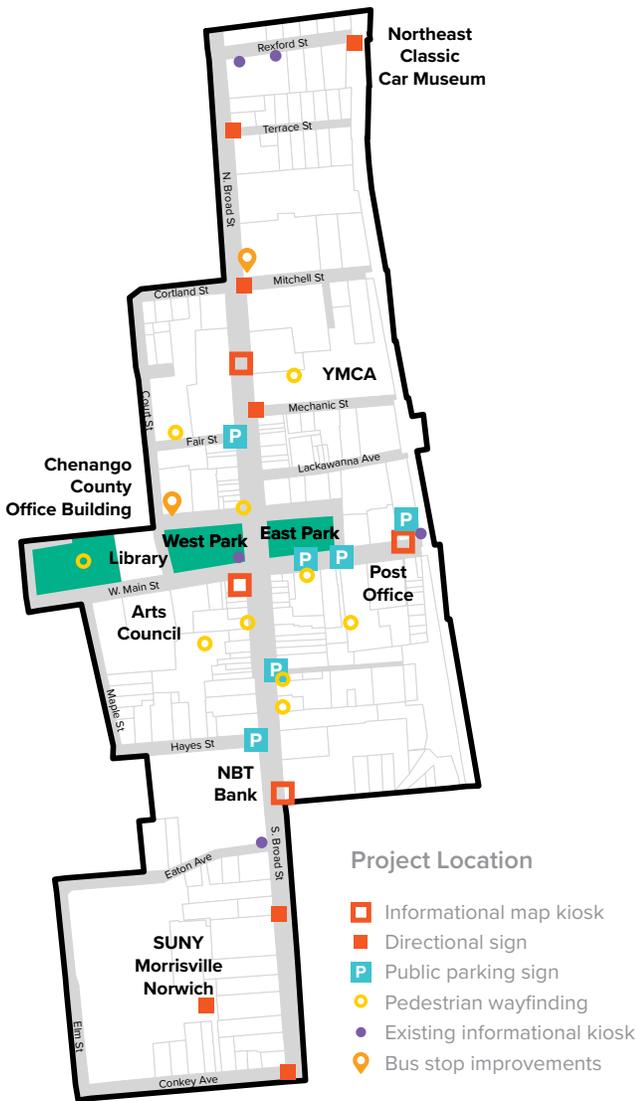
\$240,000

Project Description

Downtown Norwich is a regional destination with a variety of attractions and amenities throughout the area. A user-friendly wayfinding and signage system will connect downtown’s cultural, commercial, civic, and recreational attractions – including East and West Parks, the Colonia Theatre, the Northeast Classic Car Museum, and others – together for a cohesive pedestrian and vehicular experience.

An important feature of the signage system will be to connect downtown to the Museum District by locating directional signage on Broad Street that leads visitors to the Northeast Classic Car Museum, the Chenango County Historical Society and Museum, and other destinations along Rexford Street. Signage will also help direct visitors to accessible public parking lots throughout the downtown area. The new signage system will build on and link to existing signage in the Museum District as well as in West Park, at City Hall, and at the corner of Eaton Avenue and South Broad Street.

The project will also include improvements to the bus stop signage at the West Park and North Broad Street bus stops, as well as the installation of a new bus shelter and bench at the West Park stop. These improvements will make travel by bus more comfortable and can help encourage transit use as an alternative to travel by car.



Existing Conditions

Implement a Downtown

Wayfinding and Signage System

The project scope includes the design and installation of a hierarchy of different types of signage and wayfinding elements that highlight Norwich's attractions and amenities, including:

- Informational map kiosks
- Vehicular directional and public parking signage
- Interpretive signage
- Pedestrian wayfinding
- Bus stop signage

The signage and wayfinding system will support the advancement of transformational projects by enhancing downtown's legibility and sense of place and by highlighting connections between destinations to spur visits to other attractions.

Property Ownership

The wayfinding system may include locations on City-owned property as well as streets owned by the New York State Department of Transportation (NYSDOT) and parks owned by Chenango County.

Project Sponsor

The City of Norwich is the project sponsor.

Sponsor Capacity

The City of Norwich will be responsible for the long-term implementation and maintenance of the wayfinding system. The City maintains several signs throughout downtown and has capacity to install and maintain additional signs. Through its Code, the City already has guidelines in place to regulate the design and installation of signage.

Project Partners

Depending on the location of the sign, the City may have to coordinate with various property owners. Signs along Broad Street (NYS Route 12) and Rexford Street (NYS Route 990L) will require coordination with NYSDOT. Signs in East and West Parks will require coordination with Chenango County. The City will also coordinate with Commerce Chenango, the Norwich Business Improvement District, Friends of the Park, and Friends of the Museum District among other downtown tourism-related organizations to identify appropriate locations and content for informational and directional signage.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Improve multi-modal access and create safe, well-lit, accessible connections between destinations.

Enhance downtown's signage and wayfinding system.

Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Improve connections between downtown and surrounding destinations, including parks, trails, and the Museum District.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Improve downtown circulation and parking accessibility.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Develop an integrated multi-modal transportation system.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Create a powerful and unified marketing message for the city.

Implement a Downtown

Wayfinding and Signage System

Revitalization Benefits

✓ Short Term Benefits

Makes it easier for pedestrians to locate downtown destinations and to find connections between them.

- Makes downtown more pedestrian-friendly and encourages visitors to park and walk to multiple destinations instead of driving their cars to each destination on their trip.

Highlights the unique characteristics and heritage features of Norwich.

Coordinates the brand identity for a variety of downtown attractions.

within 6 months

✓ Medium Term Benefits

Strengthens the distinct sense of place in downtown Norwich.

Improves circulation in downtown Norwich for a more user-friendly experience.

- Improves bus stop signage and amenities to make travel by bus easier and more comfortable for users.

Extends the duration of resident and visitor experiences by connecting attractions to create a multifaceted downtown experience.

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Increases tourism potential and tourism spending in downtown Norwich.

Encourages investment in downtown businesses and residences.

Enhances the public realm and the quality of life in downtown Norwich.



Creates a truly walkable downtown environment that encourages reduced reliance on fossil-fuel powered vehicles and thereby reduces greenhouse gas emissions.

within 3 years



Public Support



Community members identified wayfinding as a high priority, noting the importance of easy and safe pedestrian and vehicular circulation. The signage and wayfinding system was seen as “visitor-friendly” with the potential to support tourism by identifying key downtown destinations.

Improving the visual connection between downtown and the Museum District was viewed as particularly important, especially to build on the recent investment in improving the Museum District.

KEY



Decarbonization Benefits

Implement a Downtown

Wayfinding and Signage System

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|----------------|-----------------|
| Map kiosks (sign and installation). Total of 2 units. | \$33,333 | DRI grant | Requested |
| Finger-pointing pedestrian signs (sign and installation). Total of 6 units. | \$73,333 | DRI grant | Requested |
| Interpretive signs (sign and installation). Total of 4 units. | \$31,111 | DRI grant | Requested |
| Vehicular signs (sign and installation). Total of 8 units. | \$40,000 | DRI grant | Requested |
| Bus stop signage (sign and installation). Total of 2 units. | \$11,111 | DRI grant | Requested |
| Bus shelter (shelter and installation). Total of 1 shelter and 1 bench. | \$33,333 | DRI grant | Requested |
| Soft costs (design fees) | \$17,779 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$240,000 | | |
| TOTAL Funding From Other Sources | \$0 | | |
| TOTAL Project Cost | \$240,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The proposed wayfinding system is a justified use of funding based on its potential to enhance the public realm and provide improved downtown connectivity, comfort and identity for residents and visitors. As was concluded in an American Planning Association (APA) Planning Advisory Service (PAS) memo, wayfinding systems provide opportunities for increased walkability, positive economic impact, and higher levels of return visitors.⁸ By installing a hierarchy of signage, including map kiosks, pedestrian signage, interpretive signage and vehicular signage, the downtown will promote cohesive connections to the different attractions and amenities downtown. This signage will provide directional and interpretive information at key navigation points for user-friendly downtown circulation and access.

Regulatory Requirements

Signs are regulated by the National Manual on Uniform Traffic Control Devices for Streets and Highways (MUTCD) and 17 NYCRR Chapter V (New York Supplement). Signs are also regulated by Chapter 465 Signs of the Code of the City of Norwich. For work in the State right-of-way, a highway work permit is required. Signs located in any of the city's National Historic Districts will require coordination with SHPO.

Decarbonization

This project does not require compliance with the NYStretch Energy Code because it is not a development or rehabilitation project.

Timeframe for Implementation and Project Readiness

Summer
2022

Already Completed Actions

- Preliminary identification of potential signage locations.

Fall
2022

Immediate Next Steps

- City issues RFP for design services and fabrication.

Spring /
Summer
2023

Design Phase

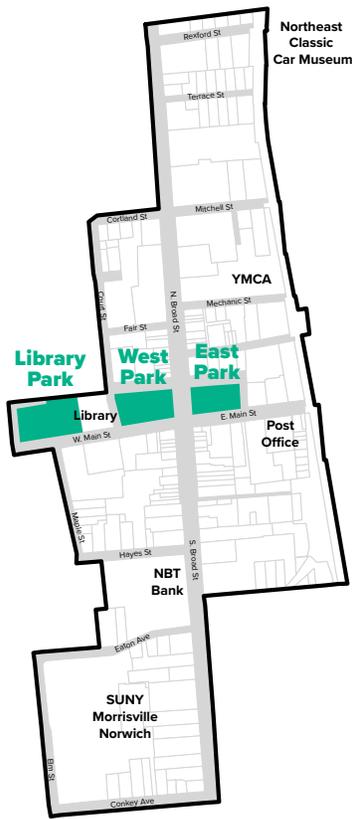
- Design of the wayfinding system.
- Develop construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractor.

Fall
2023

Construction Phase

- Installation of signage.

8 Osborn, Katie. "Wayfinding: The Design of Getting Lost and Found." *American Planning Association (APA), Planning Advisory Service (PAS) Memo*. (March/April 2018).



Project Description

East, West, and Library Parks are located in the heart of downtown Norwich and are important pieces of the city’s identity and culture. In addition to offering passive green space in the downtown environment, they play host to numerous events each year that draw tens of thousands of visitors to Norwich including: Colorscape, the Chenango Blues Association Thursday Concert Series and more.

This project includes infrastructure improvements to the parks to support expanded programming and new events, including an outdoor movie viewing area and state-of-the-art speaker and electrical systems. These improvements will build on renovations completed in 2011. A new pavilion will be installed in Library Park to allow the Guernsey Library to expand its family programming. A flexible space that can support temporary pop-up events like food truck rodeos, farmers markets, outdoor vendors, and other events will be created on E. Park Place. This flexible space will be a first for Norwich, providing a much-desired, central gathering space that can support temporary events. When this space is not being used for pop-up events, it can be used as parking for the parks and nearby businesses. Public art will also be installed throughout the parks to enhance sense of place and celebrate Norwich (and its parks!) as a regional center for arts and culture.

Project Location

The project is located at East, West, and Library Parks.



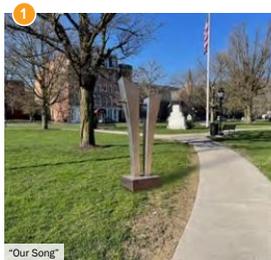
Existing Conditions

Property Ownership

East and West Parks are owned by Chenango County. East Park is maintained by the City and West Park is maintained by the County. Library Park is owned by the Norwich City School District (NCSD) and operated and maintained by Guernsey Memorial Library.

Improve East, West, and Library Parks

PROPOSED IMPROVEMENTS



Project Sponsor

Friends of the Park is the sponsor for this project. Friends of the Park is a non-profit that operates under the Norwich Business Improvement District (BID).

Sponsor Capacity

Friends of the Park is dedicated to the enhancement of Norwich's parks and was responsible for the planning, fundraising, and implementation of renovations to East and West Parks in 2011. If maintenance issues arise with improvements installed by Friends of the Park, the City and County engage Friends of the Park to develop a work plan.

Project Partners

Friends of the Park will work with the City, County, NCSD, and the Library to establish maintenance plans for improvements. The City will also be an important partner in the review process for the flexible plaza space as this space is located on a City right-of-way.

Alignment with Goals, Strategies, and Existing Plans

✓ Norwich's DRI Strategies:

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Strengthen downtown's identity with public art.

Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Improve public spaces to expand arts and cultural programming and events for all ages and abilities.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Improve connections between downtown and surrounding destinations, including parks, trails, and the Museum District.

Improve downtown circulation and parking accessibility.

✓ REDC Strategies:

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ City Comprehensive Plan Goals:

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

Improve

East, West, and Library Parks

Revitalization Benefits

✓ Short Term Benefits

Supports existing special events including Colorscape, the Chenango Blues Association Thursday Concert Series, and others.

Modernizes the parks with up-to-date amenities that build on past investment.

- 🌱 Installs an EV charging station to help facilitate and encourage electric vehicle use in downtown Norwich.

✓ Medium Term Benefits

Creates opportunities for new and different events to locate in the parks.

Allows the Library to expand its family programming.

Strengthens Norwich's identity as a hub for arts, culture, and other events in the region.

Benefits local restaurants, hotels, and other tourism-related businesses by bringing more visitors to Norwich.

within 6 months

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Increases the number of annual visitors to Norwich and the level of tourism spending by bringing more events to the parks.

Solidifies Norwich as an ideal location for all types of events and encourages a diversified slate of programming.

Positively impacts neighboring property values and the surrounding business community by increasing foot traffic downtown.

Attracts more residents to Norwich by improving quality of life.

within 3 years



Public Support



Throughout the DRI planning process, improvements to the parks were identified as a high priority for the revitalization of downtown Norwich. Community members recognize the parks as important assets to Norwich and believe that improvements in the parks would benefit all community members. There is considerable excitement about the possibility of bringing new events to the parks.

KEY



Improve

East, West, and Library Parks

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|--------------------|------------------|-----------------|
| Library Park Improvements. Pavilion structure, concrete patio and library steps, outdoor movie screen, vinyl fence, park amenities, lawn and landscaping, lighting and communications, public art. | \$514,102 | DRI grant | Requested |
| West Park Improvements. Electrical connections, water service, public art. | \$80,982 | DRI grant | Requested |
| | \$68,482 | | Requested |
| | \$12,500 | Non-profit grant | Committed |
| East Park Improvements. Dual EV charging station, electrical pedestal with 30Amp hookups, electrical connections, speaker system, stairs with handrail and concrete pad, public art installation. | \$271,660 | DRI grant | Requested |
| | \$259,160 | | Requested |
| | \$12,500 | Foundation grant | Committed |
| East Park Flexible Vendor Space. Excavation and disposal, stone curb, underdrain, concrete sidewalk, decorative pavers, concrete paver base, pavement striping. | \$691,877 | DRI grant | Requested |
| Soft costs (design fees and mobilization) | \$126,379 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$1,660,000 | | |
| TOTAL Funding From Other Sources | \$25,000 | | |
| TOTAL Project Cost | \$1,685,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The cost estimate was prepared by a licensed landscape architect and is based on standard construction estimating methods, as well as coordination with contractors for material and labor pricing.

The project is a justified use of funds for many reasons including its potential to:

- Increase programming and event offerings in Norwich.
- Increase business, lodging, and tourism spending downtown.
- Strengthen Norwich’s identity as a hub for arts, culture, and recreational tourism.
- Attract more residents to downtown’s high-quality public realm.

Regulatory Requirements

This project will require approvals and permits from Chenango County and the City of Norwich. East and West Parks are located within the Chenango County Courthouse District, a National Historic District, and will require coordination with SHPO.

Decarbonization

This project does not require compliance with the NYStretch Energy Code because it is not a new development or rehabilitation project.

Timeframe for Implementation and Project Readiness

2011

Already Completed Actions

- Renovation of East and West Parks.

Fall
2022

Immediate Next Steps

- Execute contract for design services.

Winter /
Spring
2023

Design Phase

- Construction documents and specifications
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Fall
2023

Construction Phase

- Complete construction.

Project 4: Improve the

YMCA's Streetscape and Facilities



OVERVIEW

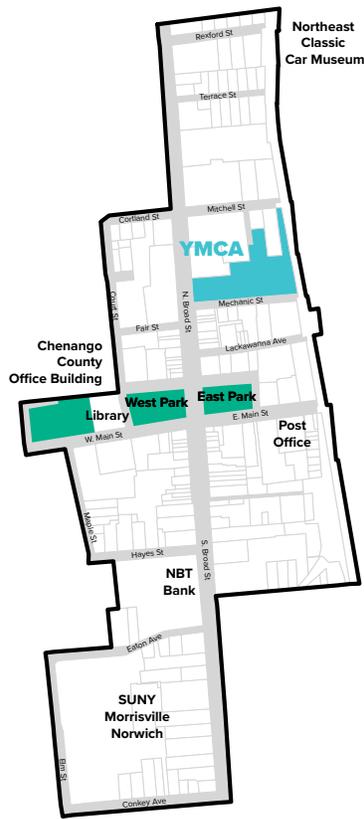
An improved gateway into the YMCA and upgraded resilience facilities to support the YMCA's role as an emergency shelter.

DRI FUNDING REQUEST

\$651,000

TOTAL PROJECT COST

\$651,000



Project Description

The YMCA is an important, long-standing institution in Norwich that has provided a variety of recreational and community services to residents for more than 160 years. The YMCA also serves as an emergency evacuation center during disaster events. In March 2022, the YMCA provided emergency shelter to several local families displaced by flooding.

The project includes improvements to enhance the YMCA property's Broad Street frontage. A pocket park, public art, and identification signage at the corner of Broad and Mechanic Streets will create an identifiable gateway that leads into the facility and better connects the YMCA to Norwich's main corridor. Additional street trees along Broad Street will provide an aesthetic buffer between the sidewalk and the parking lot. Sidewalk replacement on Broad and Mechanic Streets will enhance walkability and ensure ADA accessibility to the facility.

This project also includes the installation of a fixed backup generator to ensure that the YMCA facility can remain open and operational and serve as an emergency shelter during times of crisis. A backup power source will allow the YMCA to provide heat, cooling, hot showers, running water, and other life-sustaining necessities to displaced community members.

Property Ownership

The property is owned by the YMCA.

Project Location

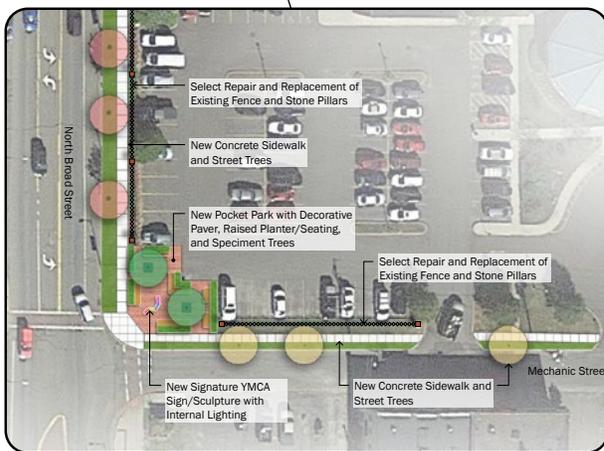
The project is located at 68-70 North Broad Street.



Existing Conditions

Improve the YMCA's Streetscape and Facilities

PROPOSED IMPROVEMENTS



Project Sponsor

The Norwich Family YMCA is the sponsor.

Sponsor Capacity

The YMCA has continually invested in its facility since it was opened in 2002. The facility's pool is currently undergoing renovations and a number of other improvements were recently completed. These include a \$50,000 LED lighting upgrade in consultation with NYSERDA, the redesign of office and meeting rooms, and replacing the boiler. The improvements proposed as part of this project have been in discussion and review with the YMCA Building and Grounds Committee since 2018. YMCA staff are capable of implementing and maintaining the proposed improvements.

Project Partners

The YMCA will work in partnership with the City of Norwich to implement the proposed streetscape enhancements on Broad and Mechanic Streets as these improvements would be located in City rights-of-way. The YMCA will seek guidance from the Business Improvement District to ensure that the proposed signage conforms to the sign ordinance. The YMCA is also an active partner with Chenango Memorial Hospital, Valley View Manor Nursing Home, and the Norwich Rehabilitation and Nursing Center as an evacuation center for these facilities. During the 2005, 2006, and 2011 floods, the YMCA was also used as an evacuation center by the Norwich Emergency Management Office. Other local emergency agencies including the City of Norwich Police and Fire Departments and the American Red Cross recognize the YMCA as an option for emergency shelter as the facility's 21,000 square-foot fieldhouse is one of the largest mass gathering spaces in the community.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Enhance downtown's signage and wayfinding system.

Strengthen downtown's identity with public art.

Improve connections between downtown and surrounding destinations, including parks, trails, and the Museum District.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Be inspired by diverse art and cultural offerings.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Employ feasible Main Street revitalization techniques and programs to enhance Norwich's downtown.

✓ **Chenango County Comprehensive Plan Goals:**

Limit the impact of natural disasters on county residents.

Improve the
YMCA's Streetscape
and Facilities

Revitalization Benefits

✓ **Short Term Benefits**

Improves connectivity and access to and from the YMCA and downtown Norwich.

Creates a more identifiable gateway into the YMCA facility.

- Promotes walkability along Broad Street and encourages travel by foot instead of car.

✓ **Medium Term Benefits**

Increases the community's and the YMCA's resilience to flooding, storms, and other disaster and climate-events.

Ensures that the YMCA facility can continue to operate and provide life-sustaining services during emergencies.

within 6 months

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Sets the stage for the YMCA to be officially designated as an emergency shelter facility for the local community.

Public Support



The YMCA was recognized by the public as a vital part of the community and important for providing shelter and assistance during disasters. Many community members noted how critical the YMCA's response was to the recent storm events in March 2022 and see considerable value in installing a backup generator.

within 3 years



KEY



Decarbonization Benefits

**Improve the
YMCA's Streetscape
and Facilities**

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|--|------------------|----------------|-----------------|
| Pocket Park and Streetscaping. Site preparation, site improvements. | \$368,000 | DRI grant | Requested |
| Emergency Preparedness. Installation of emergency generator. | \$218,000 | DRI grant | Requested |
| Soft costs (design fees and mobilization) | \$65,000 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$651,000 | | |
| TOTAL Funding From Other Sources | \$0 | | |
| TOTAL Project Cost | \$651,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The cost estimate was prepared by an architecture and engineering firm and is based on standard construction estimating methods, as well as coordination with contractors for material and labor pricing.

Investment in this project is justified for several reasons including:

- Enhanced resilience to climate events, including flooding and storms, which are becoming more frequent and more severe and which have directly impacted Norwich in recent years.
- Potential life-saving benefits of the backup generator.

Regulatory Requirements

This project will require approvals and permits from the City of Norwich. Signs are regulated by Chapter 465 Signs of the Code of the City of Norwich. For work in the State right-of-way, a highway work permit is required.

Decarbonization

This project does not require compliance with the NYStretch Energy Code because it is not a new development or rehabilitation project.

Timeframe for Implementation and Project Readiness

2018

Already Completed Actions

- Conceptual design.

Fall
2022

Immediate Next Steps

- Execute contract for design services.

Winter /
Spring
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Fall
2023

Construction Phase

- Complete construction.

**Project 5: Enhance the
American Avenue
Streetscape**



OVERVIEW

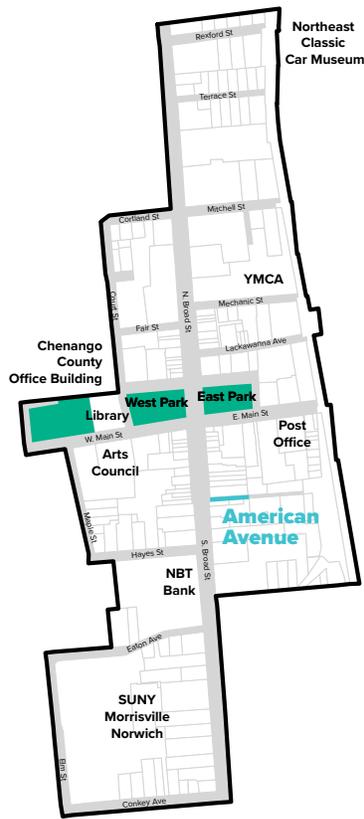
A safer and more welcoming American Avenue with better lighting, more amenities, and a brand new look and feel.

DRI FUNDING REQUEST

\$470,000

TOTAL PROJECT COST

\$470,000



Project Location

The project is located along the stretch of American Avenue from South Broad Street to Colonial Place.



Existing Conditions

Project Description

American Avenue is an important connector from South Broad Street – Norwich’s main thoroughfare – to businesses, residences, and public parking lots just off the main street. This project proposes enhancements to the corridor, which presently lacks adequate lighting and provisions for ADA accessibility, to create a pedestrian-friendly environment that also supports safe, vehicular access.

The project scope includes:

- Sidewalk replacement to improve access to businesses on the south side of American Avenue.
- Addition of pedestrian amenities including tables, seating options, and trash receptacles.
- Addition of bicycle amenities, including bike racks.
- Installation of new lighting for enhanced safety and comfort.
- Installation of placemaking elements including a mural, decorative pavers, and planters to improve sense of place and create a recognizable gateway.

These enhancements will help transform American Avenue into a pedestrian-friendly gateway, providing an identifiable, safe, and welcoming connector between the rear parking lots and the businesses on Broad Street.

Property Ownership

American Avenue is a City-owned and maintained street. All improvements will be completed within the City right-of-way.

Enhance the
**American Avenue
Streetscape**

EXISTING CONDITIONS



PROPOSED IMPROVEMENTS



Project Sponsor

The City of Norwich is the project sponsor.

Sponsor Capacity

The City is experienced in completing streetscape projects and recently installed similar amenities on Broad Street, including pedestrian lighting, benches, and trash receptacles. The City Public Works Department has the capacity and expertise to maintain the new infrastructure once installed.

Project Partners

The City has already engaged the Traffic Commission to ensure the feasibility of these improvements. Business owners and residents living along American Avenue will be consulted during the preliminary design phase to gather stakeholder feedback and incorporate identified needs into the project scope, where possible.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Improve multi-modal access and create safe, well-lit, accessible connections between destinations.

Enhance downtown's signage and wayfinding system.

Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Encourage upgrades to buildings, storefronts, and sites.

Improve downtown circulation and parking accessibility.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Develop an integrated multi-modal transportation system.

Be inspired by diverse art and cultural offerings.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Employ feasible Main Street revitalization techniques and programs to enhance Norwich's downtown.

Enhance the

American Avenue Streetscape

Revitalization Benefits

✓ Short Term Benefits

Improves the perception of safety along American Avenue.

 Improves walkability and bikeability along American Avenue.

Increases downtown foot traffic.

Improves access to businesses and residences along American Avenue and to the rear public parking lots.

Beautifies what is presently an unsightly and unwelcoming corridor.

within 6 months

✓ Medium Term Benefits

Establishes American Avenue as a recognizable and preferred connector between rear public parking lots and businesses on Broad Street.

Increases utilization of rear public parking lots.

Increases patronization of businesses along American Avenue and Broad Street.

 Reduces car trips and greenhouse gas emissions by more readily enabling visitors to “park and walk” from the rear lots to nearby businesses.

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Potential creation of a gateway between Broad Street and the Ungentine Building, which is proposed for mixed-use redevelopment as part of Project 11.

-  Establishes downtown as a truly walkable environment.

Public Support



Community members and the LPC viewed this project favorably and recognized the importance of beautifying the American Avenue corridor, which was often referred to as an “eyesore.”

Retention of vehicular access along American Avenue was identified as a high priority.

within 3 years



KEY

 Decarbonization Benefits

Enhance the
American Avenue
Streetscape

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|----------------|-----------------|
| Concrete sidewalk removal (including excavation and subbase) | \$28,000 | DRI grant | Requested |
| Decorative pavers, stone curbs, underdrain | \$105,000 | DRI grant | Requested |
| Benches, tables and chairs, trash receptacles | \$55,000 | DRI grant | Requested |
| Planters | \$15,000 | DRI grant | Requested |
| Lighting | \$77,000 | DRI grant | Requested |
| Signage | \$20,000 | DRI grant | Requested |
| Bike racks | \$12,000 | DRI grant | Requested |
| Bollards | \$8,000 | DRI grant | Requested |
| Soft costs (design fees, work zone traffic control, mobilization, survey, erosion and sediment control) | \$150,000 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$470,000 | | |
| TOTAL Funding From Other Sources | \$0 | | |
| TOTAL Project Cost | \$470,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The cost estimate was prepared by a licensed transportation engineer and is based on standard construction costs and estimating methods (utilizing the New York State Department of Transportation weighted bid book).

The proposed project is a justified use of funding for several reasons, including that it will:

- Strengthen access for all modes of transportation, including ADA, along American Avenue.
- Make it easier and more comfortable to access downtown businesses on foot or by bike, without the need to drive a car to each destination.
- Expand the number of businesses and residences within safe and comfortable walking distance from several public parking lots.
- Make redevelopment of the Unguentine Building and other investment in nearby buildings more viable.

Regulatory Requirements

This project will require permits and approvals from the City and NYSDOT.

Decarbonization

This project does not require compliance with the NYStretch Energy Code because it is not a new development or rehabilitation project.

Timeframe for Implementation and Project Readiness

Summer
2022

Already Completed Actions

- Discussion of feasibility with Traffic Commission.

Fall
2022

Immediate Next Steps

- Execute contract for design services.

Spring
2022

Design Phase

- Develop construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents.
- Award bid to contractor.

Fall
2024

Construction Phase

- Complete construction and closeout.

Project 6: Enhance the

N. Broad St. Connection to the Museum District



OVERVIEW

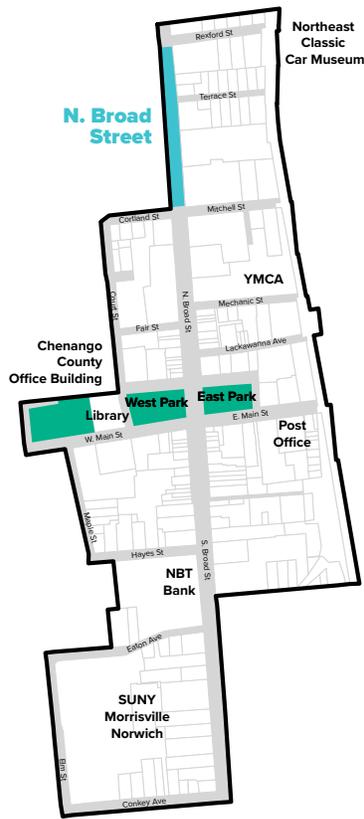
A safer, more walkable, and more recognizable connection between downtown Norwich and the city’s premier tourist destination.

DRI FUNDING REQUEST

\$615,000

TOTAL PROJECT COST

\$615,000



Project Description

The stretch of North Broad Street between Rexford Street and Mitchell Street connects downtown Norwich to the vibrant and growing Norwich Museum District. The Museum District is headlined by the Northeast Classic Car Museum – the single largest tourist destination in the area – and also features the Chenango County Historical Society and Museum and the Wheels in Time Diecast Museum.

The streetscape improvements proposed as part of this project include sidewalk replacement, crosswalk enhancements and improved ADA accessibility, new street trees, and the installation of pedestrian amenities including benches, trash receptacles, and lighting along the stretch of North Broad Street between Rexford Street and Mitchell Street.

These improvements will create a cohesive connection between downtown and the Museum District (Rexford Street), and will build on more than \$1 million of recent investment in the Museum District, which has transformed the stretch of Rexford Street from North Broad Street to Silver Street with upgraded sidewalks, pedestrian amenities, signage, and other streetscaping elements. This project will carry these streetscaping elements to Broad Street, creating both a walkable connection and identifiable gateway between downtown Norwich and the Museum District, the city’s premier tourist destination.

Project Location

The project is located along the stretch of North Broad Street from Rexford Street to Mitchell Street.



Existing Conditions

Property Ownership

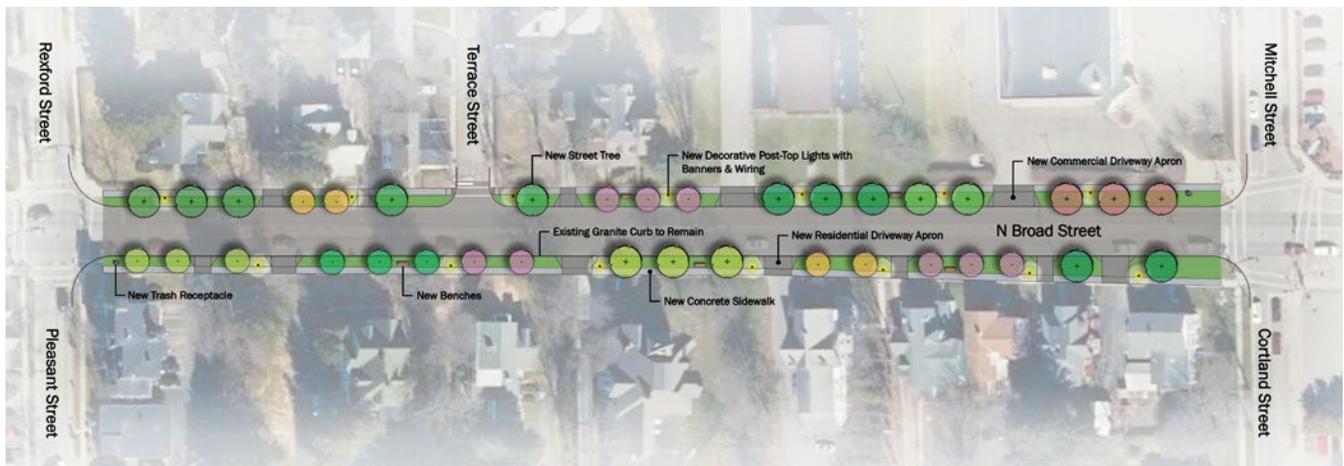
Proposed improvements will be located within the City of Norwich right-of-way on North Broad Street. When completed, the City will own the improvements.

Enhance the N. Broad St. Connection to the Museum District

EXISTING CONDITIONS



PROPOSED IMPROVEMENTS



Project Sponsor

Friends of the Museum District (FOTMD) is the project sponsor. FOTMD is a 501(c)(3) non-profit that operates as a sub-committee of the Norwich Building Tomorrow Foundation.

Sponsor Capacity

FOTMD will be responsible for implementing the proposed improvements. Recently, FOTMD successfully completed two phases of similar streetscape enhancements along Rexford Street. The organization has a strong working relationship with the City of Norwich and experience working with NYSDOT from its past projects.

Project Partners

FOTMD will work with the City of Norwich and NYSDOT to ensure improvements comply with all applicable regulations in the right-of-way.

Alignment with Goals, Strategies, and Existing Plans

✓ Norwich's DRI Strategies:

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Improve multi-modal access and create safe, well-lit, accessible connections between destinations.

Enhance downtown's signage and wayfinding system.

Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Improve connections between downtown and surrounding destinations, including parks, trails, and the Museum District.

Improve downtown circulation and parking accessibility.

✓ City Comprehensive Plan Goals:

Create a vibrant downtown.

Develop an integrated multi-modal transportation system.

✓ Brownfield Opportunity Area (BOA) Plan Strategies:

Fully develop and implement plans for the Museum District.

Employ feasible Main Street revitalization techniques and programs to enhance Norwich's downtown.

Enhance the

N. Broad St. Connection to the Museum District

Revitalization Benefits

✓ Short Term Benefits

 Improves walkability, ADA accessibility, and safety along North Broad Street and encourages travel by foot instead of car.

Enhances the Museum District’s sense of place.

Connects to already-completed phases of Museum District streetscaping.

Leverages investments from the Norwich Building Tomorrow Foundation’s “Curb Appeal Program” which provides grants to homeowners in the Museum District for facade and site improvements.

✓ Medium Term Benefits

Improves connectivity between the Museum District and downtown Norwich.

Encourages visitors to circulate between the Museum District and downtown Norwich, creating complementary spending in both areas of the city.

Increases tourism and tourism-related spending in Norwich.

within 6 months

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Facilitates the potential expansion of the Museum District and encourages investment in other arts, culture, and tourism destinations.

Positively impacts property values along North Broad Street.

Public Support



Community members view this project as a necessary step to enhance the connection between downtown and the Museum District and to capitalize on recent investments in the District. It was also noted that sidewalks along this area of North Broad Street are in particularly bad condition and could use replacement to ensure ADA access.

within 3 years



KEY



Enhance the

N. Broad St. Connection to the Museum District

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|----------------|-----------------|
| Sidewalk replacement, curb ramps, striping, storm sewer infrastructure improvements | \$159,350 | DRI grant | Requested |
| Tree removal, lawn strip restoration and new street trees | \$76,000 | DRI grant | Requested |
| Benches, trash receptacles, lighting | \$172,000 | DRI grant | Requested |
| Soft costs (design fees, work zone traffic control, mobilization, survey, erosion and sediment control) | \$207,650 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$615,000 | | |
| TOTAL Funding From Other Sources | \$0 | | |
| TOTAL Project Cost | \$615,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The cost estimate was prepared by a licensed transportation engineer and landscape architect and is based on standard construction estimating methods. The cost of improvements is based on comparable streetscape enhancement costs in New York State and the Southern Tier region.

Investment in this project is justified for several reasons including:

- Increasing visitor circulation between the Museum District and downtown businesses.
- Enhancing the look and feel of the Museum District and strengthening its identity as a premier tourist destination in the region.

Regulatory Requirements

This project will require permits from both the City of Norwich and NYSDOT.

Decarbonization

This project does not require compliance with the NYStretch Energy Code because it is not a new development or rehabilitation project.

Timeframe for Implementation and Project Readiness

2022

Already Completed Actions

- Phase 1A and 1B streetscape improvements on Rexford Street.

Fall
2022

Immediate Next Steps

- Execute contract for design services.

Spring
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Fall
2024

Construction Phase

- Complete sidewalk reconstruction.
- Install new curb ramps and amenities.

Project 7: Upgrade the Colonia Theatre



OVERVIEW

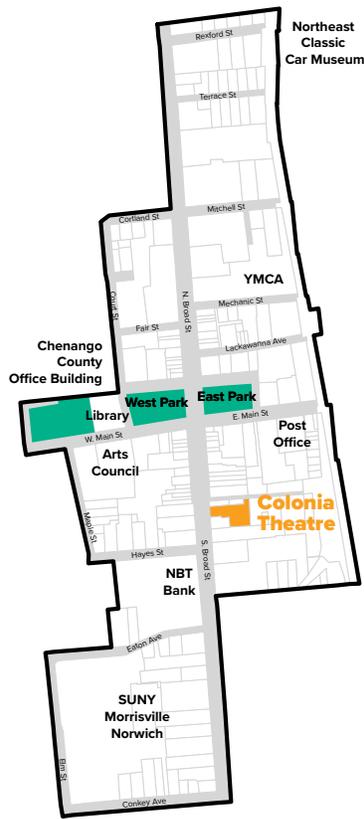
An upgraded Colonia Theatre with new and improved seating, a digital addition to the historic marquee, and more family-friendly entertainment options.

DRI FUNDING REQUEST

\$165,000

TOTAL PROJECT COST

\$435,000



Project Description

The Colonia Theatre, a vintage movie theatre with a historic marquee, has been an iconic attraction in downtown Norwich since 1914. The building has a two-story Italianate-style front facade on South Broad Street with rear sections designed to rise in height to accommodate the original theatre needs. Recently renovated, today the theatre is used for a variety of events and offers different venues to accommodate such, including: a 250-seat capacity theatre, a 100-seat capacity theatre, and a 200-person capacity ballroom. In addition, the building has commercial tenants that occupy its two storefronts.

This project includes interior renovations to two floors to convert the unused rear portions of the building into a family entertainment center. These improvements will facilitate attractions such as bounce houses, obstacle courses, and mazes as well as virtual interaction activities or games such as baseball, basketball, soccer, zombie dodgeball, and/or golf simulations. In addition, the proposed project includes upgrades to seating in the two theatres to meet modern expectations. The display portions on the prominent marquee will also be modernized to provide for digital signage. While keeping with the historic character of the theatre, these improvements will provide for flexible and timely communication that can broadcast community messaging. Together, these renovations build on the success of this existing community attraction, expanding and enhancing its offerings to create a destination that brings more residents and visitors to downtown Norwich.

Project Location

The Colonia Theatre is located at 35 South Broad Street.



Existing Conditions

Property Ownership

Todd Barnes and Rich Barnes are co-owners of the property, each owning 50%.

Upgrade the **Colonia Theatre**

Project Sponsor

Todd Barnes and Rich Barnes are the sponsors and both have legal authority to execute contracts. They operate the Colonia Theatre under an LLC.

Sponsor Capacity

The project sponsors are experienced in and have completed renovation projects in the City of Norwich, including the renovation of the balcony area of the Colonia Theatre in 2014. Renovations at the theatre included reupholstering and replacing the balcony seating, repairing the ceiling and plasterwork, painting a trompe l'oeil sky on the ceiling, carpeting the stairs and the seating area, finishing the hardwood floor, adding new lighting, installing a retractable screen, and creating a fire escape.

In addition to the renovations at the Colonia Theatre, the project sponsors have remodeled six apartment buildings, three of which were either condemned or had fire damage. The project sponsors are currently completing an 8-unit housing project at 115 Birdsall Street in the City of Norwich that is slated for completion at the end of 2022.

Project Partners

The project sponsor will manage all aspects of the proposed project. As a tourism and community asset, the Colonia Theatre supports community partnership. The theatre coordinates with other organizations to provide unique opportunities for local programming. For example, the theatre works with Springbrook, an organization that provides services for those with developmental disabilities, to provide theatre times that accommodate the needs of the organization. The theatre is also focused on promoting the local business community and has developed a promotional video that is featured before each theatre showing.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Enhance downtown's signage and wayfinding system.

Improve public spaces to expand arts and cultural programming and events for all ages and abilities.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

Upgrade the Colonia Theatre

Revitalization Benefits

✓ Short Term Benefits

Allows the Colonia Theatre to more inclusively host visitors comfortably.

Expands the use of the historic marquee by upgrading the messaging area to a digital community bulletin board.

Adds to the year-round entertainment and recreation options downtown by providing a family entertainment center.

Activates an underutilized portion of a key downtown building.

Improves mental and physical health by providing opportunities for social interaction and activity.

within 6 months

✓ Medium Term Benefits

Enhances the experience of visiting the Colonia Theatre.

Supports improved communication in downtown Norwich.

Establishes the Colonia Theatre as an entertainment center that draws people to downtown Norwich.

Creation of 6 full-time equivalent (FTE) jobs to staff the expanded family entertainment center.

within 1 year



Job Creation

This project will create 6 full-time equivalent jobs to staff the family entertainment center.

✓ Long Term Benefits

Preserves the historic theatre as an anchor destination in downtown while evolving to meet the needs of a modern entertainment experience.

Increases the sustainability of the theatre by providing multiple options for entertainment within the building.

Contributes to the tourism industry in downtown Norwich and supports a variety of related businesses including restaurants, lodging, and others.

Promotes communication that coordinates events and attractions for a diverse downtown experience.

Enhances the quality of life in downtown Norwich by providing access to year-round entertainment and recreation opportunities.

within 3 years



Public Support



The Theatre is an important community asset and was recognized in the Evening Sun as one of the downtown’s most historic and iconic symbols.

The proposed project was well-supported by the LPC and the public at DRI workshops. Community members recognize the need to update the Theatre’s facilities and feel that these improvements would benefit the entire community, especially children and families.

Upgrade the Colonia Theatre

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|--|------------------|----------------|-----------------|
| Renovations on two floors to develop a family entertainment center (floor area: 32' x 65') | \$270,000 | Private | Planned |
| Digital board upgrade on the existing marquee (14' x 20') | \$85,000 | DRI grant | Requested |
| Seating upgrade | \$80,000 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$165,000 | | |
| TOTAL Funding From Other Sources | \$270,000 | | |
| TOTAL Project Cost | \$435,000 | | |

Note: Each line item includes a contingency for design, construction, and compliance with the NYStretch Energy Code.

Feasibility and Cost Justification

The project budget was prepared with cost estimates from providers for specific improvements including the digital signage and chair replacement. The project sponsor is experienced in completing renovation projects in Norwich and provided the cost estimate for the renovation work that will be privately funded.

The project is a justified use of funding based on a variety of positive community development and economic impacts, including:

- The increased regional tourism potential and community benefit of enhancing this entertainment attraction.
- Addressing the unmet demand of a currently underserved industry by adding a family entertainment center.
- Supporting the development of recreation and entertainment amenities that help retain and attract residents to the community.
- Providing promotional opportunities to attract visitors and residents.
- Building on past and current private investment in the Colonia Theatre.

Regulatory Requirements

The project will require local approvals and building permits. Signs are regulated by Chapter 465 Signs of the Code of the City of Norwich. Additionally, the building is identified as eligible for the National Register of Historic Places and will need approvals from the NYS Historic Preservation Office (SHPO).

Decarbonization

Interior renovations at the Theatre will comply with NYStretch Code requirements. Energy efficient elements will be identified and incorporated into architectural plans as the project moves out of the concept development phase. A contingency has been included in the project budget to account for energy efficiency improvements.

Timeframe for Implementation and Project Readiness

Already Completed Actions

- 2014 – Renovations to ballroom and balcony seating.
- 2018 – Installed LED lighting on marquee.

Immediate Next Steps

- Assessment to understand needs for broadcasting on marquee.

Design Phase

- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractor.

Construction Phase

- Seating replacement (scheduled for when the theatre is closed).
- Install digital sign on marquee.
- Rear theatre renovation.

Project 8: Rehabilitate the Heritage Building



OVERVIEW

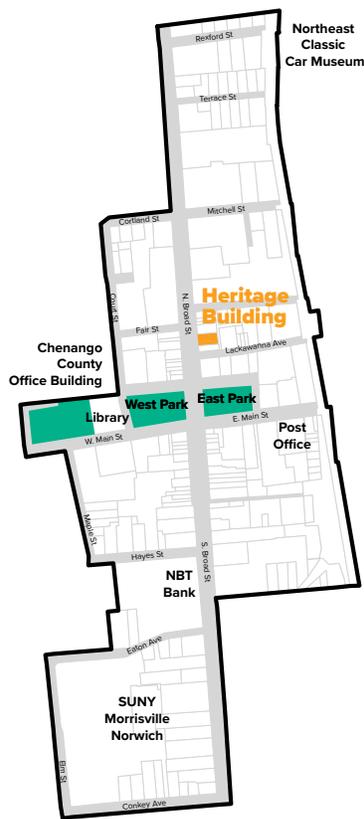
Activation of the historic Heritage Building with a healthy food market and local brewery.

DRI FUNDING REQUEST

\$292,000

TOTAL PROJECT COST

\$730,000



Project Description

The Heritage Building (also known as the Mitchell Building) is a three-story, centrally-located, National Register historic building that has been vacant on its ground floor for well over ten years. This project includes rehabilitation of the 7,200-square-foot vacant storefront – the largest vacant retail space in the city’s downtown core – to house two new businesses. The Hundred Mile Market, a healthy market featuring local products with an open kitchen and "grab-and-go" options, will be located on the ground floor of 42 North Broad Street. The Norwich Brewing Company, with a tasting bar, stage for live entertainment, and seating area, is planned to lease the remainder of the ground floor at 44-46 North Broad Street. An accessible ramp will connect the two interior spaces, allowing the Hundred Mile Market to serve food to brewery customers. In addition, the second floor will support brewing equipment and offer space for private functions and game rooms. Solar panels will be installed on the roof and supply building power needs. An EV charging station will also be located on-site.

Project Location

The project is located at 42-46 North Broad Street.



Existing Conditions

This project will continue a much larger effort to rehabilitate the entire building. Phase 1 work stabilized the building with masonry, window, and roof repairs and installed infrastructure to support occupancy including water service, electrical, plumbing, and heating systems, and a fire suppression system. Phase 2 transformed the upper floors into six high-end apartments, four of which are affordable units. These units are fully electric in anticipation of connection to the solar panels proposed as part of Phase 3, this project.

Property Ownership

Hercules Properties, LLC owns the building.

Rehabilitate the **Heritage Building**

Project Sponsor

Hercules Properties, LLC is the sponsor for this project.

Sponsor Capacity

The members of Hercules Properties, LLC specialize in rehabilitating properties to preserve architectural and historic integrity and to adapt underutilized buildings for modern uses. They have rehabilitated 11 buildings, including 27 residential units, two commercial units and a condominium conversion.

In 2014, they purchased the 42-46 N. Broad Street building to save it from demolition. Since then, they have successfully transformed the upper floors into six, fully-occupied apartment units. Phases 1 and 2 of the project were completed with assistance from the NYS Rural Area Revitalization Project (RARP) Program, the NY Main Street Program, and the Southern Tier Regional Economic Development Council. In 2021, facade improvements and historic preservation work were completed and certified by the National Park Service. To date, \$575,000 has been invested in the building.

Project Partners

The Norwich Brewing Company and the Hundred Mile Market will be owned and operated by Hercules Properties, LLC. An experienced brewer, chef, kitchen and retail staff will be hired, and the principals will oversee business development and day-to-day operations and facilities.

Alignment with Goals, Strategies, and Existing Plans

✓ Norwich's DRI Strategies:

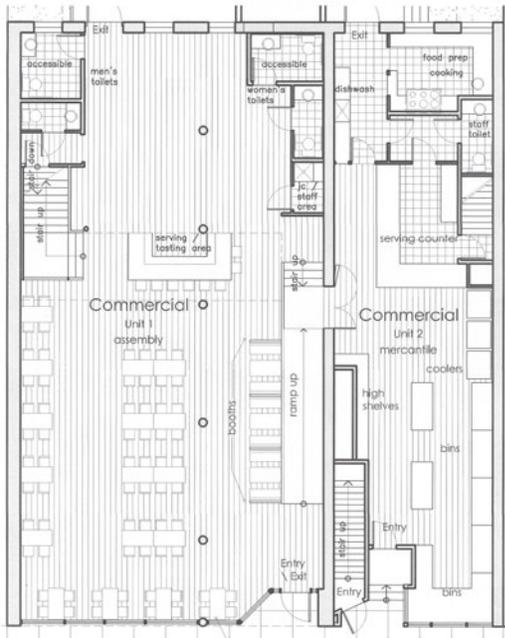
Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Improve public spaces to expand arts and cultural programming and events for all ages and abilities.

FIRST FLOOR
PROPOSED IMPROVEMENTS



SECOND FLOOR
PROPOSED IMPROVEMENTS



Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Support entrepreneurship and small business creation and expansion.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Promote the Southern Tier’s innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Implement the Heritage Block redevelopment project.

Rehabilitate the Heritage Building

Revitalization Benefits

✓ Short Term Benefits

Activates the long-vacant Heritage Building with new uses.

Preserves the Heritage Building as a National Register Historic Place and as an iconic element of the downtown streetscape.

Provides new amenities and event spaces to encourage downtown spending.

✓ Medium Term Benefits

Creates 2 new downtown businesses.

Creates 6 full-time equivalent and 6 part-time equivalent jobs to staff the new market and brewery.

Expands food and beverage options downtown.

Activates the streetscape with sidewalk dining options.

within 6 months



within 1 year



6
FTE

6
PTE

Job Creation

This project will create 6 full-time and 6 part-time jobs to staff the new market and brewery.

✓ Long Term Benefits

Supports full utilization of all three floors of the Heritage Building.

Extends the density of business and activity on South Broad Street to North Broad Street.

- Reduces greenhouse gas emissions by electrifying the building with solar power and providing an EV charging station.

Public Support

●●●●● High

This project was well-supported throughout the DRI planning process. The public recognized the need to activate this long-vacant building to support mixed-use redevelopment. Community members were supportive of the brewery as a good draw for visitors and viewed the market as a necessary addition to expand healthy food options in the city.

within 3 years

KEY



Decarbonization Benefits

Rehabilitate the Heritage Building

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|----------------------|-----------------|-----------------|
| Electrical | \$123,633 | DRI grant | Requested |
| Plumbing, HVAC, heating | \$90,811 | Private | Planned |
| | \$15,811 \$75,000 | HP tax credits | Anticipated |
| Carpentry, buildout, rear stairway egress | \$155,905 | DRI grant | Requested |
| Flooring | \$16,143 | DRI grant | Requested |
| | \$12,462 | | |
| | \$3,681 | | |
| Solar roof panels | \$117,930 | USDA REAP grant | Anticipated |
| Parking/loading, EV charging station | \$15,050 | Private | Planned |
| Kitchen and coolers | \$48,384 | Private | Planned |
| | \$23,384 | | |
| | \$25,000 | | |
| Brewing equipment | \$112,900 | Private | Planned |
| | \$12,900 | | |
| | \$100,000 | | |
| Fireplaces (2 units) | \$8,064 | Private | Planned |
| Soft costs (design fees, permit fees, construction equipment) | \$41,180 | Private | Planned |
| TOTAL DRI Funding Request | \$292,000 | | |
| TOTAL Funding From Other Sources | \$438,000 | | |
| TOTAL Project Cost | \$730,000 | | |

Note: Each line item includes a contingency for design, construction, and compliance with the NYStretch Energy Code.

Feasibility and Cost Justification

The project budget, which is based on standard construction estimating methods, was prepared by a general contractor familiar with the proposed design improvements associated with this project.

Investment in the project is justified by its expected economic development and community revitalization benefits, including:

- Creation of 2, new downtown businesses.
- Addition of 6 full-time and 6 part-time local jobs.
- Expansion of Norwich’s downtown dining and retail options.

Regulatory Requirements

This project will require local building permits and approvals. In addition, the building is listed on the State and National Registers of Historic Places and will require approvals from the New York State Office of Historic Preservation (SHPO).

Decarbonization

Interior renovations are required to comply with NYStretch Energy Code requirements. A contingency is included in the budget to account for these improvements. The project also includes energy-efficient elements above and beyond those required in the Code, including rooftop solar panels and an EV charging station.

Timeframe for Implementation and Project Readiness

Already Completed Actions

- 2014-21 – Phase 1 and 2 renovations.
- 2022 – Structural analysis for mezzanine to support brewing equipment.
- 2022 – Floor plans for brewery and market completed.

Immediate Next Steps

- Execute contract for design services.

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Construction Phase

- Complete construction.

Project 9: Rehabilitate

13-15 S. Broad Street



OVERVIEW

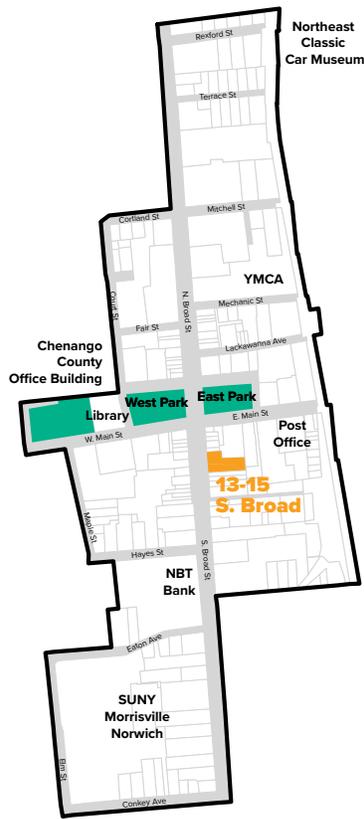
Renovations to activate and modernize a historic downtown building with 10 high-quality, energy-efficient, ADA-accessible apartments.

DRI FUNDING REQUEST

\$530,000

TOTAL PROJECT COST

\$1,060,000



Project Description

The building at 13-15 South Broad Street is a historic structure with a mix of retail space on the ground floor and residential and office spaces on the upper two floors. The ground floor retail spaces are currently occupied by Commerce Chenango, a long-term anchor tenant that supports economic and community development in Norwich, and Pink Door, a thrift store and auxiliary entity of Chenango Memorial Hospital. The upper two floors are only partially developed and the existing four office spaces and two apartment units have limited occupancy. All three floors are serviced by a freight elevator that is operational but is not suitable for public or tenant use.

This project includes improvements to complete the buildout of the upper floors so that the entire building is fully developed and inhabitable. The second and third floors will be remodeled and transitioned to residential use, with a total mix of 10 one- and two-bedroom executive stay and long-term apartment units. Converting the freight elevator into a passenger elevator will make the upper floors of the building ADA accessible. Both the second and third floors will be fully electric once completed and will draw power from the existing array of solar panels on the building roof.

Completion of this project will expand the supply of high-quality housing units downtown and attract residents and spending to Norwich, all while breathing new life into a partially-vacant, historic downtown building.

Project Location

The project is located at 13-15 South Broad Street.



Existing Conditions

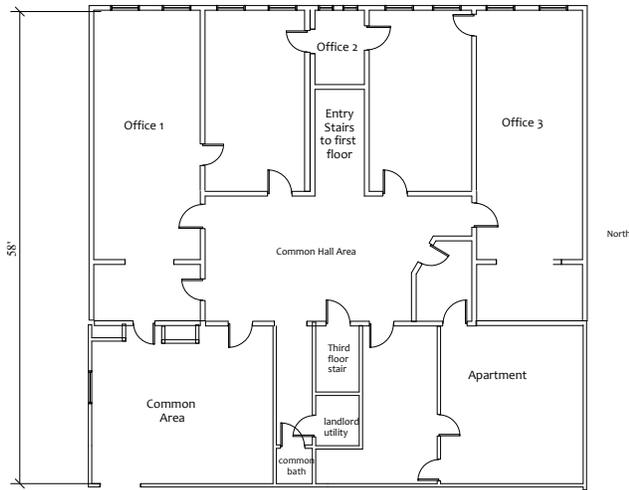
Property Ownership

1315 South, LLC owns the building.

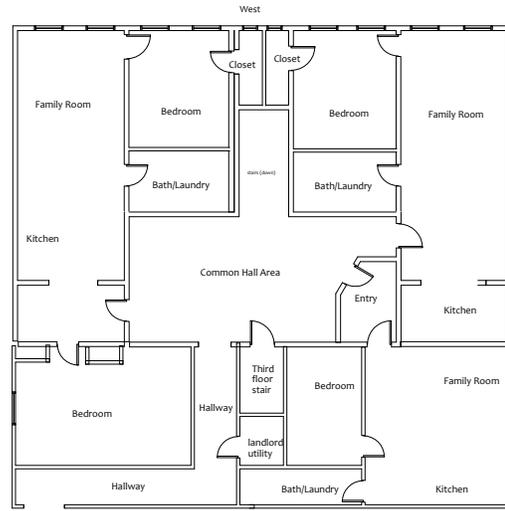
Rehabilitate

13-15 S. Broad Street

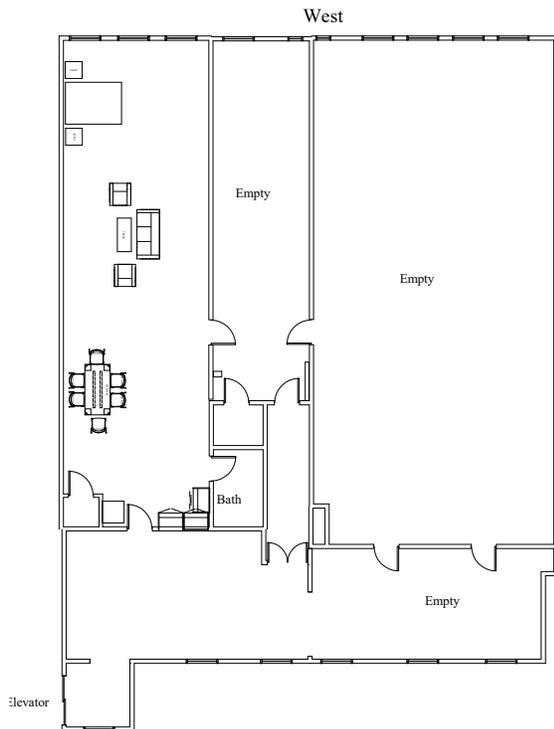
SECOND FLOOR, WEST
EXISTING CONDITIONS



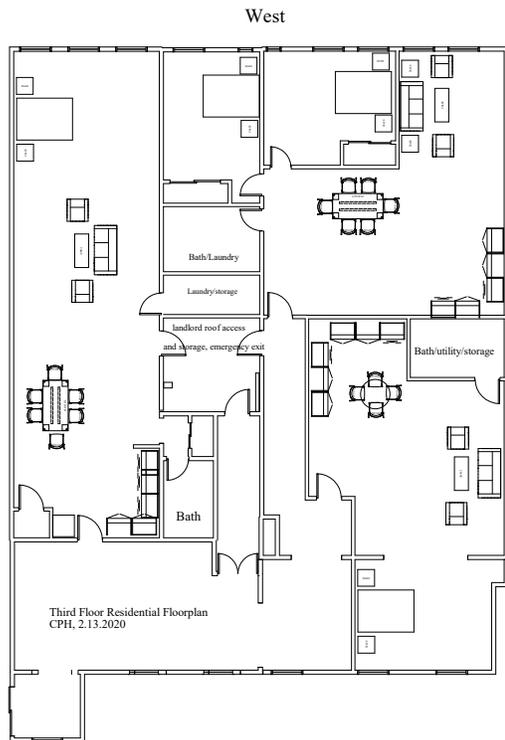
SECOND FLOOR, WEST
PROPOSED IMPROVEMENTS



THIRD FLOOR
EXISTING CONDITIONS



THIRD FLOOR
PROPOSED IMPROVEMENTS



Project Sponsor

1315 South, LLC is the project sponsor.

Sponsor Capacity

Members of 1315 South, LLC are experienced property developers and managers with deep roots in Norwich. Collectively, they own several residential duplexes and mixed-use buildings in Norwich and also manage many residential and commercial units. Members of the team have managed large construction projects and have stewarded the implementation of NY Main Street grants, with successful project completion in 2007 and 2018.

Project Partners

1315 South, LLC will be responsible for the implementation and maintenance of the improvements. The sponsors have a long and successful relationship with NBT Bank and have secured a letter of support from NBT to provide bridge and long-term financing if DRI funds are awarded. 1315 South, LLC will also work with Commerce Chenango to re-home the existing office tenants on the second floor.

Alignment with Goals, Strategies, and Existing Plans

✓ Norwich's DRI Strategies:

Expand high-quality housing options to attract younger residents and professionals.

Provide affordable and accessible housing options for Norwich's senior and low-income populations.

Encourage the renovation of upper stories of downtown buildings for residential use.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Encourage upgrades to buildings, storefronts, and sites.

✓ City Comprehensive Plan Goals:

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Create residential neighborhoods of choice and quality.

✓ Brownfield Opportunity Area (BOA) Plan Strategies:

Recapture lost corporate lodging demand and the growing leisure market.

Develop additional types of housing and improve the condition of the existing housing stock.

Rehabilitate

13-15 S. Broad Street

Revitalization Benefits

✓ Short Term Benefits

Provides ADA access to the upper floors of the building.

Outfits a historic building for modern uses.

Preserves a recognizable piece of downtown Norwich's streetscape.

✓ Medium Term Benefits

Creates 10 new, high-quality residential units in downtown Norwich.

Expands the supply of different types of housing units downtown that can cater to a more expanded demographic than the existing housing supply.

Encourages complementary spending by new residents and visitors at local businesses and for local services.

-  Promotes green energy by converting the building to all electric power sources.

within 6 months

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Full utilization of the 13-15 South Broad Street building.

-  Reduces greenhouse gas emissions by fostering efficient downtown living and a pedestrian lifestyle.

Makes Norwich more attractive to a wider demographic of potential residents, including businesses professionals and students.

Increases the building property value and expands the local tax base.

within 3 years



Public Support



Community members emphasized the need for more and better downtown housing, which this project will provide. They also recognized that revitalizing this partially-vacant building would help to activate downtown and attract new residents and visitors.

Likewise, creating access to and building out the upper floors of downtown buildings was identified as a priority in the City's original DRI application.

KEY



Rehabilitate

13-15 S. Broad Street

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|-----------------------|----------------------|-----------------|
| Demolition and site work | \$38,038 | DRI grant | Requested |
| Exterior work | \$158,493 | DRI grant | Requested |
| Electrical and HVAC | \$114,115 | DRI grant | Requested |
| Elevator | \$158,493 | DRI grant | Requested |
| Carpentry and construction | \$190,190 | DRI grant Private | Requested |
| | \$29,163 \$161,027 | | Planned |
| Energy-efficient upgrades | \$31,698 | DRI grant | Requested |
| Furnishings | \$253,590 | Private | Planned |
| Soft costs (design fees, permit fees, construction equipment) | \$115,383 | Private | Planned |
| TOTAL DRI Funding Request | \$530,000 | | |
| TOTAL Funding From Other Sources | \$530,000 | | |
| TOTAL Project Cost | \$1,060,000 | | |

Note: Each line item includes a contingency for design, construction, and compliance with the NYStretch Energy Code.

Feasibility and Cost Justification

The cost estimate was developed based on the project sponsor's experience in the market as well as contingencies that reflect the need for a level of design that meets full electrification and NYStretch Energy Code requirements. An approximately 20% contingency – an increased contingency to account for the anticipated costs of achieving full electrification – was incorporated into the budget.

The project sponsor also conducted a pro-forma assessment which included reasonable rental income, expense, and vacancy assumptions. The project is projecting NOI of approximately \$110,000, with a projected DSCR of 1.6. (The assumed mortgage rate provides protection from rate increases and the construction contingency provides protection from any inflationary effects and construction cost escalations.)

Regulatory Requirements

This project will require local building permits and approvals. Additionally, the project is identified as eligible for the National Register of Historic Places and will need approvals from the NYS Historic Preservation Office (SHPO).

Decarbonization

The project sponsors are pursuing full electrification to qualify for the additional 10% funding. The second floor of the building is already fully electric and is powered by existing solar panels on the building roof. The third floor renovation is planned as fully

electric, as well. The sponsors also expect to meet NYStretch Energy Code requirements. An approximately 20% contingency was built into the budget to account for these energy-efficient upgrades.

Timeframe for Implementation and Project Readiness

2021

Already Completed Actions

- Feasibility study for space utilization and pro-forma analysis.

Fall
2022

Immediate Next Steps

- Finalize design plans.
- Execute contract for design services.

Spring /
Summer
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Winter
2023

Construction Phase

- Complete construction.

Project 10: Create the

Downtown Norwich Boutique Hotel



OVERVIEW

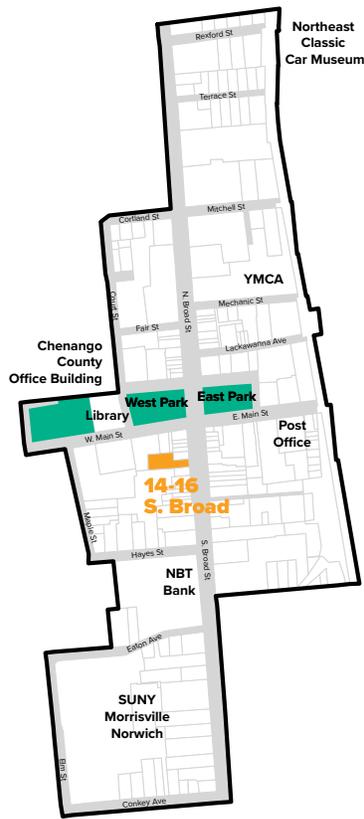
A new, boutique hotel that will bring 45 high-quality hotel rooms to the heart of downtown Norwich.

DRI FUNDING REQUEST

\$3,360,000

TOTAL PROJECT COST

\$8,400,000



Project Description

The Downtown Norwich Boutique Hotel project represents the culmination of Development Chenango Corporation’s years-long “Hotel Norwich Initiative” to bring much-needed additional lodging to downtown Norwich. This project will create a 45-unit boutique hotel by rehabilitating the partially-vacant, former SUNY Morrisville building on Broad Street.

Currently, the lack of lodging accommodations in Norwich makes it difficult for visitors to find places to stay, for the city and county to attract large events, and for local companies to find rooms to host prospective employees, executives, and other team members. Bringing more and higher-quality hotel rooms to Norwich will encourage visitors to stay downtown, instead of looking for accommodations elsewhere, and will better position Norwich to capture more of the county's and region's tourism market potential.

Project Location

The project is located at 14-16 South Broad Street.



Existing Conditions

The hotel will feature larger-than-market-size rooms, a group of long-stay units, high-quality amenities and services, a cafe, a 125-person capacity event room, and lobby space. This project also includes enhancements to two alleyways with amenities that create a safer and more welcoming connection between the public parking lot in the rear of the building and Broad and Main Streets. The rear parking lot will also be improved and expanded (as part of a separate, privately-financed project) to accommodate the need for more spaces for hotel guests.

Property Ownership

The 14-16 S. Broad Street property is owned by the Development Chenango Corporation (DCC), which is a 501(c)(3) partner organization of Commerce Chenango. There is a written agreement between DCC and Principle Design and Engineering, whereby DCC will lease the building to Principle

Create the

Downtown Norwich Boutique Hotel

for 15 years after which Principle will own the building outright.

The City of Norwich owns the Hayes Street parking lot in the rear of the building. In February 2018, the City Common Council passed a resolution designating 71 parking spaces in the lot for future use of the hotel.

The parking lot improvements include the acquisition of two parcels adjacent to the Hayes Street parking lot to increase the number of off-street spaces downtown. This acquisition of property will be paid for through private financing.

Project Sponsor

Principle Design and Engineering, PLLC is the project sponsor.

Sponsor Capacity

Principle Design and Engineering are experienced developers and engineers. Over the past five years, they have successfully renovated two vacant buildings in Norwich, including 116 and 125 East Main Street. The sponsor team also includes the future hotel operator – Coakley + Williams Hotel Management (CW) – a leading management company that will oversee day-to-day operations of the hotel.

Project Partners

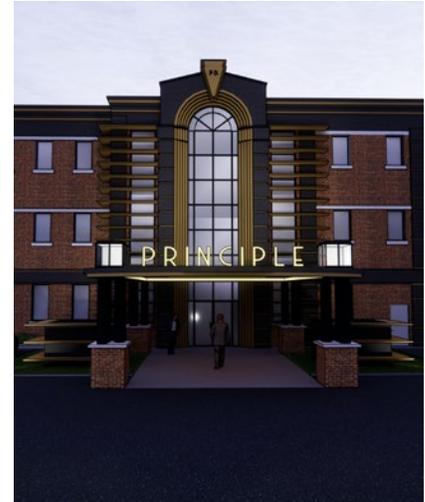
In addition to the Principle Team and CW, DCC is also a strategic partner in this effort. DCC has played an integral role in bringing a hotel to Norwich, including purchasing the 14-16 S. Broad Street property in 2019 and securing Principle Design and Engineering as developers. As DCC is the owner of the building, Principle will work with DCC to ensure proposed improvements are appropriate. The sponsors will also continue working with the City of Norwich to coordinate improvements to the City-owned Hayes Street parking lot.

Alignment with Goals, Strategies, and Existing Plans

✓ Norwich's DRI Strategies:

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.



Improve multi-modal access and create safe, well-lit, accessible connections between destinations.

Facilitate investment in downtown infrastructure that supports a high quality of life and improved energy efficiency.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Encourage upgrades to buildings, storefronts, and sites.

Improve downtown circulation and parking accessibility.

✓ **REDC Strategies:**

Promote the Southern Tier’s innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Recapture lost corporate lodging demand and the growing leisure market.

Create the

Downtown Norwich Boutique Hotel

Revitalization Benefits

✓ Short Term Benefits

Significantly increases the number of available hotel rooms in Norwich.

Diversifies available hotel products with a higher-quality option.

Re-activates a partially-vacant building.

Improves pedestrian connectivity and the perception of safety between the Hayes Street public parking lot and Broad and Main Streets.

within 6 months

✓ Medium Term Benefits

Creates 10 full-time equivalent jobs to support the hotel.

Makes it easier and more convenient for visitors to Norwich to find lodging accommodations in the city.

Caters to business professionals looking for long-stay units.

Encourages complementary spending by visitors at local businesses and restaurants.

Supports tourism and programming in Norwich.

within 1 year



Job Creation

This project will create 10 full-time equivalent jobs to support the hotel.

✓ Long Term Benefits

Attracts more and larger events to downtown Norwich.

Positions Norwich and Chenango County to capture latent tourism and lodging potential.

Draws guests visiting destinations outside the area (i.e. Cooperstown, Hamilton, etc.) to stay in Norwich because of its high-quality accommodations.

Public Support



The Downtown Norwich Boutique Hotel headlined the original Norwich DRI application and has been a long-standing goal of economic development agencies in the city. Community members emphasized the strong need for new and better lodging accommodations in Norwich. They want to see visitors stay in Norwich, visit the city's attractions, dine at local restaurants, and spend money at local businesses, instead of taking their money to outside towns. Transforming this very large, partially-vacant building was seen as a significant opportunity.

within 3 years



Create the

Downtown Norwich Boutique Hotel

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|--------------------|-----------------------|------------------------|
| Building improvements and construction | \$6,400,000 | | |
| | \$3,360,000 | DRI grant | Requested |
| | \$2,540,000 | Private | Committed |
| | \$500,000 | NYS ESD | Requested |
| Parking lot improvements | \$660,000 | | |
| | \$635,000 | Private | Committed |
| | \$25,000 | City of Norwich | Committed |
| Alleyway improvements | \$60,000 | Private | Committed |
| Soft costs (design fees, permit fees, construction equipment) | \$1,280,000 | Private | Committed |
| TOTAL DRI Funding Request | \$3,360,000 | | |
| TOTAL Funding From Other Sources | \$5,040,000 | | |
| TOTAL Project Cost | \$8,400,000 | | |

Note: Each line item includes a contingency for design, construction, and compliance with the NYStretch Energy Code.

Feasibility and Cost Justification

The cost estimate was prepared by licensed engineers and architects. It is based on standard construction costs in Upstate NY.

A financial feasibility study performed for this project found the project to be financially viable if gap funding is received. Other findings include that:

- The project will generate cash flows that exceed annual operating costs, with sufficient “reserve” cash flow, indicating that the project will be financially sustainable.
- The developer’s annual return on investment in the equity investment is low compared to industry standards at 4.7% relative to an average return of 12.5% for similar projects and a typical minimum of 7.5%. Therefore, the return to the developer is not excessive of industry standards if the project receives gap funding.
- After the developer’s equity contribution and maximum private financing amount, the project would have a funding shortfall of approximately \$4.42 million; however, the developer has received commitments of approximately \$1.06 million leaving a \$3.36 million gap which equals the project's DRI funding request.

Regulatory Requirements

This project will require local building permits and approvals. A permit from the NYS Department of Health will be required to operate the proposed food service establishment. Additionally, the project is

identified as eligible for the National Register of Historic Places and will need approvals from the NYS Historic Preservation Office.

Decarbonization

This project is required to comply with NYStretch Energy Code requirements. The cost estimate includes a contingency to account for the increased costs of these energy-efficient improvements.

Timeframe for Implementation and Project Readiness

Already Completed Actions

- 2014/21 – Two, independent market studies.
- 2018 – Secured NYS ESD grant.
- 2022 – Resolution with City for parking lot improvements.

Immediate Next Steps

- Execute contract for design services.

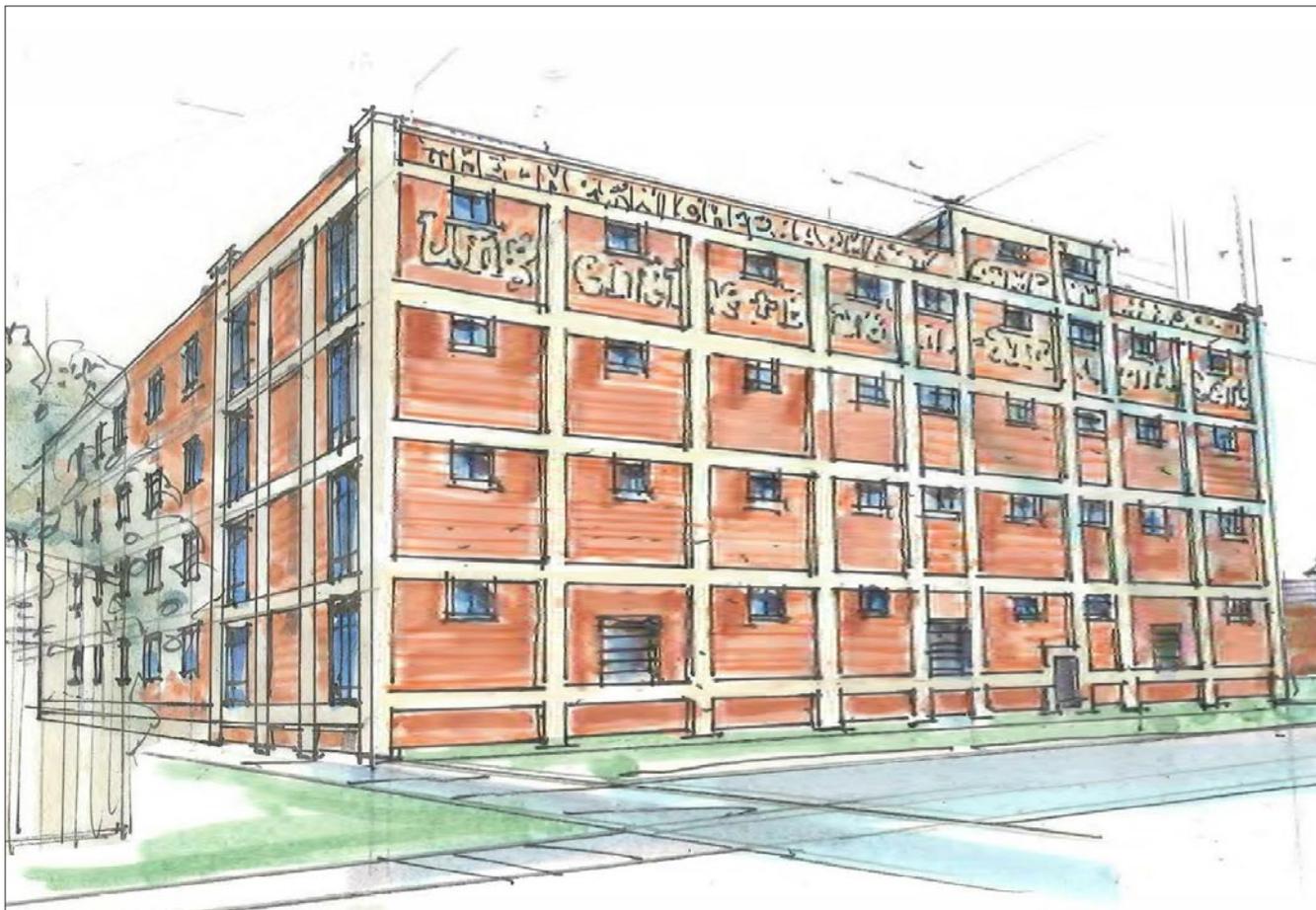
Design Phase

- Construction documents and specs.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Construction Phase

- Complete construction.

Project 11: Rehabilitate the Unguentine Building



OVERVIEW

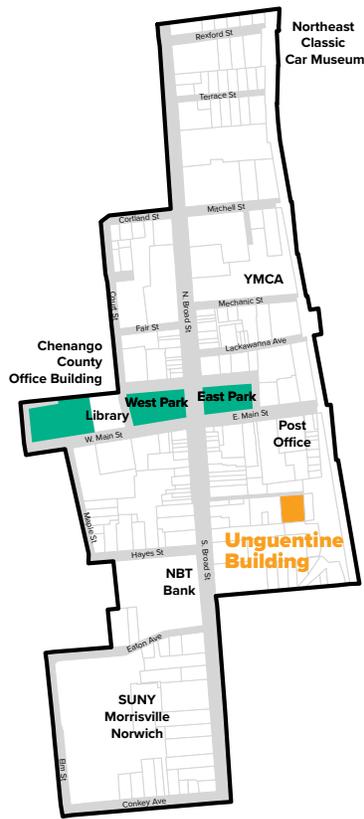
More than 10,000 square feet of new commercial space and two dozen new apartments to activate a long-vacant, historic building.

DRI FUNDING REQUEST

\$3,006,000

TOTAL PROJECT COST

\$7,528,000



Project Description

The Ungentine Building at 20 American Avenue represents the single largest opportunity to activate vacant space in downtown Norwich with new uses. The 60,000 square-foot building is the former home to the Norwich Pharmacal Company and is listed on the National Register of Historic Places. This project involves redevelopment of the long-vacant building with 10,750 square feet of commercial, retail, and office space on the ground floor and 24 to 30 apartment units on the upper three floors.

The transformative potential of this project is unmatched, with thousands of square feet of mixed-use space being brought on-line, potential for up to 50 full-time jobs to be housed in the building, and high-quality, downtown accommodations for dozens of new residents. Successful completion of the project will spur additional public and private investment in Norwich and will encourage new development in what is presently an under-developed area of downtown. This project will also benefit from the American Avenue improvements proposed as part of *Project 5: Enhance the American Avenue Streetscape* that will strengthen the connection between Broad Street and the Ungentine Building, which is set back from the main street.

Property Ownership

20 American Avenue, LLC owns the property.

Project Location

The project is located at 20 American Avenue.



Existing Conditions

Rehabilitate the **Unguentine Building**

NORTH FACE
EXISTING CONDITIONS



NORTH FACE
PROPOSED IMPROVEMENTS



SOUTH FACE
EXISTING CONDITIONS



SOUTH FACE
PROPOSED IMPROVEMENTS



Project Sponsor

20 American Avenue, LLC is the sponsor.

Sponsor Capacity

The members of 20 American Avenue, LLC are experienced in revitalizing vacant buildings in central New York, including a recently completed \$2.7 million, 42-unit apartment redevelopment. The sponsors also have experience managing State grants and are actively redeveloping a property in Syracuse, New York with assistance from NYS ESD.

Project Partners

20 American Avenue, LLC will be responsible for implementing and maintaining the proposed improvements. The sponsors have a strong relationship with their lender – Community Preservation Corporation – which has committed to a \$3.7 million construction loan and a bridge loan for the DRI funds.

Alignment with Goals, Strategies, and Existing Plans

✓ Norwich's DRI Strategies:

Expand high-quality housing options to attract younger residents and professionals.

Encourage the renovation of upper stories of downtown buildings for residential use.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Support entrepreneurship and small business creation and expansion.

Encourage upgrades to buildings, storefronts, and sites.

✓ REDC Strategies:

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ City Comprehensive Plan Goals:

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Create residential neighborhoods of choice and quality.

✓ Brownfield Opportunity Area (BOA) Plan Strategies:

Develop additional types of housing and improve the condition of the existing housing stock.

Rehabilitate the Unguentine Building

Revitalization Benefits

✓ Short Term Benefits

Activates the long-vacant Unguentine Building.

Expands downtown Norwich's supply of housing units.

Restores the historic character of the Unguentine Building.

Leverages potential complementary investment in American Avenue enhancements.

Creates dozens of temporary construction jobs.

✓ Medium Term Benefits

Attracts more than 24 new residents to downtown Norwich.

Diversifies the types of apartment products available in Norwich and attracts a wider demographic of residents, including professionals and students.

Provides space for the creation of new or expansion of existing businesses.

Increases investment from new residents at downtown businesses and for local services.

within 6 months



within 1 year



up to
50
FTE

Job Creation

This project will create up to 50 full-time jobs in the new commercial spaces created in the building.

✓ Long Term Benefits

Creates up to 50 full-time equivalent jobs to staff the commercial spaces in the building.

Increases the property value and boosts local tax revenues.

Potential to spur additional development on American Avenue, with the Unguentine Building as the anchor.

Public Support

 **Moderate**

Community members emphasized the importance of expanding the downtown housing supply and recognized this project as a means to do just that will also rehabilitating a long-vacant building. Some members of the public voiced desire to keep rents attainable for community members.

within 3 years

Rehabilitate the Unguentine Building

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|--------------------|----------------|-----------------|
| Building acquisition | \$122,237 | Private | Committed |
| Demolition | \$256,927 | Private | Committed |
| Site-work | \$49,113 | DRI grant | Requested |
| Masonry | \$143,519 | DRI grant | Requested |
| Structural | \$146,466 | DRI grant | Requested |
| Carpentry | \$753,416 | DRI grant | Requested |
| Thermal and moisture | \$340,692 | DRI grant | Requested |
| Doors and windows | \$408,064 | DRI grant | Requested |
| | \$1,234,549 | | |
| Wall finishes | \$38,904 | DRI grant | Requested |
| | \$1,195,645 | Private | Committed |
| Specialties | \$284,075 | Private | Committed |
| Mechanical | \$1,341,658 | Private | Committed |
| Electrical | \$706,900 | DRI grant | Requested |
| Appliances | \$65,484 | DRI grant | Requested |
| General conditions | \$353,442 | DRI grant | Requested |
| Soft costs (design fees, permit fees, construction equipment, legal fees, insurance, survey, appraisal, environmental review) | \$1,321,458 | Private | Committed |
| TOTAL DRI Funding Request | \$3,006,000 | | |
| TOTAL Funding From Other Sources | \$4,522,000 | | |
| TOTAL Project Cost | \$7,528,000 | | |

Note: Each line item includes a contingency for design, construction, and compliance with the NYStretch Energy Code.

Feasibility and Cost Justification

The project budget, which is based on standard construction estimating methods, was prepared by a local general contractor.

A financial feasibility study performed for this project found the project to be financially viable if gap funding is received. Other findings include that:

- The project will generate cash flows that exceed annual operating costs, with sufficient “reserve” cash flow, indicating that the project will be financially sustainable.
- The developer’s annual return on investment in the equity investment is high compared to industry standards at 18.8% relative to a typical average of 11.9% for similar types of projects; however, this dividend rate reflects a presumed temporary IDA PILOT agreement and is also justified given the project’s fair market value upon completion relative to the development cost.
- The developer’s request of \$3,006,000 from the DRI will satisfy this funding gap need after the developer’s equity and maximum borrowed funds (loan) are considered.

Regulatory Requirements

This project will require local building permits and approvals. In addition, the building is listed on the State and National Registers of Historic Places and will require approvals from the State Office of Historic Preservation.

Decarbonization

This project is required to comply with NYStretch Energy Code requirements. The cost estimate includes a contingency to account for the increased costs of these energy-efficient improvements.

Timeframe for Implementation and Project Readiness

Already Completed Actions

- 2018 – Preliminary plans.
- 2019 – Market study.
- 2022 – Preliminary underwriting.

Fall
2022

Immediate Next Steps

- Complete environmental studies.
- Execute contract for design services.

Winter /
Spring
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Summer
2024

Construction Phase

- Complete construction.

Project 12: Upgrade the Chenango Arts Council's Martin Kappel Theater



OVERVIEW

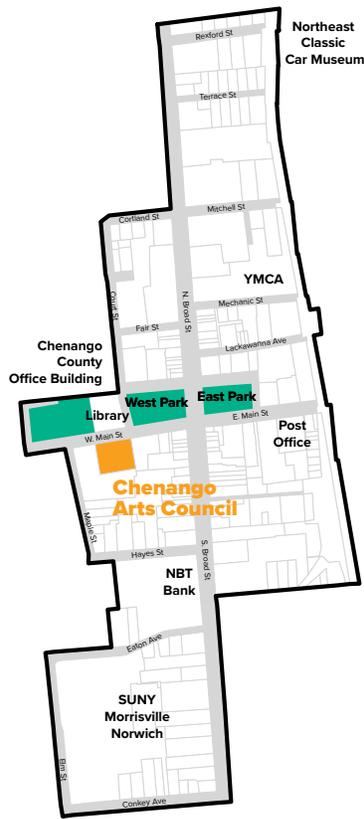
Upgrades to the seating, lighting, and audio-visual equipment in the Martin Kappel Theater for a better all-around experience.

DRI FUNDING REQUEST

\$570,000

TOTAL PROJECT COST

\$570,000



Project Description

The Martin Kappel Theater is a Chenango Arts Council (CAC) facility located within a former junior high school that was built in the early 1900s. The high school building was adaptively reused and transformed into the Norwich Center, which is home to several other Chenango Arts Council facilities, including the Mariea Brown & Raymond Loft Galleries, the CAC Arts Classroom, and the William H. Hall Conference Room. Located across from Library Park on West Main Street, the three-story brick building is a prominent feature in the city's historic Chenango Courthouse District.

The Martin Kappel Theater, which has 514 seats including auditorium and balcony seating, is a key feature of the building. Renovated in 1996, the theater is operated by the Chenango Arts Council, which hosts an annual performance series, and is also available to rent for performances, meetings, and other events.

Project Location

The Martin Kappel Theater is located at 27 West Main Street in the Chenango Arts Council (Norwich Center) Building.



Existing Conditions

This project includes key theater enhancements to the lighting, sound, Wi-Fi, camera equipment and seating, which will modernize the facility and improve the quality of the theater experience. These enhancements will allow the Chenango Arts Council to attract high quality performances and events, including those which have technology and equipment needs that the theater cannot currently accommodate.

The Chenango Arts Council already attracts thousands of visitors to its events each year and has a vision to expand its offerings to become a fully functional arts center. Improvements included as part of this project will build on the success of the Chenango Arts Council and support the continued development of arts in downtown Norwich. They will also benefit from complementary ADA accessibility improvements to the building proposed in *Project 13: Improve ADA Accessibility at the Norwich Center*.

Upgrade the Chenango Arts Council's **Martin Kappel Theater**

Property Ownership

The building owner is the Chenango Housing Improvement Program, Inc. (CHIP), a non-profit organization. CHIP is supportive of the proposed project and will work as a partner in its implementation.

Project Sponsor

The project sponsor is the Chenango County Council of the Arts, Inc., a 501(c)(3) non-profit organization, also known as the Chenango Arts Council (CAC).

Sponsor Capacity

The Chenango Arts Council will be responsible for the implementation of the project. The organization's mission is to enrich quality of life by connecting communities to the arts. The Chenango Arts Council has a board of directors and is staffed by an executive director and an administrative assistant. The organization has established grant program experience, including having administered the New York

State Council on the Arts Decentralized Program for the reallocation of grants to organizations in Chenango, Otsego and Broome County since 1986. The organization's established structure and experience provide the capacity to manage the project.

Project Partners

The Chenango Arts Council will work collaboratively with CHIP, the building owner, to implement the proposed project. Several existing building tenants who would benefit from improvements to the theater – including the Norwich Theater Company, Colorscape Chenango, and a local music teacher and performer – will be engaged during the preliminary design process to gather feedback and incorporate stakeholder needs into the project scope, where possible.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Improve public spaces to expand arts and cultural programming and events for all ages and abilities.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Recapture lost corporate lodging demand and the growing leisure market.

Upgrade the Chenango Arts Council's
Martin Kappel Theater

Revitalization Benefits

✓ **Short Term Benefits**

Enables the Chenango Arts Council to host high-quality performances in the Martin Kappel Theater.

Improves the seating capacity in the theater.

Provides necessary technology to serve business, conference, and event needs.

✓ **Medium Term Benefits**

Expands the opportunities for arts and cultural programming and performances.

Enhances the experience of patrons and performers by improving the theater technology and the quality of the venue.

Expands the activation of an important and historic downtown building.

within 6 months

within 1 year



Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Supports and sustains the arts community in downtown Norwich for generations to come.

Attracts artists and creative entrepreneurs to downtown Norwich.

Increases entertainment offerings that support the local and regional tourism industry.

Enhances the quality of life in Norwich by increasing access to arts and entertainment for social and educational development.

Public Support



Throughout the DRI planning process, the Chenango Arts Council was recognized as an important community institution that works hard to provide great programming to Norwich. Community members see the CAC as deserving of assistance and view the theater – as the only indoor performing space in the city – as important to supporting and expanding access to the arts in Norwich.

within 3 years



**Upgrade the Chenango Arts Council's
Martin Kappel Theater**

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|----------------|-----------------|
| General conditions | \$18,387 | DRI grant | Requested |
| Theater renovation / upgrades | \$490,323 | DRI grant | Requested |
| Soft costs (design fees, permit fees, construction equipment) | \$61,290 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$570,000 | | |
| TOTAL Funding From Other Sources | \$0 | | |
| TOTAL Project Cost | \$570,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The project cost estimate was reviewed by a professional architect for appropriateness and feasibility.

The costs are justified based on the variety of community and economic benefits created by the project, including:

- Improving a key tourism attraction to capture more of the region's latent tourism potential.
- Strengthening Norwich's identity as a regional center for arts and culture.
- Expanding programming opportunities at the theater to support enhanced quality of life.
- Supporting the Chenango Arts Council's long-term vision to create an arts center.

Regulatory Requirements

This project will require local approvals and building permits. Also, since the building is located in the listed Chenango County Courthouse historic district, the project will require approvals from the New York State Office of Historic Preservation (SHPO).

Decarbonization

The Martin Kappel Theater is 6,200 square feet in size and therefore is under the 10,000 square-foot threshold for compliance with the NYStretch Energy Code.

Timeframe for Implementation and Project Readiness

Fall
2022

Immediate Next Steps

- Issue bid documents.

Fall /
Winter
2022

Design Phase

- Obtain necessary permits and approvals.
- Award bids to contractors.

Spring
2023

Construction Phase

- Complete theater upgrades.

Project 13: Improve ADA Accessibility at The Norwich Center



OVERVIEW

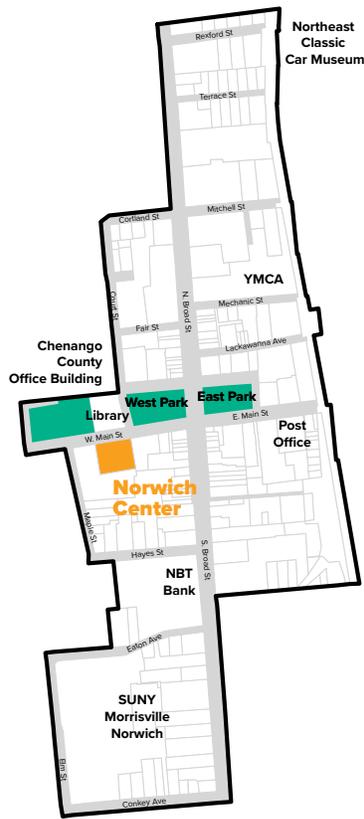
A new elevator and ADA entryway that make the Norwich Center's many programs and services accessible to all.

DRI FUNDING REQUEST

\$925,000

TOTAL PROJECT COST

\$925,000



Project Description

The Norwich Center Building is home to several important community organizations including Chenango Housing Improvement Program (CHIP), a non-profit that provides housing for seniors and low-income families throughout the county, and the Chenango Arts Council (CAC), a non-profit that supports and promotes arts in the county. Other destinations within the building include the Martin Kappel Theater, an indoor soccer field, and several lease-able entrepreneur spaces.

This project proposes improvements to support ADA access to the numerous spaces, services, and programs offered in the Norwich Center. Presently, the existing ground-floor entry to the Norwich Center has stairs and is not wheelchair accessible. Likewise, ADA access to the upper floors is only available through the use of an elevator at the adjacent property at 17 West Main Street (owned by Norwich Housing), which limits the usability of the upper floor spaces. A passenger elevator will be installed in the Norwich Center Building (27 West Main Street) to provide ADA access to all three floors and the basement of the building. ADA access to these floors will create thousands of square feet of newly-accessible office and creative space for lease in downtown Norwich.

To complement interior ADA upgrades, this project also includes an updated entryway, with ramped access from the Main Street sidewalk to the Norwich Center’s main entrance. Exterior improvements will also include new lighting, refreshed doors, a new monument sign, and installation of a public art mural on the large western facade of the building.

Project Location

The project is located at 27 West Main Street.



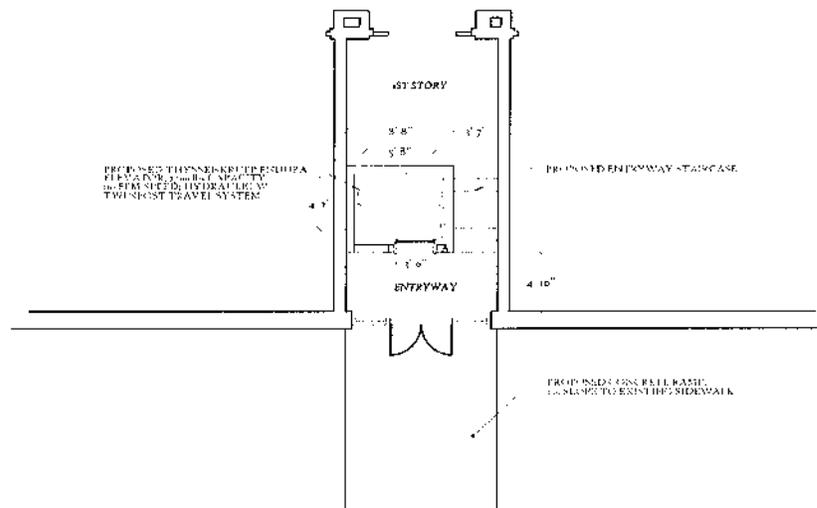
Existing Conditions

Property Ownership

The Chenango Housing Improvement Program, Inc. (CHIP) owns the building.

Improve ADA Accessibility at The Norwich Center

PROPOSED IMPROVEMENTS



Project Sponsor

CHIP is the project sponsor. CHIP is a 501(c)(3) organization.

Chenango Arts Council. CHIP has secured gap financing for project implementation through NBT Bank and is ready to start construction as soon as possible.

Sponsor Capacity

CHIP recently completed several building improvement projects including window replacement, brick re-facing, facade improvements, and carpet replacement in 2019. Local foundation support to realize these projects was secured from the Roger Follett Foundation, the Greater Norwich Foundation, and the R. C. Smith Foundation, all of which have a vested interest in the success and longevity of CHIP and the

Project Partners

CHIP views the improvements proposed as part of this project as beneficial to other building tenants – including the Chenango Arts Council, the Norwich Theater Company, Colorscape Chenango, the Chenango Chargers Soccer Team, and others – as these improvements will expand ADA access to these tenants' spaces as well.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Encourage the renovation of upper stories of downtown buildings for residential use.

Provide high-quality public spaces to enhance quality of life and encourage social interaction.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Enhance downtown's signage and wayfinding system.

Strengthen downtown's identity with public art.

Improve public spaces to expand arts and cultural programming and events for all ages and abilities.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Support entrepreneurship and small business creation and expansion.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Be inspired by diverse art and cultural offerings.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Recapture lost corporate lodging demand and the growing leisure market.

Improve ADA Accessibility at **The Norwich Center**

Revitalization Benefits

✓ Short Term Benefits

Makes ADA access to the Norwich Center easier.

Makes office and entrepreneur spaces in the Norwich Center more competitive for lease.

Expands access to the programs and events in the Norwich Center – including to the performance and art spaces – so they can be enjoyed by all community members.

✓ Medium Term Benefits

Supports local entrepreneurs, creatives, and other businesses by expanding the amount of accessible, lease-able office space in downtown Norwich.

Expands public art in downtown Norwich through the installation of a mural.

within 6 months



within 1 year





Job Creation

No jobs will directly result from this project.

✓ Long Term Benefits

Increases utilization of the Norwich Center by making all of its lease-able spaces ADA accessible.

Supports the Chenango Arts Council in its vision to create a larger arts center in the Norwich Center Building.

Public Support



Community members recognized the importance of ADA accessibility to the Norwich Center, especially considering the concentration of services the building offers.

within 3 years

Improve ADA Accessibility at **The Norwich Center**

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|-----------------------|------------------------|
| ADA-accessible elevator | \$591,000 | DRI grant | Requested |
| Entrance improvements | \$33,000 | DRI grant | Requested |
| Public art mural | \$50,000 | DRI grant | Requested |
| Soft costs (design fees, permit fees, construction equipment) | \$251,000 | DRI grant | Requested |
| TOTAL DRI Funding Request | \$925,000 | | |
| TOTAL Funding From Other Sources | \$0 | | |
| TOTAL Project Cost | \$925,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The cost estimate was prepared by a licensed architect and engineer and has been reviewed and verified by a third-party. The cost for the elevator was developed by a local elevator installer.

This project is expected to result in several community and economic benefits that justify investment including:

- Increasing the amount of ADA accessible office and creative space for lease in downtown Norwich.
- Creating an accessible space for a variety of community events, including movie screenings, theater performances, art showings, soccer tournaments, and others.

Regulatory Requirements

This project will require local building permits and approvals.

Decarbonization

This project is not required to comply with NYStretch Energy Code requirements because the Code only requires energy efficiency compliance for elevators installed in *new* buildings.

Timeframe for Implementation and Project Readiness

Fall
2022

Immediate Next Steps

- Execute contract for design services.

Spring
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Summer /
Fall 2023

Construction Phase

- Complete construction.

Project 14: Rehabilitate

15-19 Lackawanna Avenue



OVERVIEW

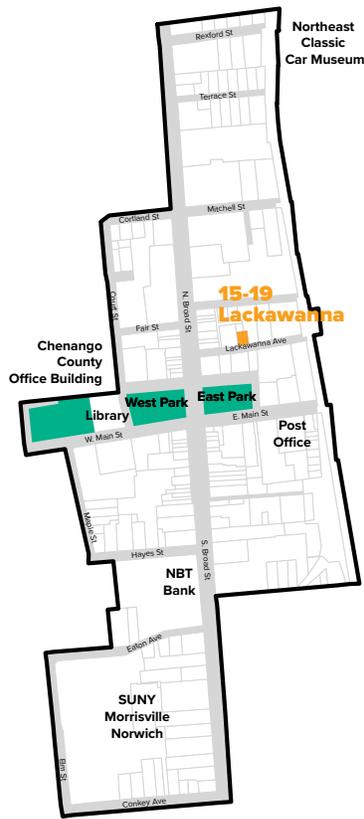
Facade improvements and interior renovations to create two new apartments and 1,000 square feet of retail space in some of Norwich's oldest buildings.

DRI FUNDING REQUEST

\$140,000

TOTAL PROJECT COST

\$350,000



Project Description

The three row buildings at 15-19 Lackawanna Avenue capture a piece of Norwich history. They are thought to be the oldest standing brick buildings in the city and also house what is likely Norwich’s longest-running business – a local tavern that has been in continuous operation for over 150 years.

This project will include renovations to several presently-vacant spaces within the buildings to allow for new uses and tenants. These renovations will create 2,500 square feet of residential space (2 apartment units), 1,015 square feet of retail space to support expansion of the existing tavern, and 950 square feet of office space to be used by the building owners. Facade improvements to enhance the exterior appearance and architectural character of the buildings are also included.

Project Location

The project is located at 15-19 Lackawanna Avenue.



Existing Conditions

The project scope includes:

- Restoring the brick facade of the buildings, repointing and replacing bricks as necessary.
- Replacing the unsightly and historically-incorrect metal facade from 15 Lackawanna Avenue with stucco to match the rest of the existing facade.
- Complete buildout of two, new residential apartments on the upper floors of 17 Lackawanna Avenue.
- Buildout of retail space on the first floor of 19 Lackawanna Avenue.
- Installation of an interior stairwell in 19 Lackawanna Avenue to allow access to the second floor of the building.
- Buildout of office space on the second floor of 19 Lackawanna Avenue.
- Installation of new windows on the second floor of the buildings.
- Upgrading water, sewer, and gas supply lines for the buildings.
- Installing heating and cooling, electrical, plumbing, and fire alarm systems in 19 Lackawanna Avenue.

Rehabilitate

15-19 Lackawanna Avenue

This project is Phase 2 of a larger capital improvement project at 15-19 Lackawanna Avenue. Improvements completed as part of Phase 1 include:

- Installation of a new roof over all three buildings (2017).
- Full remodel of the first floor of 17 Lackawanna Avenue (2017).
- Installation of a wired fire alarm system and other fire suppression measures on the first and second floors of 17 Lackawanna Avenue (2017).
- Installation of new windows for the commercial spaces at 15 and 17 Lackawanna (2017).
- Complete rebuild of the back brick wall of 17 Lackawanna (2018).

Property Ownership

Hayworth Lackawanna, LLC owns the three parcels that make up the 15-19 Lackawanna Avenue block.

Project Sponsor

Hayworth Lackawanna, LLC is the sponsor and will be responsible for implementing the project.

Sponsor Capacity

The members of Hayworth Lackawanna, LLC are experienced construction and property managers with deep roots in Norwich. Over the years, they have managed over \$1 million in construction projects and are familiar with all local building codes and regulations. They own nine residential duplexes within the City of Norwich in addition to the three buildings at 15-19 Lackawanna Avenue. They also manage an additional 68 residential and commercial units in Norwich and the surrounding area and own and operate Rita's Tavern – the existing business in the buildings.

They are committed to the success of this project and completed Phase 1 of improvements in 2018. Phase 1 was funded in part by a NY Main Street grant so the sponsors are familiar with the process of managing and executing State contracts.

Project Partners

The members of Hayworth Lackawanna, LLC are also the owners of the existing business (Rita's Tavern) at 15 Lackawanna Avenue. They have secured a \$150,000 loan from NBT bank and a commitment for bridge financing from NBT if DRI monies are awarded.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Expand high-quality housing options to attract younger residents and professionals.

Encourage the renovation of upper stories of downtown buildings for residential use.

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Protect and promote the historic legacy of downtown to encourage investment and activity.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Support entrepreneurship and small business creation and expansion.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Promote the Southern Tier's innovative culture.

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

Become a standout city of character, architecture and history.

Create residential neighborhoods of choice and quality.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Implement the Heritage Block Redevelopment Project.

Develop additional types of housing and improve the condition of the existing housing stock.

Rehabilitate

15-19 Lackawanna Avenue

Revitalization Benefits

✓ Short Term Benefits

Improves the streetscape appearance, perception of safety, and sense of place for what is otherwise an unsightly and unwelcoming area of downtown.

Improves utilization of what are presently partially-vacant buildings.

Restores three historic buildings to prevent them from falling into disrepair or from being torn down.

✓ Medium Term Benefits

Creation of 2 new housing units in the heart of downtown.

Expansion of the long-standing and successful Rita’s Tavern business to support additional programming.

Creation of 2 to 3 new part-time jobs to support the expansion of Rita’s Tavern.

Creation of a unique entertainment venue in downtown Norwich that can support live music and dancing as well as private parties and other events.

within 6 months

within 1 year



Job Creation

This project will 2 to 3 part-time jobs to support the expansion of Rita's Tavern.

✓ Long Term Benefits

Increases activation of Lackawanna Avenue and supports potential transformation of this underutilized street with more businesses and residents.

Increases property values and expands the local tax base.

Public Support



Community members view these buildings as eyesores and recognize the value of facade improvements here. It was also noted that investment at these buildings could catalyze further transformation of the rest of Lackawanna Avenue as these row buildings are the most prominent structures on the street right now.

within 3 years



Rehabilitate

15-19 Lackawanna Avenue

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|----------------|-----------------|
| Facade improvements | \$74,556 | | |
| | \$31,006 | DRI grant | Requested |
| | \$43,550 | Private | Committed |
| Mechanical improvements | \$68,935 | DRI grant | Requested |
| Residential buildout | \$82,840 | | |
| | \$40,059 | DRI grant | Requested |
| | \$31,006 | Private | Planned |
| | \$11,775 | Private | Committed |
| Commercial and retail buildout | \$94,675 | Private | Committed |
| Soft costs (design fees, permit fees, construction equipment) | \$28,994 | Private | Planned |
| TOTAL DRI Funding Request | \$140,000 | | |
| TOTAL Funding From Other Sources | \$210,000 | | |
| TOTAL Project Cost | \$350,000 | | |

Note: Each line item includes a contingency for design and construction.

Operating costs were not provided by the project sponsor but a secured debt letter suggests that the debt service payment is supportable.

Feasibility and Cost Justification

The project budget is based on industry standards for comparable development in the Norwich region and on the project sponsor's experience in the market.

This project is expected to result in several community and economic benefits that justify investment including:

- Expansion of the downtown housing stock by two apartment units. These units are expected to rent at roughly \$700 per month.
- Addition of new retail and office space downtown. Expansion of the retail space is expected to increase revenues by 15%.
- Creation of 2 to 3 new part-time jobs.
- Transformation of Lackawanna Avenue into a more welcoming corridor where complementary new development would be more viable in the future.

Regulatory Requirements

This project will require local building permits and approvals.

Decarbonization

The row buildings are 7,900 in total square footage and therefore under the 10,000 square-foot threshold for required compliance with the NYStretch Energy Code.

Timeframe for Implementation and Project Readiness

2017/18

Already Completed Actions

- Phase 1 improvements.
- Conceptual design of Phase 2 improvements.

Fall
2022

Immediate Next Steps

- Execute contract for design services.
- Obtain NYS Liquor License for expanded Rita's Tavern space.

Winter /
Spring
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Summer /
Fall 2023

Construction Phase

- Complete construction.

Project 15: Renovate the Red Roof Inn



OVERVIEW

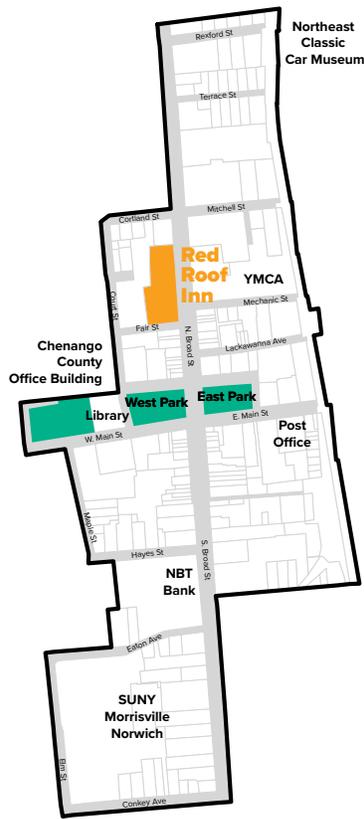
A complete rebrand of the Red Roof Inn with modernized rooms and more amenities to support Norwich's growing tourism industry.

DRI FUNDING REQUEST

\$392,000

TOTAL PROJECT COST

\$980,000



Project Description

The Red Roof Inn is the largest provider of accommodations in Norwich, with 85 rooms available at budget rates. The Red Roof Inn draws guests from local events including the Gus Macker Basketball tournament, Colorscape, and the Blues Festival as well as from more-distant regional events like Colgate University’s graduation in Hamilton and the Baseball Hall of Fame Induction Ceremony in Cooperstown.

The Red Roof Inn is currently undergoing a major renovation project to rebrand the hotel as a “Red Roof PLUS+” – the hotel chain’s premium brand with modernized rooms, better accommodations, and more amenities. Renovations to the first floor rooms, including installation of all new furnishings, are complete; third floor renovations are on-going; and second floor renovations will be complete prior to the award of any DRI funding.

Project Location

The project is located at 75 North Broad Street.



Existing Conditions

This project represents Phase 2 of this rebranding project and will focus on the hotel’s common spaces including:

- Renovating the ballroom/conference center.
- Updating the indoor pool.
- Enhancing landscaping on the Broad Street side of the building to create a more welcoming experience.
- Improving the exterior facade of the building with new windows and other aesthetic improvements.
- Improving the parking lot.
- Replacing a 26,000 square-foot section of the roof to protect completed interior renovations.

Property Ownership

Banta Management owns and operates the Red Roof Inn.

Project Sponsor

Banta Management is the project sponsor.

Sponsor Capacity

A third-generation family-owned and operated company, Banta Management has been doing business in New York since 1948. The company owns over 20 hotels and motels throughout New York, Connecticut, New Jersey, and Pennsylvania, most of which were renovated under Banta's guidance, as well as many restaurants. Their flagship hotel is the historic Beekman Arms hotel and restaurant in Rhinebeck, New York (Dutchess County).

Project Partners

Banta Management will be responsible for the implementation and maintenance of all improvements and for compliance with Red Roof's rebranding requirements. Banta will work with the City of Norwich to ensure streetscape enhancements in the City's right-of-way meet all applicable regulations.

Alignment with Goals, Strategies, and Existing Plans

✓ **Norwich's DRI Strategies:**

Promote the re-use of vacant and underutilized buildings with a mix of uses that serve residents and visitors.

Encourage the development of tourism-supportive businesses, including restaurants, lodging, and entertainment options.

Encourage upgrades to buildings, storefronts, and sites.

✓ **REDC Strategies:**

Develop tourism business in the Southern Tier.

✓ **City Comprehensive Plan Goals:**

Create a vibrant downtown.

✓ **Brownfield Opportunity Area (BOA) Plan Strategies:**

Recapture lost corporate lodging demand and the growing leisure market.

Renovate the
Red Roof Inn

Revitalization Benefits

✓ **Short Term Benefits**

Modernizes Red Roof’s common spaces and allows the hotel to provide more amenities to guests.

Improves the exterior appearance of the hotel and the Broad Street streetscape.

✓ **Medium Term Benefits**

Increases tourism and tourism-related spending downtown, with complementary effects at local businesses.

Supports existing and future events.

Expands the hotel’s demographic to attract more visitors.

Enhances the reputation and perception of safety at the hotel.

Creates 3 full-time equivalent jobs (landscaper, laundry, front desk clerk) and 6 part-time equivalent jobs (4 housekeepers and 2 landscapers) to support the hotel’s expanded offerings.

within 6 months



within 1 year



3
FTE

6
PTE

Job Creation

This project will create 3 full-time and 6 part-time jobs to support the hotel's expanded offerings.

✓ Long Term Benefits

Establishes downtown Norwich as a vacation destination in and of itself.

Encourages year-round tourism.

Makes Norwich an attractive destination for all types of events, with an abundance of high-quality lodging accommodations.

Supports the planned opening of a high-end steakhouse in the hotel, with the potential to create 20 new full- and part-time jobs in the future.

Public Support

●●●●● Moderate

Quality hotel accommodations in downtown Norwich were identified in the City's DRI application as an important need to attract visitors to stay downtown.

It was also noted that the Red Roof Inn building is in a very visible downtown location and improvements here would significantly improve the Broad Street streetscape.

within 3 years

Renovate the
Red Roof Inn

Project Budget

| Action | Cost | Funding Source | Status of Funds |
|---|------------------|----------------|-----------------|
| Pool renovations | \$214,900 | | |
| | \$85,960 | DRI grant | Requested |
| | \$128,940 | Private | Planned |
| Ballroom renovations | \$188,000 | | |
| | \$75,200 | DRI grant | Requested |
| | \$112,800 | Private | Planned |
| Parking lot renovations | \$110,000 | | |
| | \$44,000 | DRI grant | Requested |
| | \$66,000 | Private | Planned |
| New landscaping | \$90,000 | | |
| | \$36,000 | DRI grant | Requested |
| | \$54,000 | Private | Planned |
| Window replacement | \$127,000 | | |
| | \$50,800 | DRI grant | Requested |
| | \$76,200 | Private | Planned |
| Roof replacement | \$250,100 | | |
| | \$100,040 | DRI grant | Requested |
| | \$150,060 | Private | Planned |
| TOTAL DRI Funding Request | \$392,000 | | |
| TOTAL Funding From Other Sources | \$588,000 | | |
| TOTAL Project Cost | \$980,000 | | |

Note: Each line item includes a contingency for design and construction.

Feasibility and Cost Justification

The cost estimate for the hotel renovations was prepared by a local contractor based on industry-standard costs and unit prices. Window replacement costs were based on a quote from a local contractor. The cost estimate for the exterior landscaping upgrades was prepared by a licensed landscape architect.

Investment in this project is justified for its potential to create larger community and economic benefits, including:

- Supporting tourism in Norwich and complementary tourism-related spending at local businesses.
- Enhancing Norwich’s reputation as a welcoming tourism destination.
- Improving Norwich’s supply of lodging accommodations with better and more modern rooms.

Regulatory Requirements

This project will require local building permits and approvals.

Decarbonization

This project does not require compliance with the NYStretch Energy Code because it is not considered a “major renovation” by the State. The total project cost (\$980,000) is less than half the fair market value of the building (\$1,964,286).

Timeframe for Implementation and Project Readiness

2022

Already Completed Actions

- Phase 1 interior remodel of hotel rooms on all three floors.

Fall
2022

Immediate Next Steps

- Execute contract for design services.

Spring
2023

Design Phase

- Construction documents and specifications.
- Obtain necessary permits and approvals.
- Issue bid documents and award bid to contractors.

Fall
2023

Construction Phase

- Complete construction.

Pipeline Projects

Six pipeline projects that are important to downtown revitalization were also identified as part of the DRI planning process and are recommended for implementation with assistance from other funding sources.

While these pipeline projects are not recommended for DRI funding, their inclusion in the Strategic Investment Plan underscores their transformative potential as well as their level of community support. These projects align with the community-identified vision and goals and many are synergistic with the projects proposed for DRI funding. This means that investment in these pipeline projects has the opportunity to leverage and build on potential State investment in the recommended DRI projects.

DCC will work with the sponsors of these pipeline projects to support the continued progress of their projects and assist in identifying additional funding sources.

POTENTIAL FOR

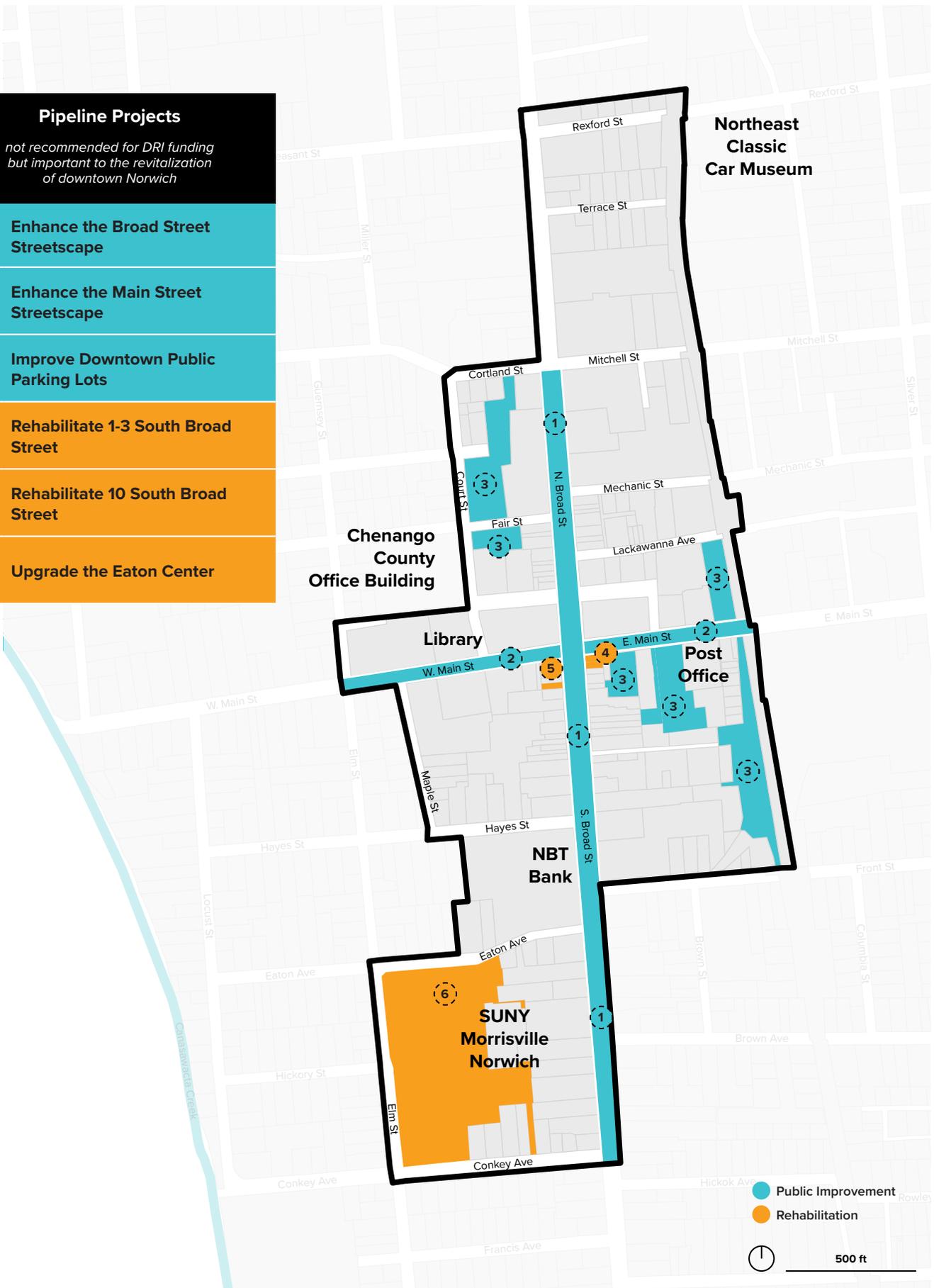
\$8.6
million

in total public and private investment

Pipeline Projects

*not recommended for DRI funding
but important to the revitalization
of downtown Norwich*

- ① Enhance the Broad Street Streetscape
- ② Enhance the Main Street Streetscape
- ③ Improve Downtown Public Parking Lots
- ④ Rehabilitate 1-3 South Broad Street
- ⑤ Rehabilitate 10 South Broad Street
- ⑥ Upgrade the Eaton Center



Pipeline Project 1: Enhance the **Broad St. Streetscape**



Description

An improved streetscape along Norwich's main corridor.

Improvements will include upgraded lighting, more pedestrian amenities, and new sidewalks for a better, safer, and more welcoming experience. Amenities will also include EV charging stations to support electric vehicle use downtown. These improvements would connect to and build on the project proposed for DRI funding on North Broad Street from Mitchell Street to Rexford Street (*Project 6: Enhance the North Broad Street Connection to the Museum District*).

Estimated Project Cost

\$1,500,000

Project Sponsor

City of Norwich

Location

Broad Street from Mitchell Street to Conkey Avenue

Pipeline Project 2: Enhance the

Main St. Streetscape



Description

Enhancements to the Main Street corridor for an improved multi-modal experience.

Improvements will include pedestrian lighting, benches, bike racks, planters, trash receptacles, EV charging stations, and new sidewalks.

Estimated Project Cost

\$1,200,000

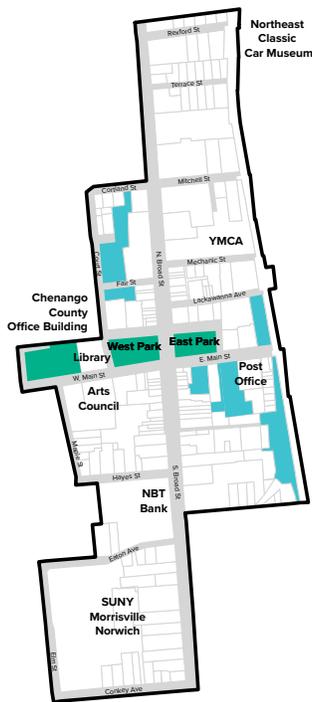
Project Sponsor

City of Norwich

Location

Main Street from Guernsey Street to the railroad tracks

Pipeline Project 3: Improve Downtown Public Parking Lots



Description

A refreshed look for six public parking lots in the downtown core.

These lots will be enhanced with new paving and striping, upgraded lighting and landscaping, improved ease of access, and support for EV charging. The identification and directional signage proposed for DRI funding as part of *Project 2: Implement a Downtown Signage and Wayfinding System* would make these lots easier to find and help direct visitors from their parking spaces to nearby destinations.

Estimated Project Cost

\$3,000,000

Project Sponsor

City of Norwich

Location

Six public parking lots in the downtown core

Pipeline Project 4: Rehabilitate

1-3 S. Broad Street



Description

Major renovations to bring an iconic downtown building back to life.

Two new commercial spaces will fill out the ground floor and will be occupied by a local event company. The upper floors of the building will be developed as a mix of office and bed-and-breakfast spaces, with additional event space on the third floor. These improvements represent the second phase of a larger renovation project, which replaced the roof in 2019 and stabilized the building for further renovations.

Estimated Project Cost

\$1,600,000

Project Sponsor

MacGuire Building Group, LLC

Location

1-3 South Broad Street

Pipeline Project 5: Rehabilitate **10 S. Broad Street**



Description

Renovations to support full utilization of a partially-vacant downtown building.

Two, new, high-quality, elevator-accessed apartment units will be built out on the second floor. The ground floor space will be outfitted with energy efficient heating and cooling systems and wired with new electric to support continued use as a retail space. The interior renovations will be protected by the installation of a new roof.

Estimated Project Cost

\$345,000

Project Sponsor

Christopher and Melissa Hayes

Location

10 South Broad Street

Pipeline Project 6: Upgrade the Eaton Center



Description

Upgrades to Norwich's largest office space to make sure facilities meet modern standards, create better and more comfortable office spaces, and improve energy efficiency.

Upgrades include: a new canopy over the main entrance, an energy efficient HVAC system for the entire facility, upgraded elevator cabs, and two EV charging stations in the parking lot. These improvements will better position the Eaton Center to attract and retain tenants, to bring talent to Norwich, and to encourage full occupancy of the 230,000 square-foot facility.

Estimated Project Cost

\$905,000

Project Sponsor

Who's We, LLC

Location

19 Eaton Avenue

Norwich DRI