



Village of **MASSENA**

Downtown Revitalization Initiative
Strategic Investment Plan

North Country Regional Economic Development Council



July 2022



**Downtown
Revitalization
Initiative**

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FOREWORD

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

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

Recognizing both the potential and the challenges of our urban centers, the State launched a major new initiative in 2016: the Downtown Revitalization Initiative (DRI). The DRI effectively accelerated and expanded the revitalization of downtowns and neighborhood centers to serve as centers of activity and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative “plan-then-act” strategy that couples strategic planning with immediate project implementation.

In the first five rounds of the DRI, the State committed \$600 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business development, job creation, greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils (REDC) select ten downtowns to receive \$10 million each. For DRI 5, each region received \$20 million, with the REDCs selecting either two \$10 million awardees or one \$20 million awardee to refine a vision and

strategy for revitalization and to implement projects that show the greatest potential to improve the economic and social vitality of their downtown areas. The projects realized through DRI grant funds in turn catalyze multifold additional investments and projects, creating the momentum and progress necessary to sustain a long-term successful revitalization effort. The excitement and community pride generated by the DRI are clear and palpable.

The nineteen communities selected in DRI 5 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 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.

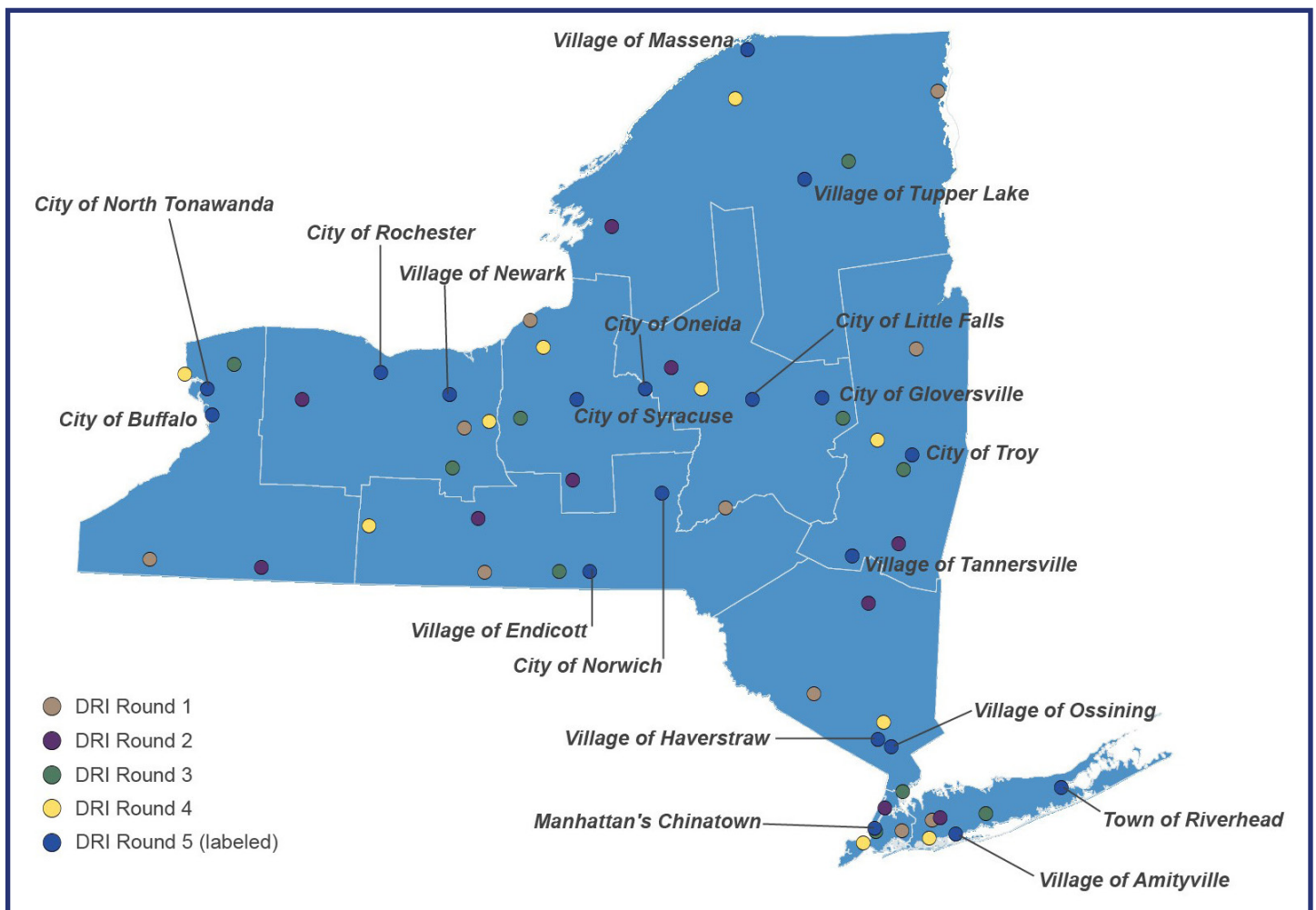
There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. Through its focus on placemaking, the DRI treats and respects each downtown as its own special place.

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.

DRI ROUND FIVE COMMUNITIES:

REGION	COMMUNITIES
Capital Region	Troy & Tannersville
Mohawk Valley	Gloversville & Little Falls
Central New York	Syracuse & Oneida
New York City	Chinatown
Long Island	Amityville & Riverhead
Western New York	North Tonawanda & Buffalo
Mid-Hudson	Haverstraw & Ossining
Southern Tier	Endicott & Norwich
Finger Lakes	Rochester & Newark
North County	Tupper Lake & Massena

DRI ROUND FIVE COMMUNITIES:



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

OVERVIEW

The North Country Village of Massena, situated minutes from the United States-Canadian border, has undergone several transformative periods throughout its existence. One of the most significant transformations occurred with the construction of a hydroelectric power-generating facility in 1900. The availability of inexpensive, reliable power attracted major industry, most notably the Aluminum Company of America (Alcoa), a significant local employer in Massena for decades. In the 1950's, there was another period of growth resulting from the development of the Franklin D. Roosevelt Power Project and the Saint Lawrence Seaway, which provided the final link in the Great Lakes-St. Lawrence River system. However, like many communities reliant upon industry for local employment, Massena experienced economic headwinds when the regional and national trend of deindustrialization took effect. Former employers such as a General Motors Powertrain plant (dismantled in 2011) ceased operations, and the Village has had to reimagine alternative paths to local prosperity.

As one of the North Country Region's Round Five Downtown Revitalization Initiative (DRI) winners, the Village, its business owners, and residents are poised to create a new period of economic growth in Massena. As the Village redefines its role within the region, the DRI Strategic Investment Plan will catalyze and build on the momentum for revitalization already underway in the community.

*The Local Planning Committee (LPC), with input from the community, recommends 13 projects for DRI investment within four categories: **Public Improvement Projects, Proposed New Development & Rehabilitation of Downtown Buildings, Revolving Loan and Grant Fund, and Branding and Marketing.** Together, these projects will build on the downtown revitalization efforts that have taken place in the Village and enhance the community as a regional hub for recreation, tourism, and commercial activity. These projects represent a DRI request of \$14.9 million with a combined value of nearly \$18.5 million.*



Veterans Memorial Park
Photo Courtesy of: Nathan Lashomb - Forevermore Studio Photography

“Moving Massena Forward: Proud Past, Promising Future”

A rich heritage nestled amongst one of the most scenic settings in New York State, the Village of Massena is transforming into a **greener, more vibrant**, and **more connected community**. The goal is to revitalize Massena’s downtown making it more walkable, utilized, and functional.

Serving the community’s housing, wellness, and recreational needs while **improving the economy** and sustainability for the entire Massena community, continued investment in Massena’s downtown will **boost economic growth, inspire entrepreneurial opportunities**, and **enhance placemaking**.

As a central hub to smaller surrounding communities, Massena’s growth has the potential to ripple through and enhance neighboring areas to **strengthen the region** as it recovers from the COVID-19 pandemic and well into the future. **Enhancing downtown** to serve as a true community center will **support health and sustainability** for both the Village and region.



Cyclists in Massena
Photo Courtesy of: Nathan Lashomb - Forevermore Studio Photography

GOALS AND STRATEGIES:

1.

Boosting Downtown

Bolster economic growth and inspire a range of entrepreneurial opportunities within a welcoming and galvanized Downtown.

- Strategy 1:** Encourage diversity of desirable full-service businesses and experiences Downtown that are accessible to residents and visitors.
 - Strategy 2:** Continue the momentum of Downtown to support innovation and entrepreneurship to generate new business and employment opportunities.
 - Strategy 3:** Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
-

2.

Living Downtown

Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.

- Strategy 1:** Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts.
 - Strategy 2:** Support placemaking by investing in amenities to promote a functional dynamic Downtown.
 - Strategy 3:** Utilize green infrastructure to create a contemporary Downtown that is environmentally sustainable.
 - Strategy 4:** Foster local food access through farmers markets and food truck experiences Downtown.
 - Strategy 5:** Generate mixed income housing to address a lacking quality of affordable housing stock and encourage growth Downtown.
-

3.

Serving Downtown

Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.

- Strategy 1:** Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
- Strategy 2:** Integrate formalized walking/cycling routes within the Downtown and along the riverfront.
- Strategy 3:** Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

4.

Connecting Downtown

Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.

- Strategy 1:** Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Strategy 2:** Support local and regional tourism through creative placemaking in a more connected Downtown community.
- Strategy 3:** Develop intentional waterfront connections and recreational experiences.
- Strategy 4:** Highlight progressive Complete Streets approaches that support the development of a transportation network for all modes of travel that promotes access, mobility and safety for all users.



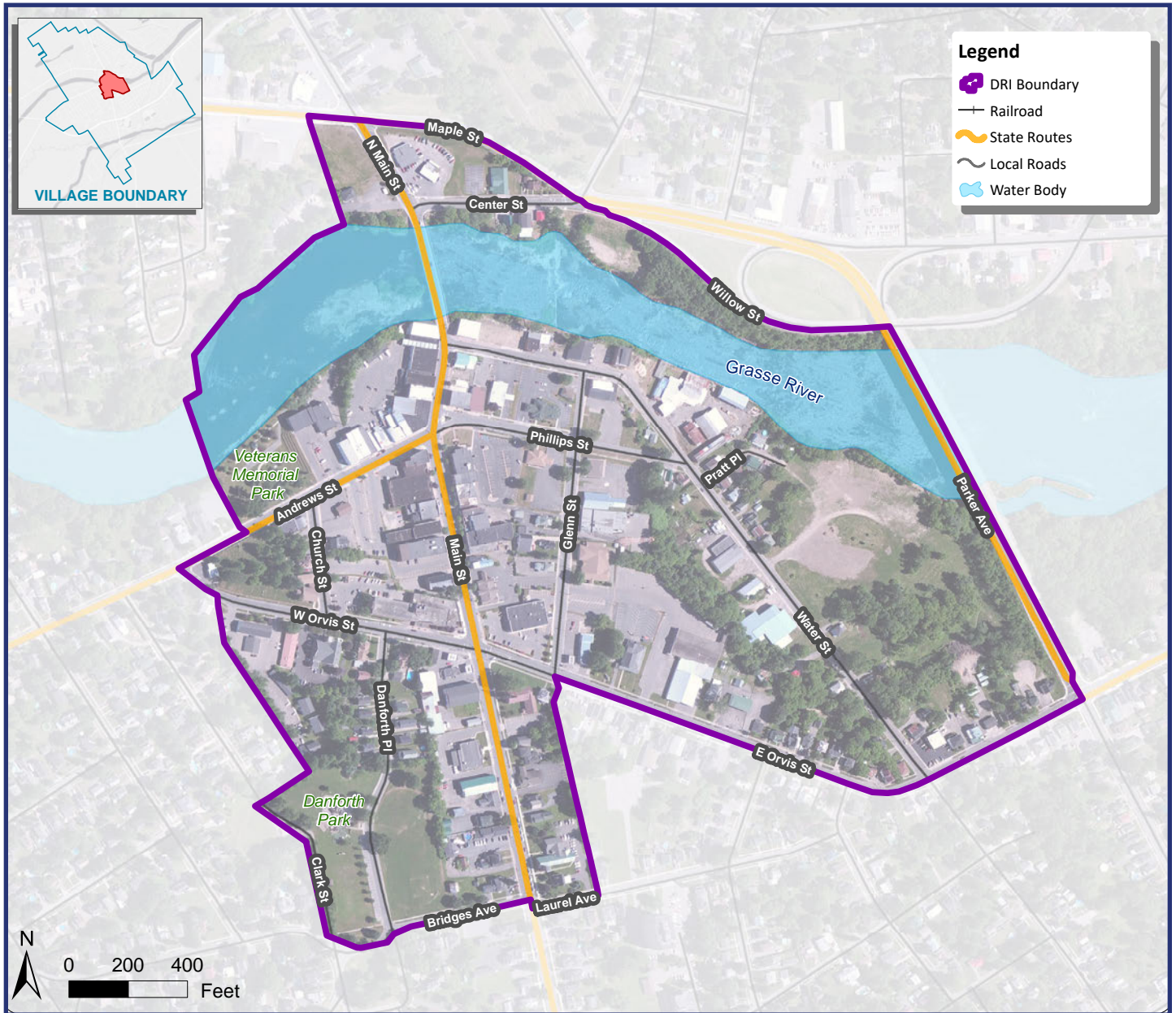
Mega Reunion Sign

Photo Courtesy of: Nancy Fiacco Mailhot

DRI BOUNDARY

The DRI boundary covers approximately 115 acres total, of which 101 acres are land, in the Village of Massena. The DRI Study Area represents the business district of the Village and is comprised of a mix of commercial, government, and some

residential land uses, each of which contributes to the endurance of the downtown area. Within the DRI Study Area a mix of uses foster a vibrant downtown in a beautiful setting along the Grasse River.



Map of DRI Boundary

CRITICAL ISSUES AND CHALLENGES

As a community, Massena faces a number of challenges, many of which stem from changes in the regional and national economy in the preceding decades:

1. The trend of deindustrialization during the 20th Century in New York State was detrimental to Massena, where large-scale industrial operations such as aluminum smelting had been a major pillar of the local economy and had been a defining characteristic of the community. Reduced industrial activity led to fewer employment opportunities.
2. Like other communities in Upstate New York, Massena has experienced significant outmigration in the past half century. The steady population decline has reduced the market for goods and services, locally, and has resulted in numerous vacant properties.
3. Massena has had to contend with issues related to environmental contamination as a harmful legacy of past manufacturing and industrial activities.
4. According to 2019 American Community Survey data, Massena's poverty rate stood at nearly twenty percent (19.6%). Elevated poverty rates pose a challenge to municipalities which must deliver services such as infrastructure maintenance and public education with a limited tax base.
5. The prolonged closure of the Canadian border during the COVID-19 pandemic highlighted a financial and cultural vulnerability in Massena. Like other border communities, Massena's economy benefits from a steady flow of Canadian visitors, and Massena residents benefit from shopping and cultural amenities on the Canadian side of the border.
6. Historic development patterns along the Grasse River have resulted in limited public access to waterfront areas.

ADVANTAGES AND OPPORTUNITIES

Massena is a community ready to build upon past successes, current initiatives, and future investment in the downtown. The following are key advantages and opportunities for the Village and its downtown:

1. The DRI Area is compact and walkable with most activities accessible within a 5-minute walk from the center of downtown. See Figure 5 below.
2. In accordance with the Massena Downtown Coalition's (MDC) Downtown Strategic Plan, the Village has worked systematically to invigorate development and expand improvements throughout its downtown all while retaining its historic character. In the past few years, 22 businesses have either opened, expanded, or relocated to the downtown.
3. As identified in the North Country REDC Annual Report (2021), Arconic Corp. is working with the St. Lawrence County IDA-Local Development Corporation to complete a strategic planning and feasibility study for a potential business park on approximately 1,300 non-contiguous acres in Massena. The \$180,000 study is funded by a \$90,000 Round 9 ESD SPFS grant and could result in expanded employment opportunities for Village residents.
4. Massena launched <https://exploremassena.com>, a new tourist-friendly website that helps users easily plan a trip to the region. Massena hosts professional fishing tournaments that bring anglers, fans, and spectators to the area, contributing to the local economy.
5. The Village of Massena has a successful track record of obtaining and administering publicly funded grant projects. Previous projects in the downtown include the installation of electric car charging stations, urban forestry initiatives, housing rehabilitation projects, high speed internet installation, and development of an updated Local Waterfront Revitalization Plan.
6. The Massena Electric Department maintains residential and commercial electricity rates that rank in the lowest 10% nationally. Lower than average energy costs can benefit the Village by attracting and/or retaining businesses.

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

The Village of Massena has a history of success in adequately administering and implementing grant projects; the administration conveys ample facility to successfully meet the goals of the DRI and ensure project completeness in accordance with all program guidelines.

The Village will continue to work with local partner organizations to assist with the management and implementation of DRI projects. Local partner organizations include but are not limited to the St. Lawrence County IDA and the St. Lawrence County Chamber of Commerce.

In addition, the Village currently contracts with a professional grant writing consultant to assist in preparing and administering grants within the Village. The consultant provides additional capacity to the Village staff. It is anticipated this consultant would also assist with administration of the Core of the Community program, should that be funded through the DRI.

PUBLIC INVOLVEMENT

A key component in completing a successful DRI program is providing community members and stakeholders opportunities to connect to the planning process. The Village and the DRI Local Planning Committee (LPC) with support from the consultant project team worked diligently to ensure that members of the public were informed and included in each phase of the DRI process. A Community Engagement Plan was developed to guide the public engagement process.

Engagement activities that took place during the DRI planning process included:

- Project Website
- Monthly LPC Meetings
- Call for Projects
- Informational Pop-up
- Community Vision and Values Survey
- Stakeholder Group Meetings
- Public Workshop
- LPC Working Groups
- Online DRI Project Questionnaire
- Public Engagement
- Online Project Gallery
- Publicity
 - Press Releases/News Media Coverage
 - Email Campaign
 - Social Media



Public Meeting

PROPOSED PROJECTS FOR DRI FUNDING

ID	Project Name	Description	Total Project Cost	DRI Request
PUBLIC IMPROVEMENT PROJECTS				
A	Reactivate Danforth Park	Recreational improvements including splash pad, accessible playground stations, bathrooms, picnic areas, and pavilions. Installation of sidewalks, additional parking and walking paths.	\$1,624,000	\$1,624,000
B	Advance Downtown Enhancements	Streetscape enhancements including street lighting, sidewalks, street trees, under bridge lighting, pedestrian connections, benches and wayfinding to create a unified streetscape aesthetic.	\$3,449,000	\$3,449,000
C	Establish The Downtown Riverwalk	Scenic river walk along portions of the Grasse River and formalization of the kayak launch behind the Fire Department in coordination with current landowners.	\$1,715,000	\$1,715,000
D	Transform the School of Business to Create Gateway & Courtyard	Transformation of the former Massena School of Business site into hardscape courtyard/ transitional space with mezzanine, that connects the downtown corridor with the riverwalk areas while preserving the historic School of Business façade.	\$1,900,000	\$1,900,000
E	Modernize Historic 48 Main Street	Restore front, side, and rear façade of anchor Main Street building as well as one of the unique storefronts.	\$250,000	\$100,000
F	Reboot On the Rocks Restaurant	A renovation and refurbishment of existing restaurant on waterfront property in downtown Massena. Project includes new pavilion, pizza oven, deck and antique sign refurbishment.	\$250,000	\$105,000
G	Restore 94-96 Main Street	Complete renovation of an old grocery store building and adjoining vacant lot for parking of approx. 20 cars. This building will be remodeled for professional or retail space.	\$325,000	\$163,000

H	Revive the Historic Schine Theater	Stabilization of the historic theater building in Downtown Massena and addressing critical repairs to bring the space back to full use.	\$2,127,000	\$2,102,000
I	Transform JJ Newberry Building	Full modernization and repairs of historic building including apartment formalization, flexible retail space, and office space, adding a rooftop deck, and replacing the existing façade.	\$3,266,000	\$1,633,000
J	Reimagine 37 Water Street, The Creamery	Renovation of abandoned building for retail creamery store front and addition of second floor for apartments. To include light manufacturing and regional commercial sales of ice cream, yogurt, and cheeses.	\$1,210,000	\$605,000
K	Launch CORE of the Community Fund	Project focused on enhancing the downtown core through small grant awards (25% applicant match) - providing funds for revitalization efforts such as façade improvements for commercial buildings to grow the neighborhood retail district.	\$600,000	\$600,000

SECTION I

DOWNTOWN PROFILE AND ASSESSMENT



Photo Courtesy of: Nathan Lashomb - Forevermore Studio Photography



DOWNTOWN PROFILE AND ASSESSMENT

INTRODUCTION

The Village of Massena is located within the Town of Massena, in St. Lawrence County, New York. The County is comprised of 32 towns, one city, and 9 other villages. St. Lawrence County is the largest county in New York State and the fifth largest United States county east of the Mississippi River. The County Seat is in the town of Canton, which is near the geographic center of the County. The county has thousands of acres of state land, including wilderness areas that are open to public recreational use. All of St. Lawrence County is within the watershed of the St. Lawrence River. Approximately 93% of the County is drained by one of four major rivers: the Raquette, the Oswegatchie, the St. Regis, and the Grasse. Massena is situated along the St. Lawrence River, which follows the northern border of the United States. Massena was one of the first towns settled in St. Lawrence County, incorporating in 1802. The Three Nations Crossing at Massena represents an active port of entry from Canada.



Farmers Insurance Storefront, Main Street Massena, NY



Massena Main Street looking south from Andrews Street, date unknown. The brick building on the far right still anchors this key intersection within the DRI Study Area. Photo courtesy of the Margosian Collection.

The Village of Massena has defining characteristics and a storied past. Its geographic location facilitated hydroelectric power and industrial operations such as Alcoa (the oldest operational smelter in the world). In the late 20th Century, however, the village felt the heavy burden of deindustrialization, as experienced across New York State. As a three-river community, the Village's waterfront resources are ample, featuring the Grasse River Blueway, St. Lawrence River, and the Raquette River Blueway Corridor. Despite the benefits afforded by these riparian resources, the waterfront has been largely underutilized and the community has contended with contamination as a result of its industrial and manufacturing base. Massena has consistently grappled with maintaining a robust commercial portfolio. The Village has endured definitive impoverishment and has dealt with blight, eroding employment opportunities, outmigration, and the reality of maintaining a Village where there is a poverty rate of 19.6% (2019 American Community Survey (ACS) 5-year estimates) and over 60% of students in the Massena Central School District receive free or reduced lunches.

Located at the heart of Massena's Village, the historic downtown core centers on Main Street from Orvis to the Grasse River Bridge and includes portions of Andrews Street, Water Street and Phillips Street and Glenn Street. This area contains the most densely intact, historically significant buildings of Massena's downtown. This core has long been the nucleus of commerce and civic pride, containing several early 20th Century commercial-style buildings, owner-occupied by small service, retail, and restaurant businesses as well as the Town and Village Hall and Massena's beloved bicentennial clock tower.

The past does not define Massena but instead serves to shape it for a brighter future. Today, Massena is moving forward, and both residents and tourists are rediscovering its downtown. In a community of distinct neighborhoods created during the construction of the St. Lawrence Seaway, Massena's downtown core has always been more than a group of stores or places to do business. Downtown is the central gathering place to connect with neighbors, commune with friends, and to gather for important community events - from a Memorial Day salute at Veterans Park on Andrews Street, to the arrival of Santa Claus upon a Massena Fire Department ladder truck, to the steps of the Massena Town Hall (and former opera house). Locals and expatriates of Massena still recall the community's downtown corridor with almost wistful affection.



The Grasse River, Massena NY

DRI BOUNDARY

The DRI boundary encompasses 115 acres centered around the Downtown core and historic commercial district. The DRI study area is bounded to the North by Maple Street and Willow Street, and to the South by Bridges Avenue, Laurel Avenue and East Orvis Street. The boundaries include both the North and South sides of the Grasse River, including the recently rehabilitated Parker Avenue Bridge which serves as a downtown gateway. The DRI area is distinguished in the Village for its multi-story, mixed-use row buildings. The Village and Town Hall and Theater feature the use of stone and brick that creates a strong presence and cultivates an appreciation for the community's rich history. Rich in urban green space, the DRI area benefits from the inclusion of the Veterans Memorial Park and Gazebo on the banks of the Grasse River, as well as Danforth Park. The DRI area is compact and walkable. A pedestrian walking at a comfortable pace from the center of the Village could reach any destination within the defined downtown in fewer than 10 minutes.

The original DRI boundary submitted in the Massena Application crossed parcel lines, so the consultant team refined the boundary lines to include entire parcels under the advisement of the Village. The below pictured DRI boundary (Figure 1) has been confirmed by the Local Planning Committee (LPC) at the first meeting.

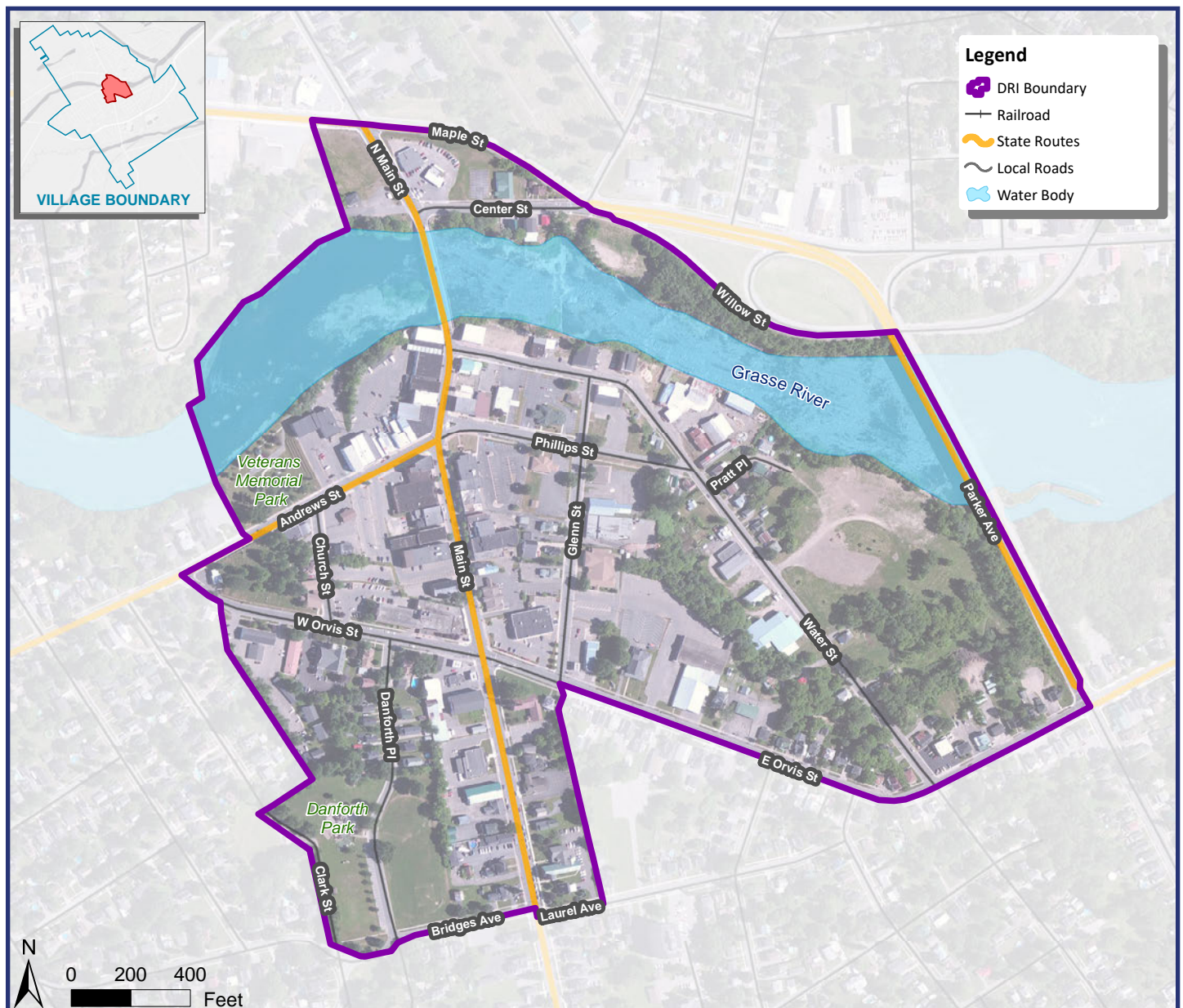


Figure 1. Massena DRI Boundary

LOCAL PLANNING

It is critical for a community to be invested in modern local planning practices as they look toward the future. The Village of Massena has embraced many updates and sought out numerous opportunities for revitalization support. The Village has worked with the State and others on a number of planning initiatives to assist in revitalizing its downtown. These include the following:

Past Planning Efforts

Massena Brownfield Opportunity Area

Revitalization Plan - The Massena Brownfield Opportunity Area (BOA) Study Area is made up of 415 acres in the northeastern portion of Massena, along the St. Lawrence River and the border of Akwesasne (Mohawk Nation of the federally recognized St. Regis Mohawk Tribe).

The vision for the Massena BOA is to transform the area into one that provides employment and tax revenue that contribute to the economic health of the region, while also improving environmental and public health conditions for people living, working and recreating nearby.

The purpose of the Massena BOA was to develop a redevelopment strategy for the RACER Trust Massena property that:

- Advances market-based redevelopment strategies for catalyst zones
- Identifies infrastructure improvements needed to support revitalization
- Addresses challenges and builds on local assets
- Develops multi-stakeholder support for a unified vision
- Establishes partnerships and actions to advance revitalization

The plan was prepared for St. Lawrence County with funding from the New York State Department of State (DOS) Brownfield Opportunity Area (BOA) Grant program and finalized in October 2017.

Complete Streets Policy Guidelines - In 2016, the Village of Massena developed and implemented a Complete Streets Policy to enhance pedestrian facilities and tie streetscape improvements more closely to economic development, creating a revitalized downtown and riverfront. This report laid out a series of implementation strategies which included recommendations for signage, traffic calming, and pedestrian infrastructure throughout the Village.

Sidewalk Inventory and Analysis for the Village of Massena's Complete Streets Program - The Clarkson University Construction Engineering Management Program conducted an inventory of existing pedestrian facilities within the Village

(Focused on areas near schools and Water Street Park) in 2018. Among the features inventoried were:

- Over 50 Miles of Sidewalk
- 122 Crosswalks
- 59 Pedestrian Signals
- 570 Curb Ramps
- 342 Intersection Photos

The inventory identified conditions for these features from "Excellent" to "Poor/Needs Replacement" This information was translated into a Geographic Information Systems (GIS) database for use future use planning efforts. Funding for this work was received from the Health Initiative's Creating Healthy Schools and Communities Project, which is funded by the New York State Department of Health (DOH).

Moving Massena Forward - A local group organized to present an attractive application for the New York State \$10 Million Downtown Revitalization Initiative (DRI) Grant. This group took note of new businesses joining the downtown business area and construction restoring some of the buildings to prepare them for use. A rally event was held on Main Street to raise awareness of the effort, on May 2, 2018.

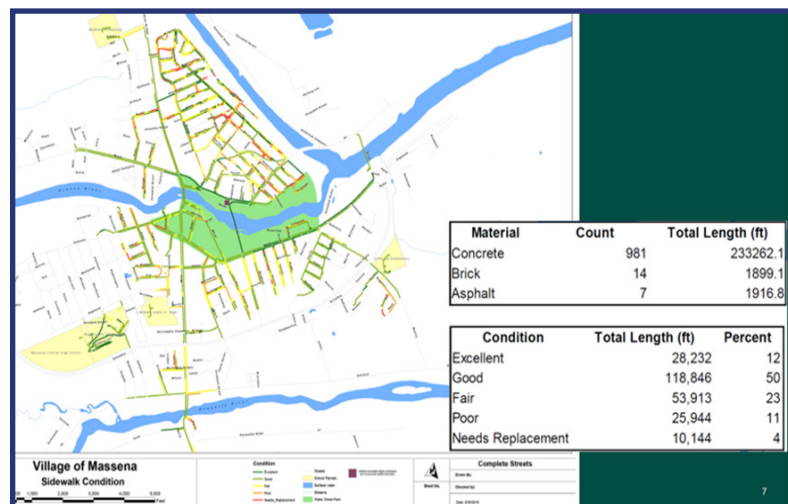


Figure 2. Sidewalk Conditions
Source: Sidewalk Inventory and Analysis for the Village of Massena's Complete Streets Program, Clarkson University Construction Engineering Management, 19 February 2019

Current Planning Efforts

Local Waterfront Revitalization Program (LWRP) - The Village of Massena is currently preparing a Local Waterfront Revitalization Program (LWRP) for its St. Lawrence and Grasse River waterfronts and for new enhancements within Water Street Park. The LWRP will guide waterfront development, explore connections to the downtown, restore ecological health of the Grasse River, and encourage use of waterways as recreational and economic development assets. Park enhancements will include a bandshell, farmer's market pavilion, ADA bathroom, and expanded parking lot.

The intent of this project is to process a strategic plan for enhancements to the Village's riverfronts for improved visual and recreational access, downtown and neighborhood revitalization, and unique and appropriate new development. Per the official Village webpage, the Plan will focus on four key opportunity areas including:

- Enhancing physical and visual public waterfront access opportunities
- Revitalizing commercial and mixed-use areas
- Protecting community character
- Improving the ability of the community to take advantage of scenic resource-related tourism

The projects will establish a complete strategic plan that identifies accessibility enhancements along the Grasse Riverfront, new development and other downtown improvements to revitalize the neighborhood. At its conclusion, not only will the Village have a community vision and goals with which to draw policy change and capital budget planning from, but will also be eligible for funding from NYSDOS to implement recommended actions from the plan.

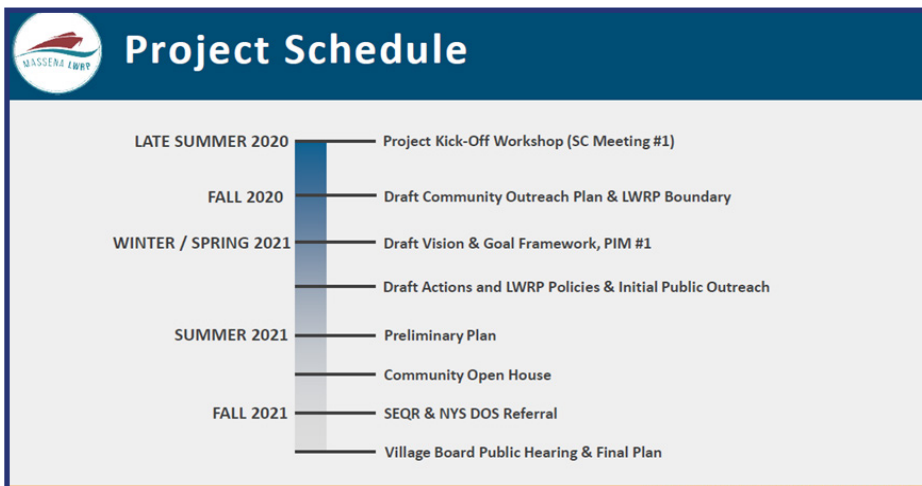


Figure 3. Massena LWRP Project Schedule



Veterans Memorial Park, Massena NY

LOCAL ORGANIZATIONS

Village Officials

The Village of Massena has a highly skilled and dedicated staff that is tasked with the administration and implementation of DRI projects (with support from the contracted consultants and DOS). Village staff include:

- Village Mayor
- Deputy Mayor/Trustee
- Trustees
- Village Clerk/Village Administrator
- Superintendent of Public Works
- Code Enforcement Officer

Greater Massena Chamber of Commerce

The mission of the Greater Massena Chamber of Commerce is to enhance and sustain the economic environment and the quality of life in the community. The Massena Chamber of Commerce currently has approximately 200 members, representing businesses, non-profits, and individuals in and around the community. While the majority of the Chamber's members are located within a 15-mile radius of Massena, many of the Chamber members reside as far away as both Plattsburgh and Alexandria Bay in New York State, and even some local communities in Canada.

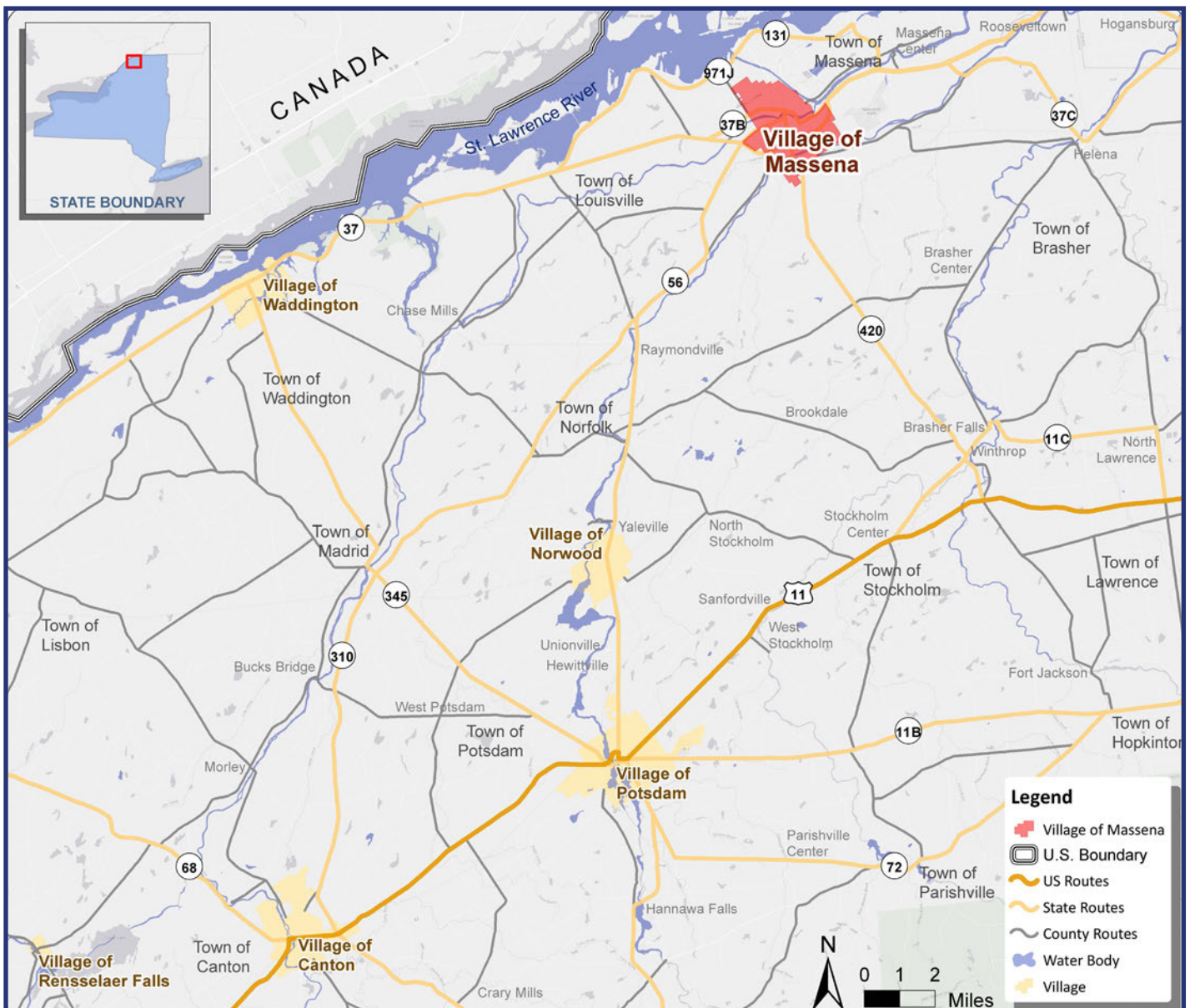


Figure 4. Regional Context Map

REGIONAL ORGANIZATIONS

St. Lawrence County Industrial Development Agency

(IDA) - St. Lawrence County is a vibrant business community with rich natural resources, strategic location, motivated workforce and entrepreneurial spirit. The St. Lawrence County Industrial Development Agency assists new businesses with navigating financing, real estate and workforce needs, as well as other measures to make starting a business a reality.

St. Lawrence River Valley Redevelopment Agency

(RVRDA) - The RVRDA is a partnership of St. Lawrence County, the communities of Lisbon, Louisville, Massena and Waddington, and the St. Lawrence County Industrial Development Agency Local Development Corporation. The Agency formed in 2010 to administer New York Power Authority (NYPA) funds for economic development activities and programs. The funds are intended to further the quality of life of communities impacted by local hydroelectric facilities and St. Lawrence County residents. The RVRDA administers funding for development growth of economic development assets, as well as the new Community Development and Environmental Improvement Program. This funding program awarded \$327,185 to eight projects in the region. Awards were made in the range of \$10,000 to \$133,075 at an average amount of \$40,898.

St. Lawrence County Chamber of Commerce, Inc. -

The St. Lawrence County Chamber of Commerce plays a pivotal role in strengthening and maintaining the economic health of St. Lawrence County. The mission of the St. Lawrence County Chamber of Commerce is to cultivate, develop and support Chamber members and other businesses by creating a vibrant business climate that encourages growth and enhances the unique quality of life in St. Lawrence County. The Chamber, through its designation as a Tourism Promotion Agent, showcases St. Lawrence County to visitors in New York State and beyond, by promoting the natural resources, museums, special events, and the magical quality of life so unique to the county.

In addition, the Chamber provides many cost saving services to its members through a group health insurance program and membership discounts. The Chamber also assists local organizers of events and projects with reduced advertising costs through cooperative advertising under the New York State Matching Funds Program. Finally, the St. Lawrence County Chamber of Commerce is dedicated to building a strong and vibrant future for the generations to come. The Chamber was founded in 1965 and currently has about 500 members.

North Country Regional Economic Development Council (NCREDC)

- The North Country Regional Economic Development Council established a clear vision and guiding framework for the growth and success of the North Country region. The vision states that the North Country will “Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities; Catalyze the highest per capita rate of small business start-ups in the state; and Activate tourism as a driver to diversify our economies.” In 2019, the REDC established four new pillars for downtown revitalization: placemaking, workforce development, innovation, and tradeable sectors. These pillars contribute to vibrant downtowns and align well with Massena’s goals to enhance placemaking and bolster economic growth in the community.

North Country Alliance - The North Country Alliance administers a rural revolving loan fund to finance community development projects, the establishment of new businesses, and/or the expansion of existing businesses in the North Country region of New York. The Alliance also advocates for state and federal investment in rural infrastructure projects such as broadband internet service expansion and the creation of workforce housing.

Development Authority of the North Country (DANC)

- The Development Authority of the North Country “provides technical services to municipalities that strengthen communities and build capacity for economic development”¹. The Village has contracted with DANC to administer a Community Development Block Grant received through the NYS Office of Community Renewal.

Northern Border Regional Commission

- The Northern Border Regional Commission (NBRC) is a federal-state partnership tasked with economic and community development efforts within distressed counties of Maine, New Hampshire, Vermont, and New York. The NBRC contributed partial funding, along with other project partners, toward an internet network upgrade which resulted in more than 200 businesses in Massena having access to 1 gigabyte-per-second internet access.

New York Power Authority (NYPA) - NYPA’s Mission is to lead the transition to a carbon-free, economically vibrant New York through customer partnerships, innovative energy solutions, and the responsible supply of affordable, clean, and reliable electricity. NYPA has a long-standing commitment to St. Lawrence County—particularly the river communities of Louisville, Massena, and Waddington—to ensure continued economic development and best use of the many assets in the region.

ALIGNMENT WITH NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL (REDC)

The North Country Regional Economic Development Council established a clear vision and guiding framework for the growth and success of the North Country region. The vision states that the North Country will “Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities; Catalyze the highest per capita rate of small business start-ups in the state; and Activate tourism as a driver to diversify our economies.”²

In 2019, the REDC established four new pillars for downtown revitalization: placemaking, workforce development, innovation, and tradeable sectors. These pillars contribute to vibrant downtowns and align well with Massena’s goals to enhance placemaking and bolster economic growth in the community.

CRITICAL ISSUES AND CHALLENGES

As a community, Massena faces a number of challenges, many of which stem from changes in the regional and national economy in the preceding decades:

- The trend of deindustrialization during the 20th Century in New York State was detrimental to Massena, where large-scale industrial operations such as aluminum smelting had been a major pillar of the local economy and had been a defining characteristic of the community. Reduced industrial activity led to fewer employment opportunities.
- Like other communities in Upstate New York, Massena has experienced significant outmigration in the past half century. The steady population decline has reduced the market for goods and services, locally, and has resulted in numerous vacant properties.
- Massena has had to contend with issues related to environmental contamination as a harmful legacy of past manufacturing and industrial activities.
- According to 2019 American Community Survey data, Massena’s poverty rate stood at nearly twenty percent (19.6%). Elevated poverty rates pose a challenge to municipalities which must deliver services such as infrastructure maintenance and public education with a limited tax base.
- The prolonged closure of the Canadian border during the COVID-19 pandemic highlighted a financial and cultural vulnerability in Massena. Like other border communities, Massena’s economy benefits from a steady flow of Canadian visitors, and Massena residents benefit from shopping and cultural amenities on the Canadian side of the border.
- Historic development patterns along the Grasse River have resulted in limited public access to waterfront areas.



Massena Sign, Massena NY

ADVANTAGES AND OPPORTUNITIES

Massena is a community ready to build upon past successes, current initiatives, and future investment in the downtown. The following are key advantages and opportunities for the Village and its downtown:

- The DRI Area is compact and walkable with most activities accessible within a 5-minute walk from the center of downtown. See **Figure 5 below**.
- In accordance with the Massena Downtown Coalition's (MDC) Downtown Strategic Plan, the Village has worked systematically to invigorate development and expand improvements throughout its downtown all while retaining its historic character. In the past few years, 22 businesses have either opened, expanded, or relocated to the downtown.
- As identified in the North Country REDC Annual Report (2021), Arconic Corp. is working with the St. Lawrence County IDA-Local Development Corporation to complete a strategic planning and feasibility study for a potential business park on approximately 1,300 non-contiguous acres in Massena. The \$180,000 study is funded by a \$90,000 Round 9 ESD SPFS grant and could result in expanded employment opportunities for Village residents.
- Massena launched <https://exploremassena.com>, a new tourist-friendly website that helps users easily plan a trip to the region. Massena hosts professional fishing tournaments that bring anglers, fans, and spectators to the area, contributing to the local economy.
- The Village of Massena has a successful track record of obtaining and administering publicly funded grant projects. Previous projects in the downtown include the installation of electric car charging stations, urban forestry initiatives, housing rehabilitation projects, high speed internet installation, and development of an updated Local Waterfront Revitalization Plan.
- The Massena Electric Department maintains residential and commercial electricity rates that rank in the lowest 10% nationally. Lower than average energy costs can benefit the Village by attracting and/or retaining businesses.

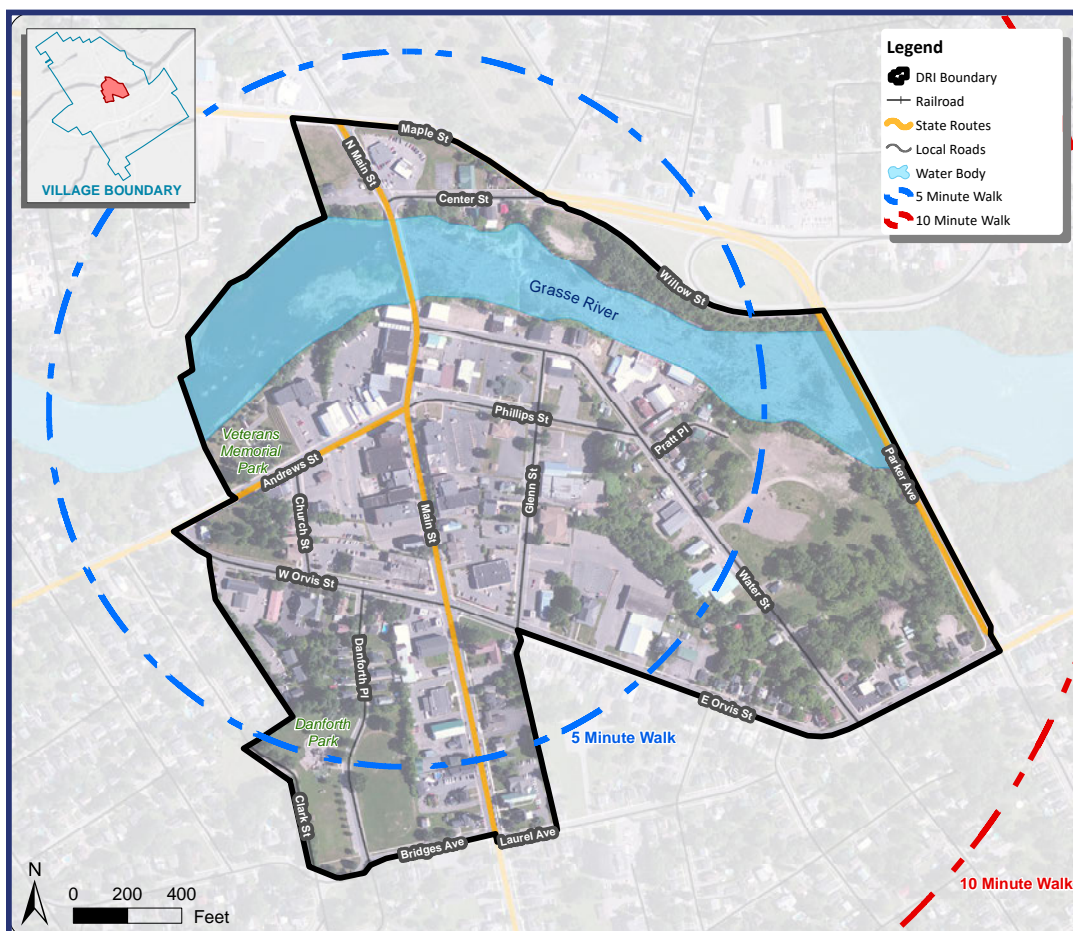


Figure 5. Walk Circle Map

PHYSICAL CHARACTERISTICS

Land Use - The predominant land use in the DRI Study Area is Commercial which comprises 20% of the land area (not including the Grasse River). Commercial areas include a variety of businesses such as offices, banks, restaurants and retail establishments. The next largest land use is Vacant Land at 20% of the total DRI Study Area and includes vacant lands along Water Street, the northern bank of the Grasse River as well as land adjacent to Danforth Park.

Collectively, Residential uses make up the next largest land use type at 12% of the total DRI Study Area. Residential uses are categorized as high-density, medium-density and low density uses, with low-density being the predominant residential land use.

Mixed-Use land uses make up the next largest land use type at 9% of the total DRI Study Area. Mixed-use buildings are mostly located on Main Street, Water Street and East Orvis Street. Many of the mixed-use buildings downtown are three stories with offices, restaurants or retail on the first floor and apartments on the second and third floors.

Parks and Recreational land uses account for 8% of the DRI Study area and include Veteran's Memorial Park, Danforth Park as well as undeveloped parkland on Water Street, adjacent to the Grasse River.

Existing land uses are illustrated in Figure 6. Land Use Map. Land uses are classified utilizing property class assessment codes from the 2021 tax parcel data.

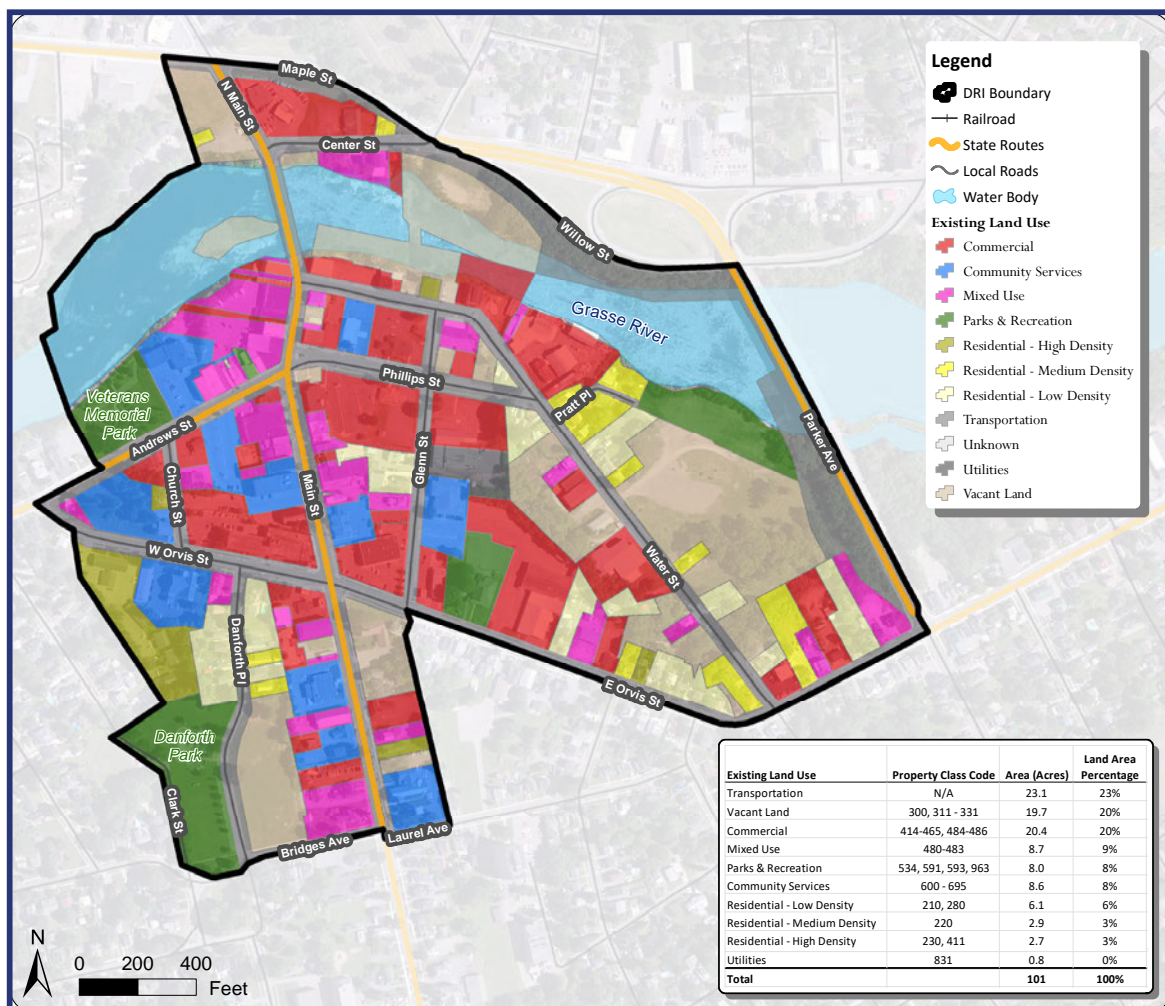


Figure 6. Land Use Map

Zoning - The Massena Planning Commission is responsible for reviewing future development plans, reviewing building permit applications in the Village Residential and Business Districts, and for zoning recommendations to the Village Board. This body, created by local law, consists of seven members appointed by the mayor and approved by the Trustees.

The Town and Village of Massena Code Enforcement Division is a shared service between the Town and Village of Massena. Sharing this service is a cost-effective way for both entities to provide residents and business owners with a professional and dedicated staff to handle the different code enforcement needs of the community.

The predominant zoning district in the DRI Study Area is the Central Business District (CBD), which encompasses nearly 36% of the total DRI area. The intent of the CBD is to delineate areas suitable for a concentration of downtown retail, commercial and to cater to pedestrian consumers.

The next largest zoning district within the DRI Study Area is the Greenbelt Preservation District (GPD) which represents 30% of the DRI Study Area and encompasses the Grasse River, Veterans Memorial Park and properties adjacent to the river. The purpose of this district is to protect special and/or unique natural areas of the Village, including both public and private lands.

The Commercial Transition District (CTD) is the next most predominant zoning district at 18% of the DRI Study Area. The intent of this district is to provide a transition from the Central Business District in the commercial core to outlying vehicular-oriented commercial districts.

Several other zoning districts make up the remainder of the DRI Study Area, including the Commercial Auto-Related District, Residential A District, and Residential C District. See **Figure 7. Zoning Map below.**

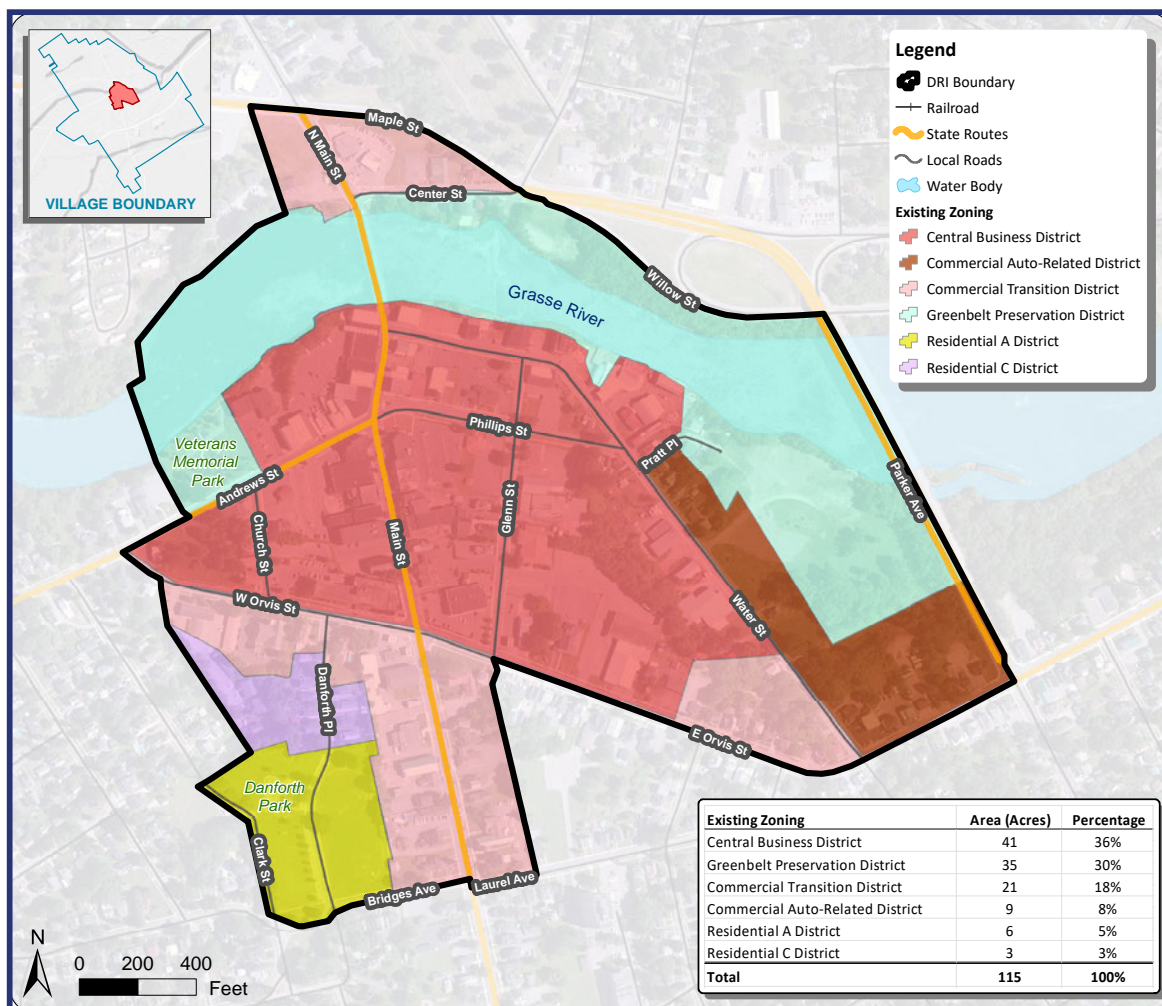


Figure 7. Zoning Map

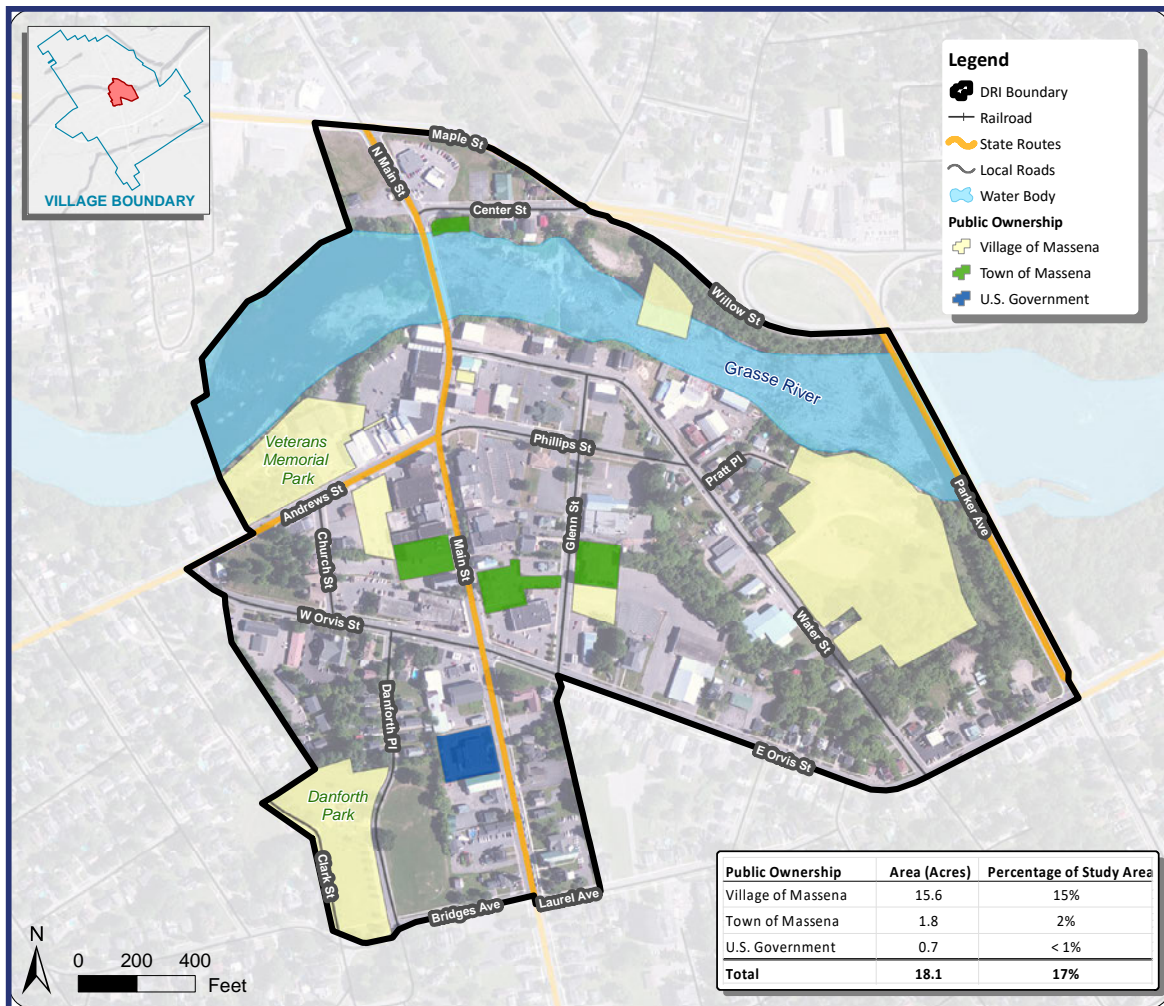


Figure 8. Property Ownership Map

Property Ownership - The Village of Massena is uniquely located within the Town of Massena, the Village taking up 15% of the DRI Study Area compared to 2% of Town owned land. Lands owned by the Federal Government make up less than one percent of the study area. See Figure 8 above.

Water, Storm, and Sewer - The Village's water, storm and sewer infrastructure are more than adequate to support existing businesses and population, as well as to accommodate significant growth. Massena's water treatment plant, built in 1963, is located at 357 Pontoon Bridge Road and draws water from the Massena Intake, along the west bank of the Power Canal. The plant has a rated capacity of 5 million gallons per day, however, according to the most recent figures from the Village, the current average production is 1.5 million gallons per day. The water passes through diatomaceous earth filters and is then chlorinated for disinfection, fluoridated for dental protection, and mixed with zinc orthophosphate for corrosion control. Treated water from the plant is pumped from a 500,000-gallon clearwell storage tank into the water distribution piping and elevated storage tanks on Bowers Street and North Raquette River Road. In 2021, the water system served approximately 16,729 people in the Village and Town of Massena through 5,401 Village residential service connections and 745 commercial connections. Water use within the Village is metered for recovery of operating expenses.

The Village's wastewater treatment plant is located at 302 East Orvis Street. The facility, which was completely refurbished in 2000, has the capacity to treat 7 million gallons of sanitary wastewater per day, plus an additional 3.5 million gallons per day of stormwater. After treatment, plant effluent is discharged into the Grasse River; treated biosolids are transported to a composting facility for environmentally friendly reuse.



Massena Electric Department, Massena NY

Electric and Gas- The Massena Electric Department (MED), one of just 47 municipally owned power companies in New York State, supplies electricity to more than 9,000 residential and commercial customers with its 131-square-mile service area. The MED began operations in 1981 and has been recognized by the American Public Power Association for reliability. Electric costs for Massena consumers rank in the lowest 10%, nationally. A new substation was brought on line in 2002 to account for future load growth.

Natural gas service in Massena is provided by Liberty Utilities, which incorporated in Massena in 1957. Residential and commercial natural gas hookups are available throughout the DRI Study Area and can support future development.

Telecommunications - There are sixteen (16) internet service providers in Massena, nine (9) of which provide residential service. Viasat Internet is the most widely available choice for Massena residents, with maximum download speeds of 50 megabytes per second (Mbps). The most common hardwired internet technology infrastructures available in Massena are cable and 5G internet, with nearly 100% and 41.1% availability, respectively. Additionally, Slic Network Solutions, another popular internet service provider, completed an expansion and upgrade to their network that resulted in more than 200 businesses in Massena having access to 1 gigabyte-per-second internet access. The service uses a pure fiber optic, which allows more users to access online services simultaneously without slowing down the connection.

Hydroelectric - The Moses-Saunders Power Dam on the St. Lawrence River between Massena and Cornwall, Ontario is jointly operated by the New York Power Authority (NYPA) and Ontario Power Generation. Each authority operates half of the dam's 32 turbines. In 2018, the partnership between the two authorities was extended for a 15-year term. The St. Lawrence-FDR Power Project on the Massena side of the border generates more than 820,000 kilowatts of electricity. This infrastructure can support future development within the DRI Study Area.

Village Parks and Recreational Opportunities

There are many recreational opportunities within the DRI Study Area that draw local residents and visitors to downtown Massena. See Figure 9. Parks and recreational opportunities in the Village include:

Veterans Memorial Park - Located between Andrews Street and the banks of the Grasse River within the DRI Study Area, Veterans Memorial Park offers terraced seating and shaded benches for picnics and other gatherings. Commemorative tablets throughout the park recognize the service and sacrifice of former Massena veterans.

Danforth Place Park - Another outdoor recreation space within the DRI Study Area is Danforth Place Park, which occupies the site of the former Massena High School. The park features playground equipment, grassy areas for ball games or picnics, and ample parking along Danforth Place.



Figure 9. Parks and Recreational Map



Forevermore Studios - Nathan Lashomb

Regional Recreational Opportunities

There are various Regional Recreational Opportunities in the area surrounding downtown Massena.

Massena Town Beach - Approximately two (2) miles north of the DRI Study area, there is a beach park operated by the Town of Massena, on the southern bank of the St. Lawrence River. In addition to a sandy beach area, the 20-acre park features playground equipment, restrooms, picnic areas with grills, a concession stand, basketball hoops, a volleyball court, a softball field, and shoreline areas with fishing access.

Massena Arena - To the south of the DRI Study area, near the intersection of Main Street and State Route 37, sits Massena Arena. The Arena is the home ice for Massena High School's hockey teams and the Massena Figure Skating Club, and it also hosts regular learn-to-skate programming for community members.

Robert Moses State Park - Located partly on the mainland and partly on Barnhart Island, less than 10 miles from the DRI Study area, Robert Moses State Park is home to the Nicandri Nature Center as well as a wide range of outdoor recreation opportunities. Within the park, there is a marina and boat launch, a swimming beach, wooded campsites, and cross-country skiing trails in winter. For larger gatherings, the park has four rentable pavilions that can accommodate between 50 and 300 people.

The River Course at Louisville Landing - Two miles west from Massena Town Beach, the River Course at Louisville Landing is an 18-hole championship golf course, situated along the St. Lawrence River. The course is open to the public and offers special event venue space in addition to golf lessons and tee times. The course parking lot on Country Club Lane also serves as the eastern trailhead for the Whalen Park Trail, a 3.2-mile round-trip multi-use trail along the St. Lawrence River.

Richards Landing Dike Trail - The Richards Landing Dike Trail connects Massena Town Beach and the River Course at Louisville Landing via a publicly accessible 5.2-mile round trip trail. The trail is listed as easy-to-moderate difficulty and offers excellent views of the St. Lawrence River.

Fishing - Massena is home to both professional fishing competitions and a range of recreational fishing offerings, from fishing charters to kayak, canoe and equipment rental. With three rivers, including the St. Lawrence River, Massena features some of the best freshwater fishing in the United States. Fish species include walleye, largemouth & small mouth bass, muskie (muskellunge), carp, northern pike and more.

Massena, NY and the surrounding communities allow launching boats, canoes and kayaks at no charge with the purchase of a non-resident fishing license. In August of 2022, Massena will host the Tackle Warehouse Pro Circuit TITLE Championship on the St. Lawrence River, sponsored by [Major League Fishing](#).



Source: Fish Massena, NY

Birding - The Hawkins Point Visitors Center, near the Moses-Saunders Power Dam on the St. Lawrence River, attracts birders who come to see raptors, waterfowl, songbirds and migratory birds. St. Lawrence County is on the flyway for many migratory species, and the area near Hawkins Point is a significant wintering area for waterfowl and bald eagles.

Mohawk International Raceway - Ten miles east of the DRI Study area, beside State Route 37, the Mohawk International Raceway hosts car racing competitions from May to September.

Historic Resources



Source: Massena.us

The Celine G. Philibert Memorial Culture Centre & Museum - The mission of the Celine G. Philibert Memorial Culture Centre & Museum is to collect and preserve records and artifacts pertaining to the Town of Massena and to make them available for historical and educational research. The Centre is located in the heart of the DRI Study area, at 79 Main Street, and features gallery space for traveling exhibitions.

Cemetery Association - The Cemetery Association seeks to preserve the West Orvis Street Cemetery, which is on the western edge of the DRI Study area, at the confluence of Andrews Street and West Orvis Street. The cemetery is the final resting place of Massena war veterans from conflicts as early as the Revolutionary War.

Cultural Resources

St. Lawrence County Arts Council - The St. Lawrence County Arts Council (SLC Arts) creates and supports multi-disciplinary arts initiatives in the North Country to encourage community and economic development, tourism and entrepreneurship within the arts industry. SLC Arts is a 501(c)3 non-profit organization located in Potsdam, New York. The mission of SLC Arts is to promote collaboration within the arts community and encourage public and private support of and involvement in the arts, throughout St. Lawrence County and the surrounding region. Both the Massena Public Library and the Greater Massena Chamber of Commerce were 2021 recipients of Community Arts Grants from SLC Arts.

Massena Arts and Theater Association, Inc. - The Massena Arts and Theater Association, Inc. (MATA), is a 501(c)3 non-profit organization dedicated to the preservation of the historic Schine Theater in downtown Massena. The theater building has been vacant for more than two decades, but MATA envisions the rehabilitation of the venue for a variety of cultural events, including concerts, lectures and small theatrical productions.

American Legion Post 79 - The American Legion, the nation's largest wartime veterans service organization, operates Post 79 at 40 East Orvis Street, within the Massena DRI Study area. Post 79 is a member of the Greater Massena Chamber of Commerce.



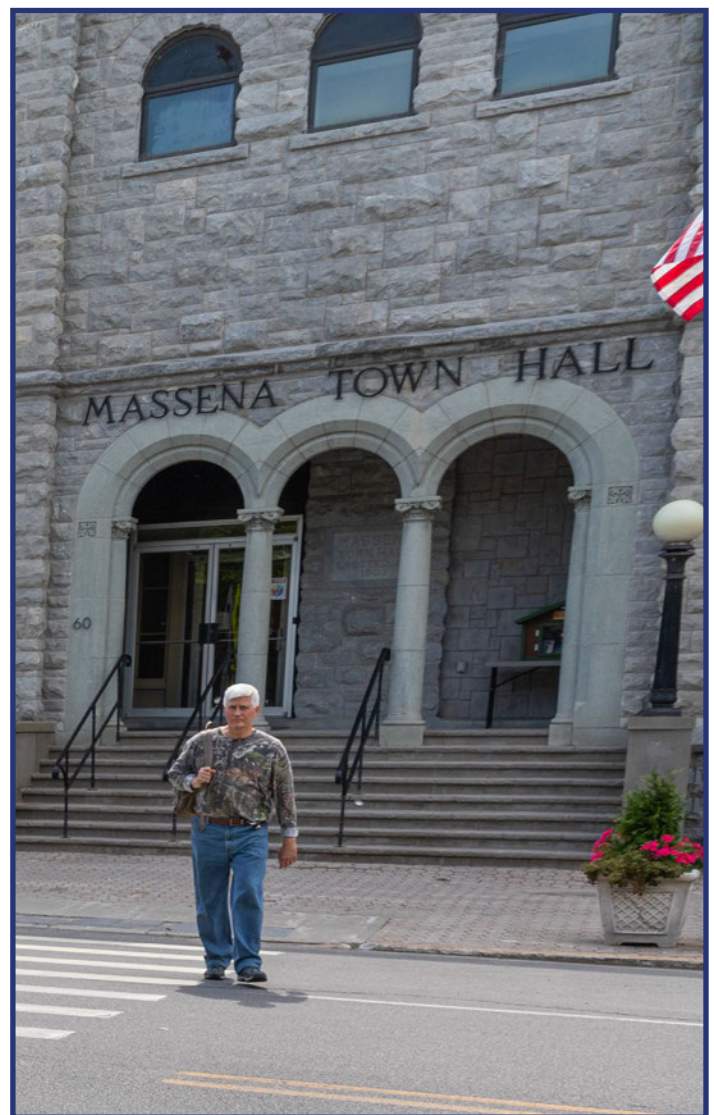
Massena American Legion Post 79

AM Vets Post 4 - American Veterans (AMVETS) also operates a post within the Massena DRI Study area. Post 4 is located at 12 Andrews Street. AMVETS provides trained staff who can assist veterans in obtaining the benefits they have earned by serving.

Human Services

St. Lawrence Career Center – Massena - The New York State Department of Labor operates a Career Center in Massena at 35 Glenn Street, within the DRI Study area. Staff at the Career Center can assist potential job seekers as well as those seeking to apply for or maintain unemployment benefits.

Citizen Advocates Behavioral Health Clinic - With a clinic location at 16 Phillips Street, within the DRI Study area in Massena, Citizen Advocates provides developmental disability, mental health and substance abuse prevention, treatment and recovery services throughout Franklin, Clinton, Essex, Hamilton and St. Lawrence counties.



Massena Town Hall



TRANSPORTATION SYSTEMS

Downtown Massena is primarily accessible via State Routes 37 and 420. International vehicular transportation into the Downtown originates from the Seaway International Bridge, 10 miles East of the Village and travels into the town via State Route 37. State Route 37 passes through Massena via East Orvis Street, Parker Avenue, Center Street, and Maple Avenue.

The New York State Department of Transportation Functional Classification is a system by which roads, streets, and highways are grouped into classes according to the character of service they provide. The Functional Classification for the DRI Study Area is shown in Figure 10. According to this system, Main Street, Center Street, and Parker Avenue are classified as Principal Arterials. Principal Arterials are a connected rural network of continuous routes that serve corridor movement for statewide or interstate travel. The sections of Maple Street, Andrews Street, and East Orvis Street that are within the DRI Study area are classified as Minor Arterials. These streets link cities and larger towns for interstate and intercounty service.

Just outside the DRI Study area, Nightengale, Staughton and Liberty Avenues are classified as Major Collectors, as is a section of Parker Avenue between East Orvis Street and State Route 37.

Annual Average Daily Traffic (AADT) counts vary within the Village of Massena. Refer to the table below for AADT’s.

Route	Section	AADT (Year)
Orvis Street	From Main Street to Parker Avenue	6103 (2013)
Main Street/970B	From Rt 37 to Maple Street	7856 (2018)
Parker Avenue	From Main Street to Rt 37	3696 (2018)
Andrews Street	From Rt 37 to Main Street	4447 (2019)

Source: New York State DOT Traffic Data Viewer
Table 2. Average Annual Daily Traffic

Within the DRI Study area, there are two traditional gas stations along Orvis Street, as well as an electric vehicle (EV) charging station located in a parking lot on Andrews Street, between Main and Church Streets.

Public transportation options are available through St. Lawrence County Public Transportation. The downtown is served by multiple bus routes, allowing transportation to neighboring areas including Canton, Ogdensburg, Potsdam, and Akwesasne. The public transportation pickup location within the DRI Study area is in front of the Massena Public Library on Glenn Street.

The Village of Massena adopted a Complete Streets policy in 2017 with the aim of fostering “a complete transportation network for all modes of travel that promotes access, mobility and safety of all users”³. Further, a Sidewalk Inventory was completed in 2018 to assess the conditions of pedestrian infrastructure such as sidewalks, crosswalks and intersections and identify areas in need of replacement. According to Walkscore.com, a free online tool that assesses the “walkability” of an address, Massena is a “very walkable” place, where “most errands can be accomplished on foot.”⁴

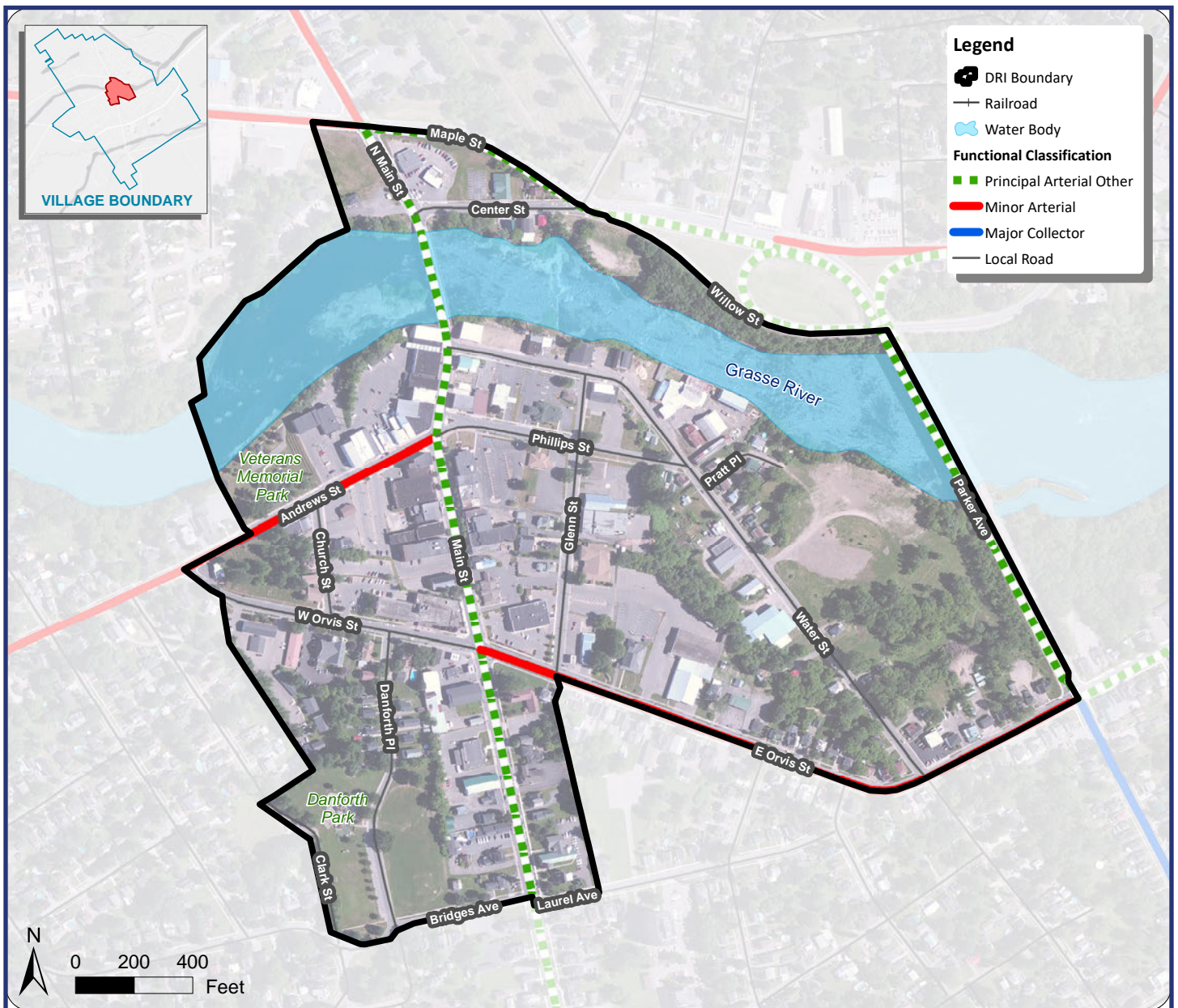


Figure 10. Transportation Map



SEAWAY INTERNATIONAL BRIDGE

The Seaway International Bridge connects three nations: the United States, Canada, and the sovereign territory of the Akwesasne Mohawk, which spans both sides of the St. Lawrence River. According to a 2019 estimate from the New York State Department of Transportation, the average annual daily traffic on the southern (US) bridge approach was 6,203 vehicles, 747 of which were categorized as trucks⁵. US Customs and Border Protection operates a checkpoint station at the bridge junction with State Route 37, east of Massena. Non-essential travel between Canada and the United States was suspended as a result of COVID-19 restrictions, which caused drastic reductions in cross-border traffic at ports of entry including the Three Nations Crossing at Massena.

GETTING TO MASSENA BY PLANE

Massena International Airport makes flying easy and stress-free with three (3) daily flights to Boston Logan Airport on modern, executive-style aircraft, coupled with comfortable state-of-the-art facilities, friendly and personalized check-in, and free parking just steps from the terminal building. Three flights are available, seven days a week. Publicly owned, the airport terminal underwent a major renovation project in 2004 and is host to over 9,000 flights yearly, divided between general aviation (local/transient), military, air taxi and commercial.

GETTING TO MASSENA BY CAR

Massena is located along New York State Route 37.

From Canada, take the 401 to Cornwall (US Bridge/Brookdale Avenue Exit) and follow Brookdale Ave/CR-2 East/Provincial Route 138 S. Enter roundabout and take exit to continue following Provincial Route 138 S/Seaway International Bridge. After processing at U.S. Customs, follow the roundabout to the second exit onto NYS 37 W. Follow NYS 37 W into Massena. Massena is less than 20 minutes from Cornwall.

From Buffalo/Rochester/Syracuse/Watertown, take US 81 N to Alexandria Bay, exit 50N, to NY 12 N which will become NYS 37 E. Stay on NYS 37 E to Massena. From Buffalo, approximately 5 hours driving time, 4 hours 30 minutes from Rochester, 3 hours from Syracuse, 1 hour 45 minutes from Watertown.

From NYC/Albany, take US 87 N (Adirondack Northway) to Plattsburgh; bear right onto exit ramp 42 (Mooers/Rouses Point) to US 11. Turn left onto US 11 and follow US 11 to Malone. Turn right onto NYS 37 W in Malone and continue on NYS 37 W into Massena. Approximate driving time from NYC, 6 hours; from Albany, 4 hours.

From Vermont, take Interstate 89 north to exit 21 (Swanton). Follow Route 78 west to Rouses Point (Route 78 merges with Route 2). Follow U.S. Route 11 south to Malone; turn right onto Route 37 W to Massena. Driving time from Burlington, approximately three hours.

GETTING TO MASSENA BY BOAT

Massena is the headquarters of the Great Lakes - St. Lawrence Seaway System which stretches from the Atlantic Ocean to Duluth, Minnesota. Once you reach the St. Lawrence River from your point of origin, you may need to pass through one or more of the series of locks that make up the Seaway System. In the Massena area, you can dock at the Robert Moses State Park Marina (approximately 3 miles north of Massena) or Coles Creek State Park Marina (approximately 12 miles northwest of Massena). Boat launches are also available along the river in Massena at the Massena Intake (Route 131) and next to the Wilson Hill causeway (also on Route 131).

¹ [DANC](#)

² [NCREDC](#)

³ [Village of Massena, NY General Legislation/Streets and Sidewalks](#)

⁴ [Walkscore.com](#)

⁵ [Traffic Data Viewer \(ny.gov\)](#)

ANCHOR INSTITUTIONS

The Village of Massena benefits from a range of anchor institutions, most of them located in or within a few miles of the downtown. These anchors, described below, offer essential services, provide employment and cultural opportunities, and contribute to the quality of life in the Village.

MASSENA HOSPITAL

Massena Hospital is an acute care, 25-bed hospital providing inpatient medical, surgical, and pediatric services in addition to emergency care. Located just outside the DRI boundary, the hospital's main campus also offers imaging and laboratory services, nutritional counseling, respiratory care, and inpatient physical and speech therapies. Several outpatient primary care and specialty care centers are operated by the hospital, including two in the Village of Massena. Massena Hospital has been part of the St. Lawrence Health System since December 31, 2019. With 1,950 employees, including 195 full-time medical staff members, St. Lawrence Health System is the largest employer in St. Lawrence County.

MASSENA CENTRAL SCHOOL DISTRICT

Massena Central School District serves approximately 2,800 students in grades K-12 and directly employs 440 people in various capacities. The district covers the Village and Town of Massena, most of the Town of Louisville, a portion of the Towns of Norfolk and Brasher, and the Akwesasne Mohawk Reservation. The School District includes three elementary schools (Nightengale, Jefferson, and Madison), J.W. Leary Junior High School, and Massena High School.

CELINE G. PHILIBERT CULTURAL CENTRE AND MUSEUM

The Celine G. Philibert Cultural Centre and Museum is not only a cultural resource but also a Massena institution. It moved to its current location at 79 Main Street in downtown Massena in 2016. The museum features exhibits on the history of the Town of Massena and houses historical records, documents, and artifacts dating back to the early 1800s. In addition to the Massena Museum, the Cultural Centre houses a gallery that currently features a traveling exhibition from the Frederick Remington Gallery in Ogdensburg. A \$250,000 addition to the facility that will add exhibit and storage space is currently underway.

MASSENA PUBLIC LIBRARY

Another cultural anchor in the downtown is the Massena Public Library on Glenn Street. Open six days a week, the library has more than 86,000 holdings and offers hundreds of programs for adults, teens, and children, including concerts, talks, art shows, and classes. In 2020, despite closing for four months due to the pandemic, the library had nearly 16,000 visitors. The library has become an important meeting and gathering place, cultural center, and technology hub for the community and surrounding area.

MASSENA SCHINE THEATER

While not currently an anchor, Massena's historic Schine Theater at 65 Main Street once played a vital role in bringing people downtown. The theater, which operated from 1918 until 1995, is now in the hands of the Massena Arts and Theater Association, Inc., a non-profit organization formed to renovate the building and create a year-round venue for the performing arts and cultural events. It is envisioned that once restored, the theater will again become a cultural and social hub for the community and a catalyst for new business creation in downtown Massena.

OTHER DOWNTOWN ANCHORS

- Massena Post Office
(100 Main Street)
- Massena Town Hall
(60 Main Street)
- The Horizons Youth Clubhouse
(56-58 Main Street)
- Numerous financial institutions



Theatre building at 65 Main Street. The building still stands, although the theatre has not been in operation since 1995.
Photo courtesy of the Margosian Collection

Major Employers - The largest employers in the greater Massena area are listed in the table below. These public and private employers are strongly rooted in the community. Although most of them are not located in downtown Massena, they nevertheless have a significant economic impact, supporting small, local businesses that generate additional jobs in a wide range of industry sectors.

Name	Industry	Location	Local Employment
Alcoa Massena Operations	Manufacturing	1814 State Highway 131	450
Massena Central School District	Education	84 Nightengale Avenue	440
Massena Hospital	Health Care	1 Hospital Drive	373
NY Power Authority	Power Generation	830 Barnhart Island Rd	245
Arconic	Manufacturing	45 County Route 42	160
St. Lawrence Seaway Development Corporation	Government	180 Andrews Street	130
SeaComm Credit Union	Financial Activities	30 Stearns Street	90
Curran Renewable Energy / Seaway Timber Harvesting	Manufacturing	20 Commerce Drive	95
Liberty Utilities	Utility	33 Stearns Street	56

Table 3. Major Employers in Massena

ENVIRONMENTAL RESOURCES

Grasse River - The Massena Power Canal is located approximately 3 miles north of the DRI Study Area and connects the St. Lawrence Seaway to the lower Grasse River. The Power Canal and its associated powerhouse were constructed in the early 1900s to provide hydroelectric power to the local community and to the “new” aluminum smelting facility. Shortly after the canal’s construction, the lower Grasse River was widened and deepened to accommodate the additional flow being diverted from the St. Lawrence Seaway through the Power Canal. The use of the Power Canal for power generation continued over the next several decades to support the growing population in Massena. Operation of the Power Canal ceased in 1958, upon completion of the Eisenhower locks system and Moses-Saunders Power Dam (FDR project) on the St. Lawrence River, which is operated today by the New York Power Authority.

The historical deepening of the lower Grasse River altered the physical characteristics of the river. The river’s banks are steep and extend from shallow shoal areas along the shorelines to a relatively deep and flat river bottom that is underlain by bedrock, glacial till or pre-glacial marine sediments. On average, the lower Grasse River is about 400 to 600 feet wide and 10 to 25 feet deep and has minimal floodplains.

In addition, when the Massena Power Canal was closed in 1958, the result was a significant drop in the volume of water that is transported through the oversized lower Grasse River channel, which has resulted in low flow velocities throughout the river. Under typical summer flow conditions, flow velocities in the lower Grasse River are generally so low that it can be difficult or impossible to measure with conventional equipment. Even under higher spring flows, flow velocities are still relatively low. These low flow velocities, coupled with the deeper waters that exist in the lower river, create an environment that is favorable for the depositing of solids entering from upstream into the lower Grasse River, making it act more like a reservoir than a river. Because of this, historically, an average of 2 to 3 centimeters of clean solids have been deposited on the river bottom each year. More recent estimates suggest an average rate of about 1 centimeter per year or less.

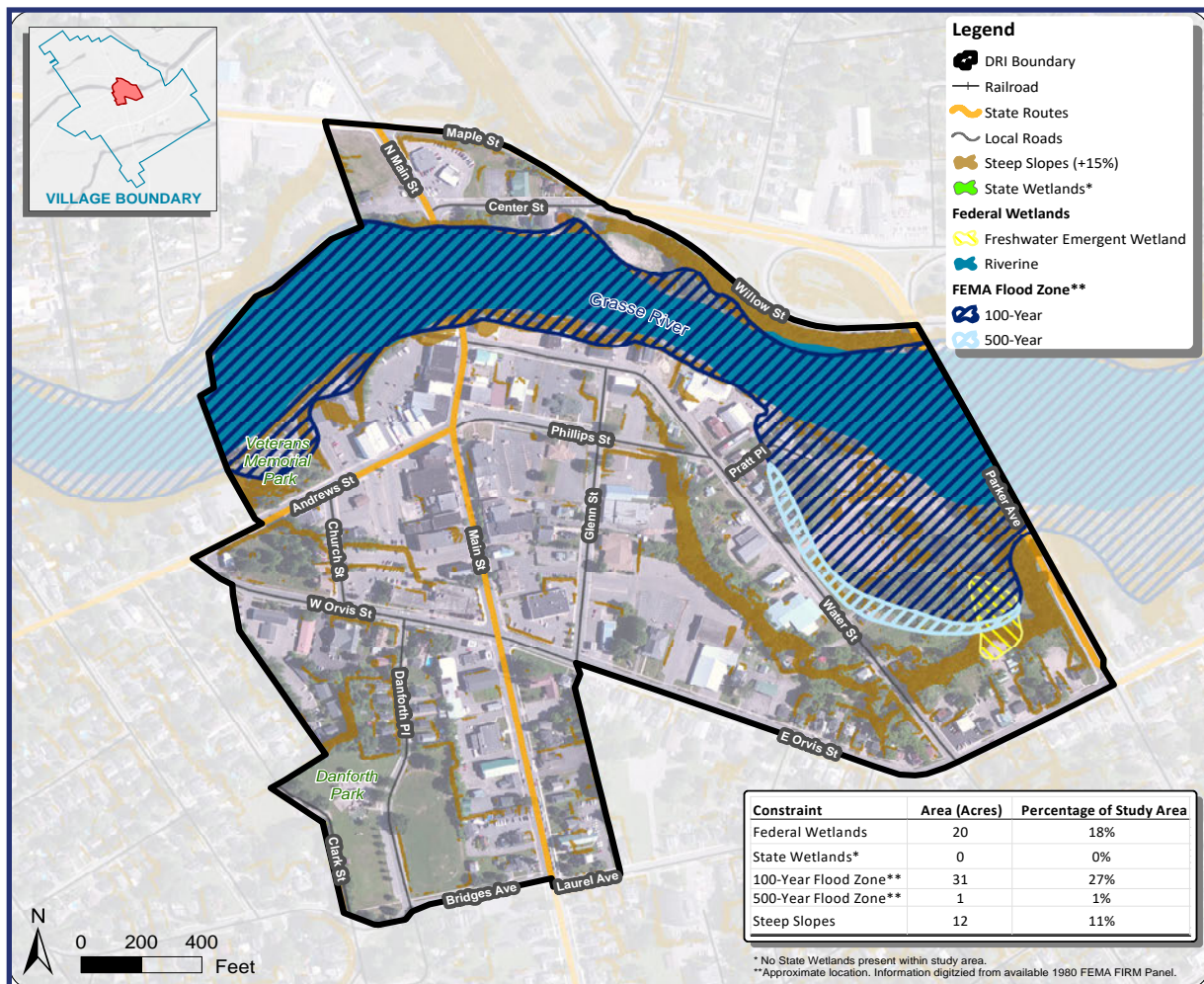


Figure 11. Environmental Map

DEMOGRAPHIC AND SOCIOECONOMIC CHARACTERISTICS

Population - The Village of Massena is a community of approximately 10,500 residents, with an estimated 278 people living within the boundaries of the DRI Study Area. The Village has been slowly losing population for the last fifty to sixty years due to the erosion of its industrial base. Since 2010, the number of residents in the Village has declined by about 4%, while the DRI lost 5.1% of its population.

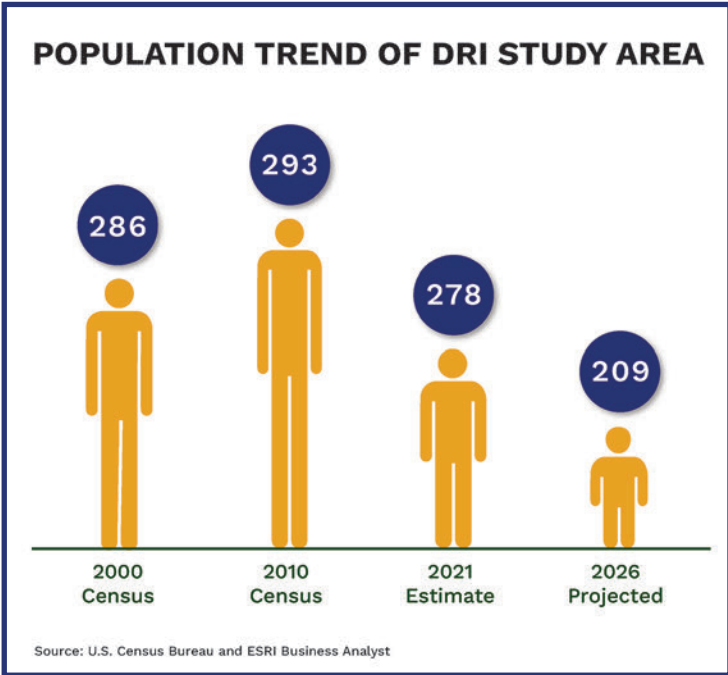


Figure 12. Population Trend of DRI Study Area

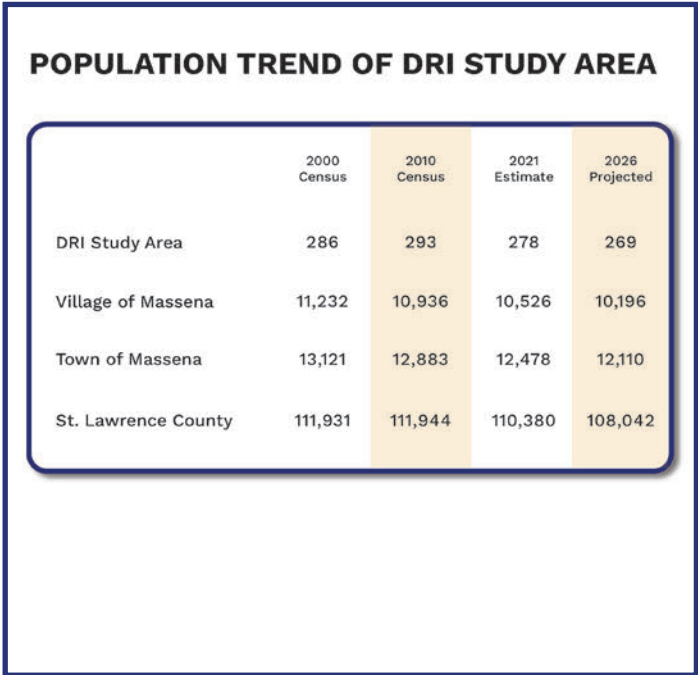


Figure 13. Population Characteristics
Source: U.S. Census Bureau and ESRI Business Analyst

Age - The median age is 41.7 years in the Village of Massena and 44.5 in the DRI Study Area. Both figures exceed the median age of 39.1 in St. Lawrence County. Twenty percent of Village residents and 24.5% of those living in the DRI Study Area are age 65 and over. There is a need to recruit more young people to establish roots in Massena, raise their families here, and sustain the community for the future.

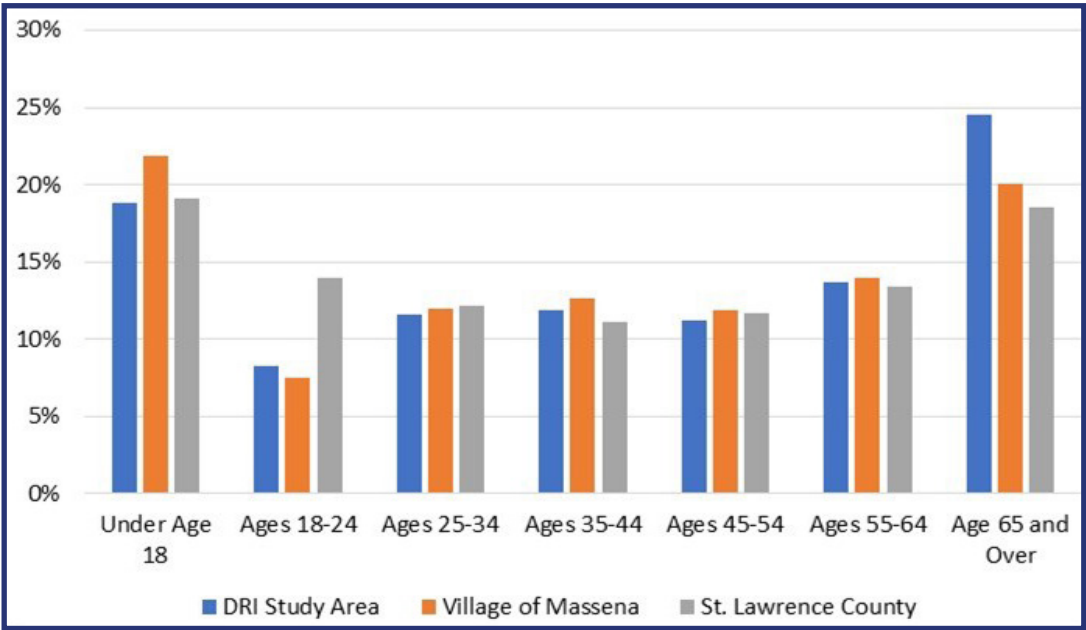


Figure 14. Population by Age, 2021 Estimates
Source: ESRI Business Analyst

Income - Household income levels impact the ability of residents to pay for housing, contribute to the tax base, and support the economy as consumers of goods and services. Over the last few decades, income levels in the Village of Massena have been consistently lower than those in St. Lawrence County. The median household income is estimated at \$46,111 in the Village of Massena and \$48,910 in the DRI Study Area. The estimated median household income in the County is \$56,579.

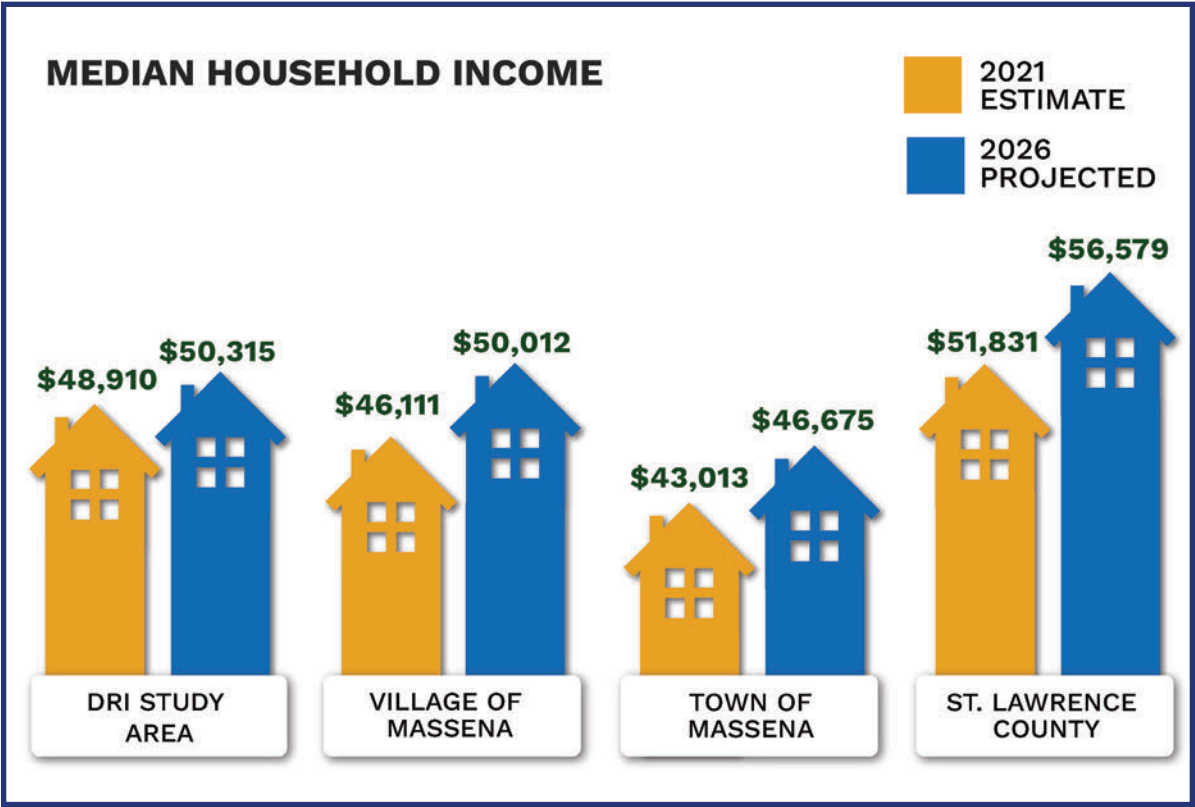


Figure 15. Median Household Income

Poverty - Poverty is a persistent problem in St. Lawrence County, one of the most impoverished counties in the state. The poverty rate in the County is 17.9%, and the poverty rate for children is 26.4%. These rates are higher than the statewide and national rates.

Recent estimates from the American Community Survey indicate that 19.6% of all residents in the Village of Massena live in poverty, with the rate increasing to 28.3% among children under 18 years of age. The poverty rates are 21.1% and 31.9%, respectively, in the Town of Massena.

The effects of poverty can be detrimental to the quality of life in a community. People living in poverty are more likely to live in substandard housing and are often at-risk of adverse health outcomes. Poverty impacts the ability of residents to care for and maintain buildings, support local businesses, and purchase everyday necessities.

Poverty Rates	% Of Population Below Poverty Level	% Of Population Under Age 18 Below Poverty Level
Village of Massena	19.6%	28.3%
Town of Massena	21.1%	31.9%
St. Lawrence County	17.9%	26.4%

Table 4. Poverty Rates
Source: U.S. Census Bureau, American Community Survey 2014-19 Five-Year Estimates

EMPLOYMENT

Total employment in the Village of Massena is estimated at 3,800. As shown in the table below, 28.1% of the jobs in the Village are in government, including the public school district, while 18.0% are in health care and social assistance. The latter is due largely to the presence of Massena Memorial Hospital in the Village. Other significant industries with respect to employment are retail trade (15.9%), accommodations and food services (11.3%), and manufacturing (8.3%).

The Village draws workers from a relatively large geographic area. Although one-third of the jobs in Massena are held by Village residents, 43.1% are held by workers who reside elsewhere in St. Lawrence County. Nearly 8% of workers commute to Massena from Franklin County, while 3.2% come from Clinton County. The net inflow of workers provides a sizable daytime market for local restaurants and other businesses in downtown Massena. In the Table below (10.2) the total number of employed is roughly 565 in the DRI Study Area and roughly 3,800 for the Village of Massena itself.

Employment by Industry	DRI Study Area	Village of Massena
Government / Public Education	73.8%	28.1%
Accommodation and Food Services	9.2%	11.3%
Retail Trade	6.0%	15.9%
Health Care & Social Assistance	4.4%	18.0%
Professional, Technical, & Scientific Services	2.3%	1.4%
Finance & Insurance	2.1%	4.1%
Manufacturing	0.7%	8.3%
Other Services (Personal & Repair Services)	1.4%	2.8%
All Other Industries	0.0%	10.1%

Table 5. Employment by Industry

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics. Data is as of 2019, the latest available.

HOUSING

The supply of housing in the Village of Massena is characterized by a prevalence of older units, limited reinvestment, and low property values. According to the most recent American Community Survey (ACS) 5-Year Estimates from the U.S. Census Bureau, the Village of Massena has a total of 4,965 housing units. Nearly 70% of the units are in single-family homes, while 17.4% are in small multi-family structures of 2 to 4 units. Owner-occupied units represent 61.3% of the Village's housing stock and have a median value estimated at \$76,400, or \$17,200 below the County median. More than 72% of all housing units in the Village – versus about half of the units in St. Lawrence County overall – were constructed before 1960.

An estimated 185 housing units are located within the DRI Study Area. About 52% are owner-occupied, 31.9% are renter-occupied, and 16.2% are vacant. The high rate of vacancy compared to other municipalities in the North Country may reflect housing units that require significant renovations to bring systems up to date and meet the expectations of prospective homebuyers and tenants. Rent levels are considerably lower than those in the Village as a whole; the median contract rent, which does not include utilities, is \$439 in the DRI and \$577 in the Village. Within the DRI Study Area, 55.1% of the housing units are in single-family homes and 23.8% are in buildings with 2 to 4 units.

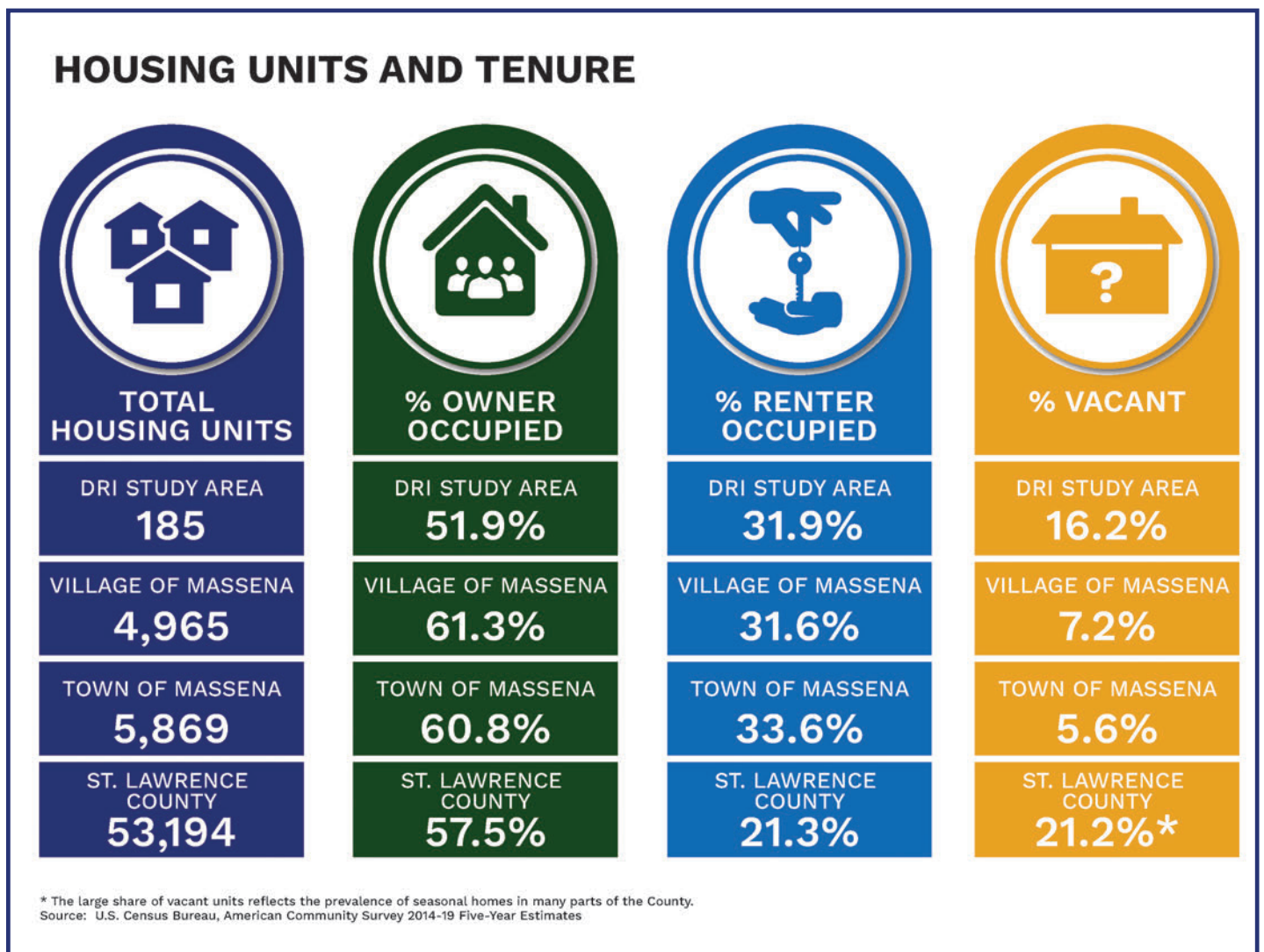


Figure 16. Housing Units and Tenure

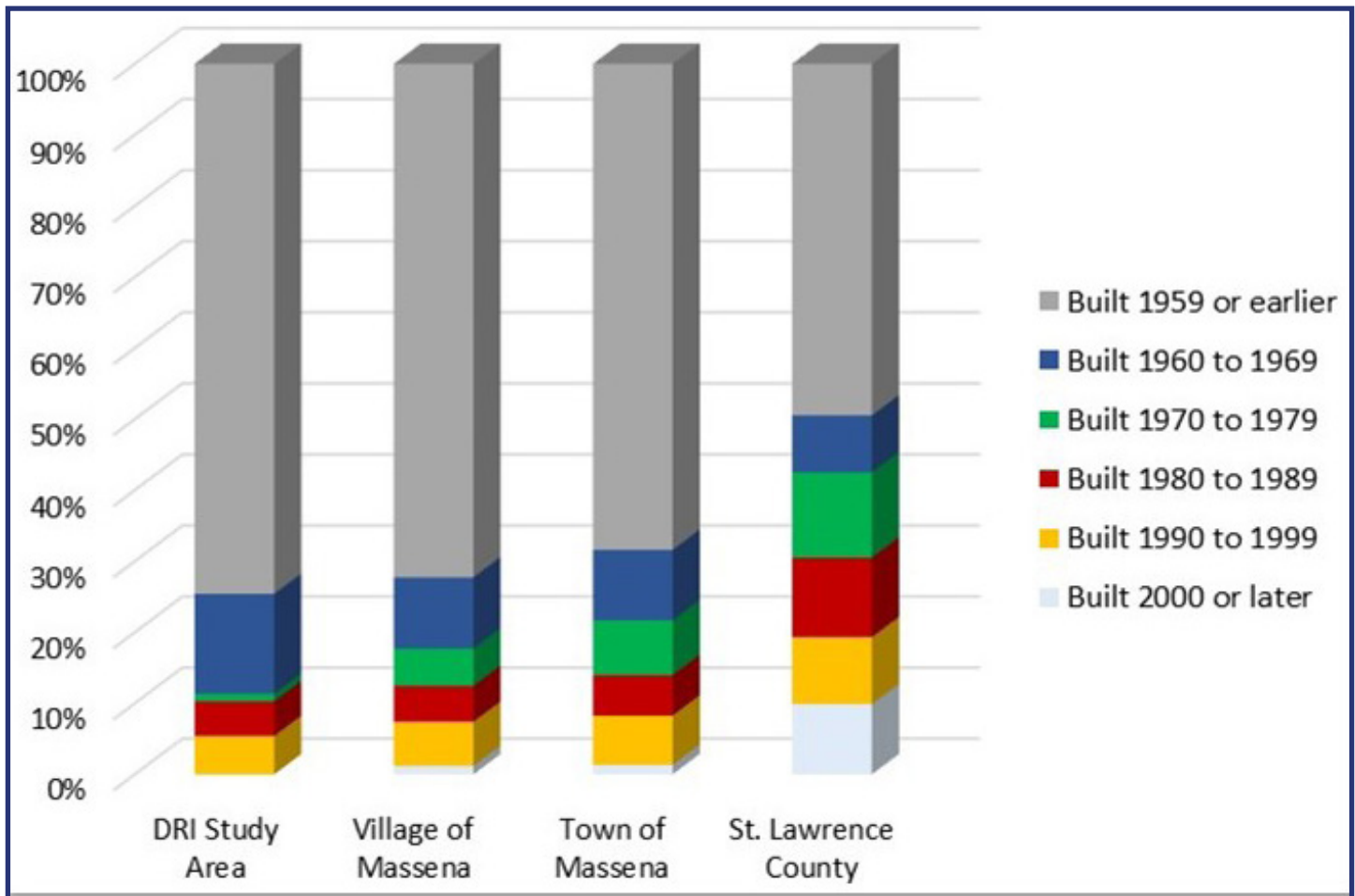


Figure 17. Housing Units by Year Structure Built
Source: American Community Survey 2014-19 Five Year Estimates

More than 18% of households living within the DRI boundary lack access to a vehicle. The Village of Massena has applied for and received numerous funding awards to address housing needs over the years. Since 2000, it has received and administered approximately \$3.8 million in housing-related grants from various funding sources. Most recently, in 2021, the Village was the recipient of a \$350,000 NYS Affordable Housing Corporation grant for the rehabilitation of ten homes occupied by low- and moderate-income owners. The Village also received a \$400,000 CDBG grant in 2017 for a first-time home buyer assistance program, which provided the opportunity for 12 income-eligible households to purchase a home.

Building permit information indicates that very little new housing has been constructed in the Village of Massena in the last ten years. From 2011 to 2020, permits were issued for the construction of 5 housing units in the Village. In contrast, the Town of Massena issued permits for 17 single-family and 14 multi-family units during this time.

Residential median sale price data for counties on the website of the NYS Department of Taxation and Finance shows that St. Lawrence County had a median of \$89,950 in 2020 (2021 data is not yet available). This was a 5.8% increase over the 2018 median sales price of \$85,000. The number of homes sold also increased, from 976 to 1,166.

Comparable sales figures for the village are not available. However, the Zillow Home Value Index shows a median home value of \$89,851 in Massena as of January 2021. Moreover, Zillow indicates that home values in Massena have increased 24.4% in the past year.

MARKET ANALYSIS

Based on reports from local businesses, downtown Massena pulls its primary customers from a market area that encompasses the Towns of Massena, Louisville, Brasher, Norfolk, and the St. Regis Mohawk Reservation. The total population of this area is estimated at 26,305 and represents about 20-25% of the St. Lawrence County population. For residents of the primary market area, Massena serves as a destination for shopping, dining, services, and cultural and recreational opportunities. It is also where children in the Massena Central School District – the largest district in the County – go to school.

MARKET SEGMENTS AND CHARACTERISTICS

Key characteristics of the Downtown Massena Primary Market Area are shown on the following page. Both the Village and the downtown market area are projected to lose population and households over the next five years, but household income levels are projected to rise. Income levels are slightly higher in the downtown market area than in the Village, with nearly 21% of households earning at least \$100,000 per year.

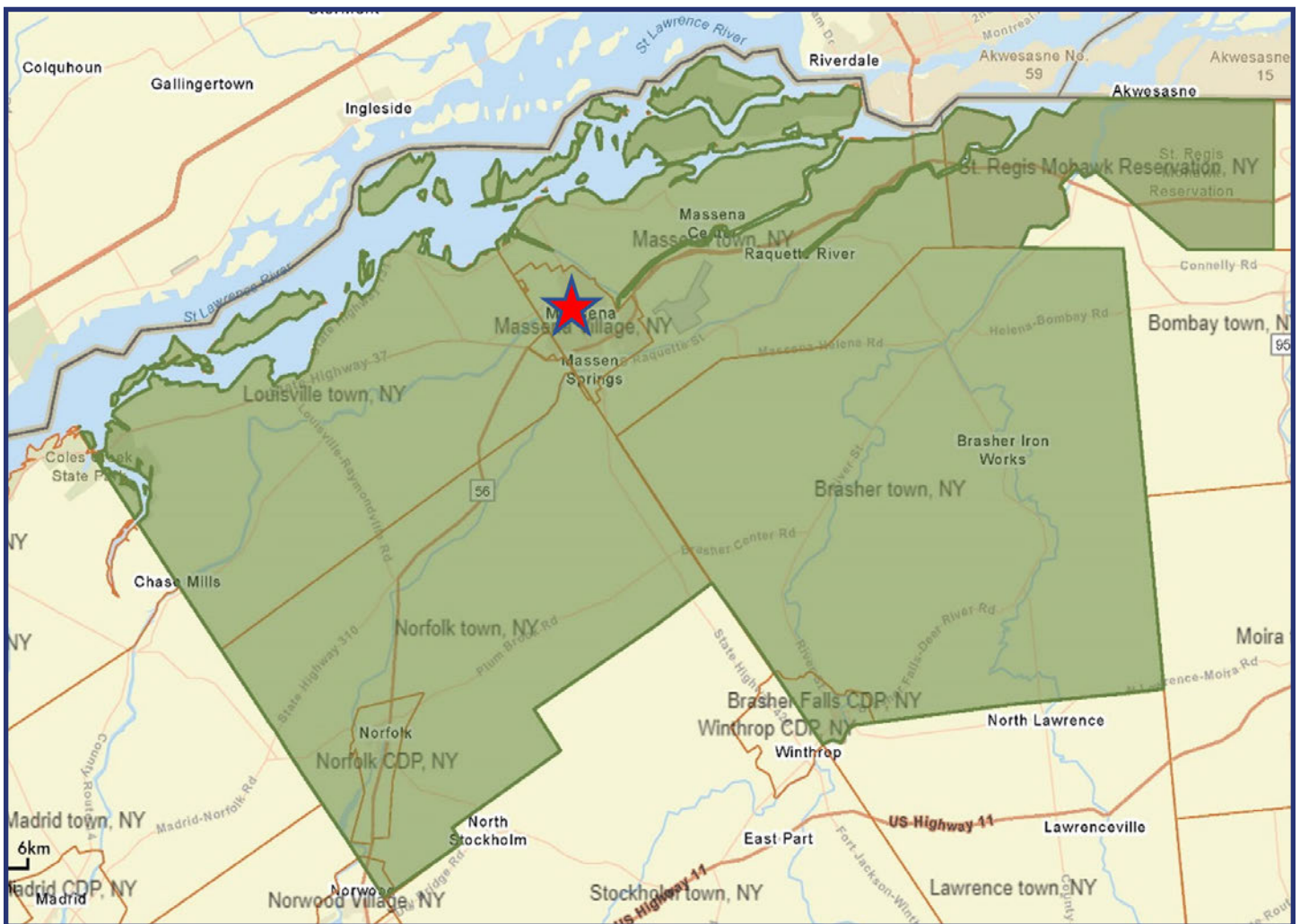


Figure 18. Downtown Massena Primary Market Area

Market Characteristics	Village of Massena	Downtown Market Area
Population	73.8%	28.1%
2021 Estimated	10,526	26,305
2026 Projected	10,196	25,716
2021-26 Projected % Change	-3.1%	-2.2%
Households	2.3%	1.4%
2021 Estimated	4,552	10,891
2026 Projected	4,417	10,674
2021-26 Projected % Change	-3.0%	-2.0%
Median Age	0.0%	10.1%
2021 Estimated	41.7	41.9
2026 Projected	42.3	42.6
Median Household Income		
2021 Estimated	\$46,111	\$48,211
2026 Projected	\$50,012	\$52,859
2021-26 Projected % Change	+8.5%	+9.6%
Households Earning \$100,000 or More Per Year		
2021 Estimated	19.8%	20.7%
2026 Projected	22.6%	24.7%

Table 6. Market Characteristics
Source: U.S. Census Bureau and ESRI Business Analyst.

Other markets served by downtown Massena include the following:

- **Employees** of the Massena Central School District, Massena Hospital, Alcoa Massena Operations, NY Power Authority, St. Lawrence Seaway Development Corporation, and other businesses, government agencies, and organizations in the Village and Town of Massena. Approximately 4,500 workers are employed throughout the Town of Massena, and about 45% of them live outside the Downtown Massena Primary Market Area described previously. Many workers eat at restaurants, purchase goods and services, and attend events in downtown Massena.
- **Residents** of Cornwall, Ontario and surrounding communities. In 2018, the Greater Massena Chamber of Commerce entered into a tri-chamber agreement with the Cornwall and Akwesasne Chambers of Commerce to strengthen ties between the communities, which share access to the St. Lawrence River. Although the pandemic shut down the U.S.-Canada border for nonessential travel for months, Massena has long been a popular shopping destination for Canadians living in eastern Ontario. Data from ESRI indicate that the Cornwall metropolitan area has more than 62,000 residents, with a median age of 45.9; the per capita income is the equivalent of about \$27,000 in U.S. dollars, putting the Cornwall area on par with the Massena market on the American side of the border.
- **Students** attending local colleges and universities. Educational institutions in St. Lawrence County include SUNY Potsdam and Clarkson University in Potsdam and SUNY Canton and St. Lawrence University in Canton. These schools are a 30- to 40-minute drive from downtown Massena. Based on enrollment figures from the National Center for Education Statistics as of fall 2020, downtown Massena has the potential to serve college student market of nearly 12,000.
- **Visitors** to the area. According to the website of the St. Regis Mohawk Tribe (SRMT), the Akwesasne Mohawk Casino Resort attracts more than 1.3 million visitors to the greater Massena area each year. Located 11 miles from downtown Massena, the casino complex features 140,000 square feet of gaming space, a 150-room hotel, restaurants, and a day spa, but visitors will venture out to communities in the surrounding area if there are other things to see and do. Significant visitation to Massena is also generated by Robert Moses State Park, which had nearly 84,000 visitors in 2020; NYPA's Hawkins Point Visitors Center and Boat Launch (28,000 visitors per year); the Dwight D. Eisenhower Visitors Center at the Eisenhower Lock (60,000 visitors per year); and participation in fishing, kayaking, birdwatching, and other forms of outdoor recreation. Outside of Massena, events associated with the colleges, such as graduations, sports, and alumni weekends, bring thousands of people to St. Lawrence County. The vast tourist market is one on which downtown Massena can further capitalize.

Investment Activity

Downtown Massena has experienced a substantial amount of commercial investment in the last few years. The table on the following page identifies sales of commercial real estate in the DRI Study Area from 2018 to 2021; 16 properties changed hands, with a median selling price of \$100,000. Many of these properties have been the focus of additional investment to modernize commercial and residential spaces, accommodate new businesses, and turn vacant buildings into community assets.

Since 2015, projects in downtown Massena have earned State grant awards totaling nearly \$5 million. Other recent investments in the DRI study area have included:

- The renovation of The Mercantile, a vacant, dilapidated building at 2 Water Street, into a vibrant and attractive multi-use structure and three new housing units upstairs;
- Completion of Phase I restoration of the historic Massena Schine Theater, which will serve as a key cultural anchor for the downtown once a planned Phase II is accomplished;
- Redevelopment of a long-vacant, 11,365 square foot mill building at 38 Water Street with support from a Restore NY grant;
- Expansion of the Celine G. Philibert Cultural Centre and Museum to create additional exhibit space;
- The replacement of the Parker Avenue Bridge, which serves as a gateway to the downtown, adding pedestrian-friendly features and landscaping; and
- The establishment or expansion of 22 businesses, some of them relocating to new, larger locations in the downtown core.

Commercial Property Sales in the DRI Study Area, 2018-21

Address	Property Classification	Date of Sale	Sales Price
87 Main St	Large retail outlet	9/1/2021	\$2,400,000
28 Main St	Attached row building	6/9/2021	\$60,000
30 Main St	Attached row building	6/9/2021	\$60,000
68 E Orvis St	Detached row building	5/13/2021	\$205,000
50 E Orvis St	Large retail outlet	4/27/2021	\$120,000
24 Andrews St	Attached row building	3/25/2021	\$37,000
88 Parker Ave	One story small structure (demolished)	3/25/2021	\$369,000
27 W Orvis St	Converted residence	11/30/2020	\$100,000
69 Main St	Attached row building	10/26/2020	\$75,000
48,52,54 Main St	Attached row building	5/11/2020	\$80,000
38 Water St	Storage/warehouse facility	12/19/2018	\$120,750
107, 109 Water St	Auto body shop	9/11/2018	\$105,000
37 E Orvis St	Apartments	6/5/2018	\$92,000
76 N Main St	Converted residence	4/20/2018	\$49,000
32 Andrews St	Attached row building	4/6/2018	\$100,000
84 Main St	Minimart	1/23/2018	\$344,000

Table 7. Commercial Property Sales in the DRI Study Area, 2018-2021
Source: New York State Office of Real Property Services.

VACANT AND UNDERUTILIZED SPACE

As discussed in Land Use, Vacant lands account for approximately 20% of the land area within the DRI Study Area (see Figure 6). Vacant lands are present along sections of Water Street, the northern bank of the Grasse River as well as land adjacent to Danforth Park. In addition to these lands, a number of underutilized properties are also present that represent opportunities for potential reuse. Properties currently listed for sale or for lease are shown in Table 8 below.

The Village of Massena has developed a grant-funded “Zombie Property Program” to document and report abandoned properties within the village limits of Massena. A “Zombie” property is a structure that has been abandoned by the property owner and may face maintenance issues and which can impact surrounding properties.

Available Retail and Commercial Properties in Downtown Massena		
Location	Square Footage	Description
45 Main St	7,537	Two commercial spaces on the street level and three upstairs apartments
51 Main St	1,900	Two-story building with five parking spaces in back; commercial space at ground level and one apartment upstairs
90 Main St	6,516	Large warehouse with 3-bay garage; vacant
94½ Main St	4,319	Usable warehouse and storage space with possibilities for development; vacant
96 Main St	1,014	Former grocery store next door to post office; parking lot with 20 spaces. Vacant and in need of renovation
26 Andrews St	2,204	One-story building with 9' ceilings, full basement, loading dock in rear with garage door
9 W. Orvis St	1,022	Former pub, no equipment; vacant and in need of renovation

Table 8. Available Retail and Commercial Properties in Downtown Massena
Source: St. Lawrence County Multiple Listing Service.



Example of vacant, underutilized property within the DRI Study Area.

SECTION II

DOWNTOWN VISION, GOALS, AND STRATEGIES



Photo Courtesy of: Nathan Lashomb - Forevermore Studio Photography



DOWNTOWN VISION, GOALS AND STRATEGIES



Photo Courtesy of: Forevermore Studios – Nathan Lashomb

INTRODUCTION

The Village of Massena is well positioned for revitalization to build upon its momentum in rediscovering and reimagining its quaint, historic downtown. The Village's resurgence will lead to optimistic economic sustainability and improved quality of life. The dedicated DRI Local Planning Committee (LPC) has developed both a downtown Vision and a set of Goals and Strategies to guide its work within the DRI Area. Throughout committee meetings and public workshops, the LPC, key stakeholders and members of the public were tapped to provide feedback and help shape a comprehensive approach towards

addressing ongoing opportunities and challenges. The subsequent downtown Vision and DRI Area Goals and Strategies summarize the community's ambitions for downtown revitalization and should steer project implementation and future planning efforts.

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

“Moving Massena Forward: Proud Past, Promising Future”

A rich heritage nestled amongst one of the most scenic settings in New York State, the Village of Massena is transforming into a **greener, more vibrant, and more connected community**. The goal is to revitalize Massena’s downtown making it more walkable, utilized, and functional.

Serving the community’s housing, wellness, and recreational needs while **improving the economy** and sustainability for the entire Massena community, continued investment in Massena’s downtown will **boost economic growth, inspire entrepreneurial opportunities, and enhance placemaking**.

As a central hub to smaller surrounding communities, Massena’s growth has the potential to ripple through and enhance neighboring areas to **strengthen the region** as it recovers from the COVID-19 pandemic and well into the future. **Enhancing downtown** to serve as a true community center will **support health and sustainability** for both the Village and region.



Photo Courtesy of: Forevermore Studios – Nathan Lashomb

GOALS AND STRATEGIES:

1.

Boosting Downtown

Bolster economic growth and inspire a range of entrepreneurial opportunities within a welcoming and galvanized Downtown.

- Strategy 1:** Encourage diversity of desirable full-service businesses and experiences Downtown that are accessible to residents and visitors.
 - Strategy 2:** Continue the momentum of Downtown to support innovation and entrepreneurship to generate new business and employment opportunities.
 - Strategy 3:** Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
-

2.

Living Downtown

Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.

- Strategy 1:** Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts.
 - Strategy 2:** Support placemaking by investing in amenities to promote a functional dynamic Downtown.
 - Strategy 3:** Utilize green infrastructure to create a contemporary Downtown that is environmentally sustainable.
 - Strategy 4:** Foster local food access through farmers markets and food truck experiences Downtown.
 - Strategy 5:** Generate mixed income housing to address a lacking quality of affordable housing stock and encourage growth Downtown.
-

3.

Serving Downtown

Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.

- Strategy 1:** Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
- Strategy 2:** Integrate formalized walking/cycling routes within the Downtown and along the riverfront.
- Strategy 3:** Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

4.

Connecting Downtown

Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.

- Strategy 1:** Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Strategy 2:** Support local and regional tourism through creative placemaking in a more connected Downtown community.
- Strategy 3:** Develop intentional waterfront connections and recreational experiences.
- Strategy 4:** Highlight progressive Complete Streets approaches that support the development of a transportation network for all modes of travel that promotes access, mobility and safety for all users.



Photo Courtesy of: Kent Fournier

SECTION III

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY



Photo Courtesy of: Nathan Lashomb - Forevermore Studio Photography



DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

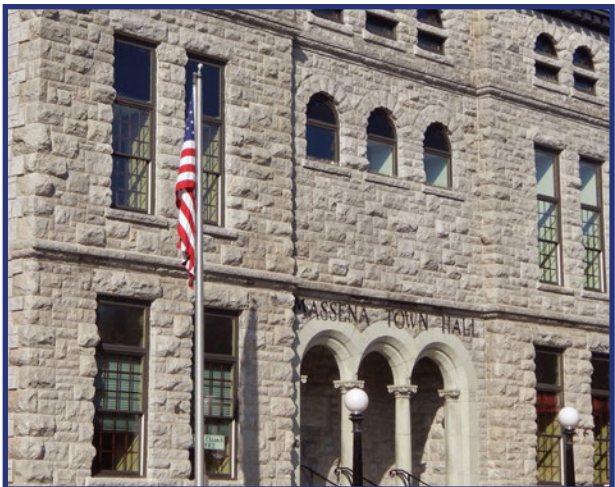
Local capacity and leadership are fundamental to the successful implementation and long-term sustainability of DRI-funded projects. Collaboration between the local municipality and private landowners allows for increased efficiencies and leverages resources more effectively. With shared goals and priorities, these groups can work together to kickstart and support downtown rediscovery efforts and beyond.

The Village's DRI implementation team includes:

- Village Board of Trustees
 - Mayor Gregory Paquin
 - Mathew J. LeBire
 - Christine M. Winston
 - Francis J. Carvel
 - Chad Simpson
- Monique N. Chatland, Village Clerk/Administrator



Massena Town Hall



Massena Town Hall

The purpose of this section is to demonstrate how the projects to be presented in Section 5 of this plan will be managed and sustained once DRI funds are awarded by the state. Within the Village of Massena, there is significant capacity to implement progressive projects in the downtown area.

The Village has a history of success in adequately administering and implementing grant projects; the Village has effectively administered over \$10 million in grants since 2010. The administration conveys ample facility to successfully meet the goals of the DRI and ensure project completeness in accordance with all program guidelines.

The Village also receives support and services provided by the following departments: Police Department, Fire Department, Department of Public Works, Water and Wastewater, Code Enforcement, Housing, and Recreation. The Village's water and sewer utilities serve over 5,000 properties, while the Department of Public Works maintains over 40 miles of roads.

In addition, the Village currently contracts with a professional grant writing consultant to assist in preparing and administering grants within the Village. The consultant provides additional capacity to the Village staff. It is anticipated this consultant would also assist with administration of the Core of the Community program, should that be funded through the DRI.

The Massena Electric Department is an electric utility owned and operated by the Town of Massena and is a designated Reliable Public Power Provider providing public power to the Village.

Additionally, the Village utilizes numerous committed volunteer boards to assist with Village operations. The Boards include Massena Planning Commission; Massena Zoning Board of Appeals; Business Development Corporation for a Greater Massena; Massena Recreation Commission; Massena Housing Authority; and the Board of Ethics.

PUBLIC ENGAGEMENT

As an additional level of support and capacity, the Village of Massena benefits from a widely engaged and active group of citizens that enthusiastically participated in the preparation of the DRI application as well as in the Local Planning Committee (LPC) for the development of a DRI Strategic Investment Plan. Members of the LPC represent a broad range of local professionals, business owners, and public stakeholders who are dedicated to a long-term, sustainable, viable, and bright future for Massena, ensuring cohesion and accord in directing the downtown revitalization and vision.

SHARED SERVICES AND COLLABORATION

Further consideration to the Village's administrative capacity, is the fact that it coexists with the surrounding Town of Massena and benefits from a variety of shared services agreements and departments, such as:

- The Joint Recreation Commission
- Building/Code Enforcement Office
- Tax Assessor/Assessment Office
- Water and Sewer Billing Department (Town of Massena water and sewer districts)

The Village also has various other shared services agreements with other entities such as housing the Massena Central Schools, the Transportation & Fueling Facility at the Department of Public Works, the processing and collecting water bills for the Town of Norfolk water districts as well as various agreements with St. Lawrence County and surrounding municipalities.

DRI investment in downtown Massena is sure to be maximized with support of the local government landscape presented in Greater Massena.



Main Street Massena

The Village of Massena will be the local entity responsible for the coordination, management and execution of the publicly-sponsored projects proposed for DRI funding. The Mayor and Village Clerk/Administrator were closely involved in the development of proposed projects and are committed to ensuring their implementation. The Village of Massena is also comprised of a number of departments and individuals who have expertise and experience in the management of projects similar in scope, including streetscape improvements, site preparation, signage installation and local grant programs. The Village Administrator/ Clerk will work closely with the Mayor and other Village departments to manage the implementation of all proposed projects.

Projects that involve new development, redevelopment, or rehabilitation of buildings within the downtown will be managed and coordinated by the identified private or non-profit project sponsor. The project sponsors for these projects are individuals or organizations with documented experience and capacity to implement the projects successfully and have demonstrated that they are rooted in the region. State agencies, such as Empire State Development, Department of State, and the Department of Homes and Community Renewal, will contract directly with these project sponsors. All private development projects will be required to meet local regulations and obtain local and state permits and approvals. The Village has expressed that they are willing and able to continue to provide support to assist where necessary.

Project Name	Project Sponsor	Project Type	Project Partners
Reactivate Danforth Park	Village of Massena	Public	Village Departments
Advance Downtown Enhancements	Village of Massena	Public	NYS DOT
Establish Downtown Riverwalk	Village of Massena	Public	NYS DEC, Private Landowners
Transform the School of Business & Create Gateway & Courtyard	St. Lawrence County IDA	Public	Village of Massena
Modernize Historic 48 Main Street	Bruce Beckstead	Private	N/A
Reboot On the Rocks Restaurant	Jeffrey & Gerald Johnson	Private	N/A
Restore 94 - 96 Main Street	Michael Kassian	Private	N/A
Revive the Historic Schine Theater	Shawn Gray/ Massena Area Theater Association	Non-Profit	Future Private Donors
Transform JJ Newberry's Building	Bill and Sue Fiacco/GoCo Massena LLC	Private	N/A
Reimagine 37 Water Street, The Creamery	Bill and Sue Fiacco/GoCo Massena LLC	Private	N/A
Launch CORE of the Community Fund	Village of Massena	Public	N/A

Table 9. Project List

SECTION IV

PUBLIC INVOLVEMENT



PUBLIC INVOLVEMENT



Public Meeting

A key component in completing a successful DRI program is providing community members and stakeholders opportunities to connect to the planning process. The Village and the DRI Local Planning Committee (LPC) with support from the consultant project team worked diligently to ensure that members of the public, from all walks of life, were informed and included in each phase of the DRI process. The project team, Village, and LPC received feedback from key stakeholder groups throughout the process including business owners and employees, residents, landowners, visitors, and local officials. The Community Engagement Plan was developed to guide the public engagement process and used to outline the engagement methods and strategies to inform the project team, Village, State planners and LPC throughout the DRI process.

A variety of platforms were utilized to connect the community and gather input:

Zoom Online Meeting Platform
Project Website
Regular Press Releases
Social Media Outreach
Survey Cards
Paper Flyers
Local News Media
Email campaign

Ongoing Engagement Efforts:

Project website
Monthly LPC meetings

Engagement Phase I:

Call for Projects
Informational pop-up
Online Community Vision and Values Survey
Stakeholder Group discussions
Public Engagement #1

Engagement Phase II:

LPC Working Groups
Online DRI Project Questionnaire
Public Engagement #2

Engagement Phase III:

Online Project Gallery

OUTREACH PLATFORMS & ENGAGEMENT

ONGOING ENGAGEMENT EFFORTS

Local Planning Committee (LPC)

The LPC served as an advisory group for the entirety of the DRI process and provided their knowledge and insight regularly. LPC members supplied valuable input on the DRI process and helped to refine the slate of projects to be recommended for funding. LPC meetings were held monthly throughout the duration of the process. These meetings were held in a hybrid format and LPC members were encouraged to join meetings in-person at the Massena Town Hall in Downtown Massena, or through the provided virtual option. All LPC meetings were recorded and made available on the project website along with presentation materials. Members of the public were invited to participate in virtual comment periods held at the end of each LPC meeting and directed to submit comments through the contact form included on the project website.

The LPC included a diverse group of local and regional leaders, stakeholders, and community representatives. The LPC was led by the two co-chairs: Gregory Paquin, Village of Massena Mayor, and Patrick Kelly, of the St. Lawrence County Industrial Development Agency.

NAME	AFFILIATION
Gregory Paquin	<i>Village of Massena, Mayor</i>
Patrick Kelly	<i>St. Lawrence County IDA</i>
Timothy Ahlfeld	<i>Village of Massena</i>
Sue Bellor	<i>Town of Massena</i>
Michael Besaw	<i>Seacomm FCU</i>
Kristin Colarusso Martin	<i>Massena Central Schools</i>
Réal "Frenchie" Coupal	<i>Frenchie's Chevrolet</i>
Richard Daddario	<i>Laborers Local 1822</i>
Mary Elman	<i>Massena Housing Authority</i>
Marina Labaff	<i>A Million Monarchs Boudoir</i>
Matt LeBire	<i>Village of Massena</i>
Shelyn Peets	<i>Simplicity Clothing</i>
Allison Smith	<i>Massena Yoga Studio</i>
Toby Violi	<i>Farmers Insurance</i>
Kirk Wilmshurst	<i>Massena Savings & Loan</i>

Table 10. Local Planning Committee (LPC) Members



LPC Meeting #1 screenshot via Zoom

Six (6) total LPC meetings were held throughout the duration of the process in the previously-mentioned hybrid format:

LPC Meeting #1, February 14, 2022:

The first LPC meeting was to introduce the priorities and responsibilities of the LPC in the planning process. This meeting provided an overview of the DRI process, including roles and responsibilities, project scope and schedule, community engagement, and the confirmation of the Village's downtown vision and DRI boundary as presented in the Village's DRI Application.

LPC Meeting #2, March 8, 2022:

The second meeting covered topics including a discussion on Vision, Goals, and Strategies, the Community Engagement Plan, and the project evaluation guidelines.

LPC Meeting #3, April 12, 2022:

The purpose of LPC Meeting #3 was to provide an update on public engagement, confirm Massena DRI Goals and Strategies, and discuss the initial projects that were received during the Call for Projects.

LPC Meeting #4, May 10, 2022:

This meeting's purpose was to provide a public engagement update, specifically exploring the results of the Online Survey, which was advertised in a press release, on the Project Website, and at the

Public Workshop. The survey was key in identifying what issues Massena residents were most passionate about in their community. Another aspect of this LPC Meeting was to discuss the results of the LPC Working Group Meetings, which consisted of small groups of LPC members discussing the slate of projects received for DRI funding and placing the projects into three categories: Ready to Advance, Needs More Information, and Not for the DRI. The projects identified as "Ready to Advance" were shared at the Public Engagement #2 Event. This process was critical in refining the preliminary projects list and provided a framework for determining project readiness for DRI investment.

LPC Meeting #5, June 14, 2022:

The purpose of LPC Meeting #5 was to discuss project updates and the recommendation process for final DRI funding. An Online Project Gallery, visualizing each project location within the DRI Boundary, was created using ArcGIS Storymap and was made accessible through the project website.

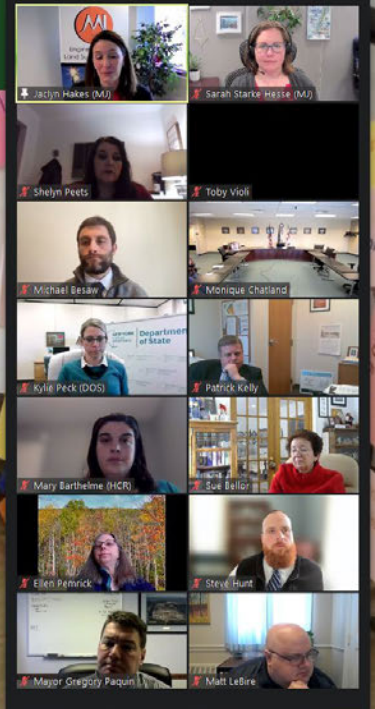
LPC Meeting #6, June 21, 2022

The final LPC meeting covered the final Massena DRI Vision statement and Goals and Strategies and a review of information to be included in the Strategic Investment Plan. The meeting also discussed project updates, and LPC members were asked to vote on the final slate of projects to be recommended for DRI funding.

Community Engagement

How Do We Get Public Input:

- Interactive Website
- 3 Public Engagement Events
- Online Survey
- Student Engagement
- Stakeholder Group Meetings
- Pop-Up Stations
- Local Planning Committee as Community Ambassadors



LPC Meetings



Project Website

A Massena DRI specific website was created to provide the community with transparent access to background information on the DRI planning process, meeting notifications, as well as LPC and public workshop meeting minutes. The website also provided a direct opportunity for community members to submit feedback or ask questions.

Public Engagement

Multiple phases of engagement occurred at key milestones during the DRI process. The intent of each phase was to inform the community and stakeholders as well as gather input and feedback. Each phase of engagement is described in more detail in this section.

ENGAGEMENT PHASE I

The first phase of engagement for the DRI served to advise the community about the DRI program and to gather public input concerning the needs and opportunities in the Village of Massena. Stakeholder group discussions in this phase, along with public survey feedback and workshop participation, aided in the shaping and refinement of the community vision and goals. During this phase, project proposals were also solicited for evaluation.

Call for Projects

An Open Call for Project Proposals was developed by the consultant team with input from the LPC, to solicit additional projects for inclusion in this Strategic Investment Plan. To be considered for funding through the DRI, each project was required to meet the criteria as outlined in the Request for Projects document. Twenty-six projects were received through the Open Call, ranging from small-scale facade improvements to new construction projects. After applications were received, the project team worked directly with each project sponsor throughout the DRI process. Virtual office hours were held by appointment on March 10, 2022, March 15, 2022 and March 22, 2022 for any potential project sponsor to ask questions and receive guidance about the program from the consultant team. The Call for Project Proposals was launched March 3, 2022, and remained open until March 25, 2022.

Public Meeting #1

This hybrid public meeting took place at the Massena High School on March 31, 2022, with a virtual attendance option via Zoom. The meeting introduced the public to the DRI process and included interactive live polling, discussion groups and a live question and answer session. The LPC members, Village staff, State Partners, and Consulting Team were introduced. The purpose of this meeting was to discuss the DRI Program, share the Draft DRI Vision, Goals, & Strategies, and host breakout group discussions to learn about the issues and opportunities most important to the community. Members of the public also had the opportunity to speak with State Partners and the consultant team to answer any questions about the DRI.



Public Engagement, Massena High School



Public Engagement, Massena High School

Online Community Values Survey

Yet another method of collecting and providing an occasion for public input, an online community values survey was developed to gather feedback about opportunities for the downtown. The information accumulated through this survey was used directly by the LPC during the production of the DRI overall vision, and goals and strategies. The online survey was available from March 30, 2022, to April 30, 2022, and received 238 responses. The survey was promoted through social media posts by the Village of Massena as well as other local outreach efforts. The survey was also promoted at a public meeting held on March 29, 2022, and at a pop-up table hosted at the Massena High School musical, held on March 30, 2022.

Information Pop-Up

To complement public meeting #1 and reach an even wider audience, the consultant team hosted an in-person pop-up table to further share information about the DRI. The Information Pop-Up took place on April 1, 2022, at 6:00 PM during the Massena High School musical at the Massena High School. The table included materials that informed the public about the DRI and promoted the Online Survey. Over 100 people stopped by the table to learn more about the DRI process.

Stakeholder Group Discussions

Five (5) targeted stakeholder group meetings were held throughout the DRI planning process. The purpose of these meetings was to collect detailed input from local individuals who have unique perspectives on resources, projects, and programs in Massena and the surrounding area. Each stakeholder meeting occurred on March 31, 2022, at the Massena Town Hall. Potential stakeholders and the topic areas were identified by the LPC and Village of Massena staff. The project team was responsible for sending invites and providing invitations to individual stakeholders to participate in the group discussions.

Each stakeholder meeting included a facilitated discussion that focused on a particular topic related to the downtown and greater community. Stakeholder groups included:

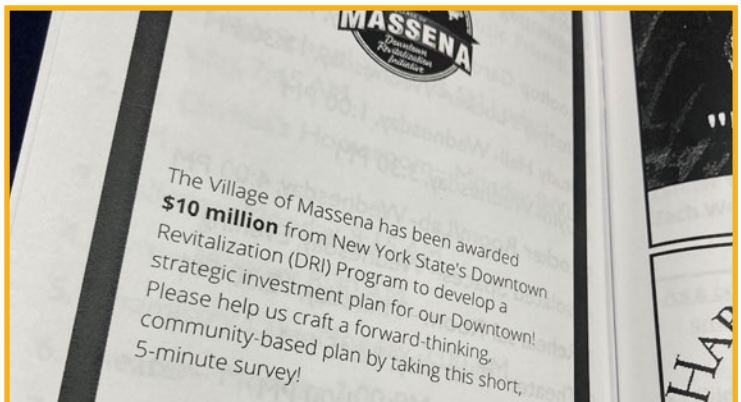
1. Public Safety & Code
2. Environment, Sustainability, & Infrastructure
3. Community Organizations & Recreation
4. Business & Economic Development
5. Transportation, Housing & Downtown Living

Village of Massena Downtown Revitalization Initiative (DRI)

<https://www.massenadri.com>



**Downtown
Revitalization
Initiative**



Public Engagement at Massena High School Musical, Massena High School

ENGAGEMENT PHASE II

The second phase of public engagement involved opportunities for the LPC and the public to provide feedback on proposed DRI projects. LPC members participated in working groups during this phase, to provide comprehensive project evaluation, and community members were able to register their level of support for proposed projects via an online questionnaire and a live Q&A session.

LPC Working Group Sessions

On May 9, 2022, the LPC engaged in small work group sessions to evaluate the slate of projects that were requesting DRI funding. These small groups analyzed and categorized each project to determine their potential for being nominated for funding. The three categories included: Ready to Advance, Needs More Information, and Not for the DRI. There were four (4) working groups made up of the LPC members. Projects were evaluated based on 25 evaluation factors using a Project Evaluation Worksheet that was provided to each member of the LPC. The goal of this process was to narrow the list of prospective projects and present a refined slate to the public at the second public meeting. LPC members who may have had conflicts of interest recused themselves from relevant conversations. The Working Group Sessions were open to the public and notification was posted to the project website prior to the meetings taking place.

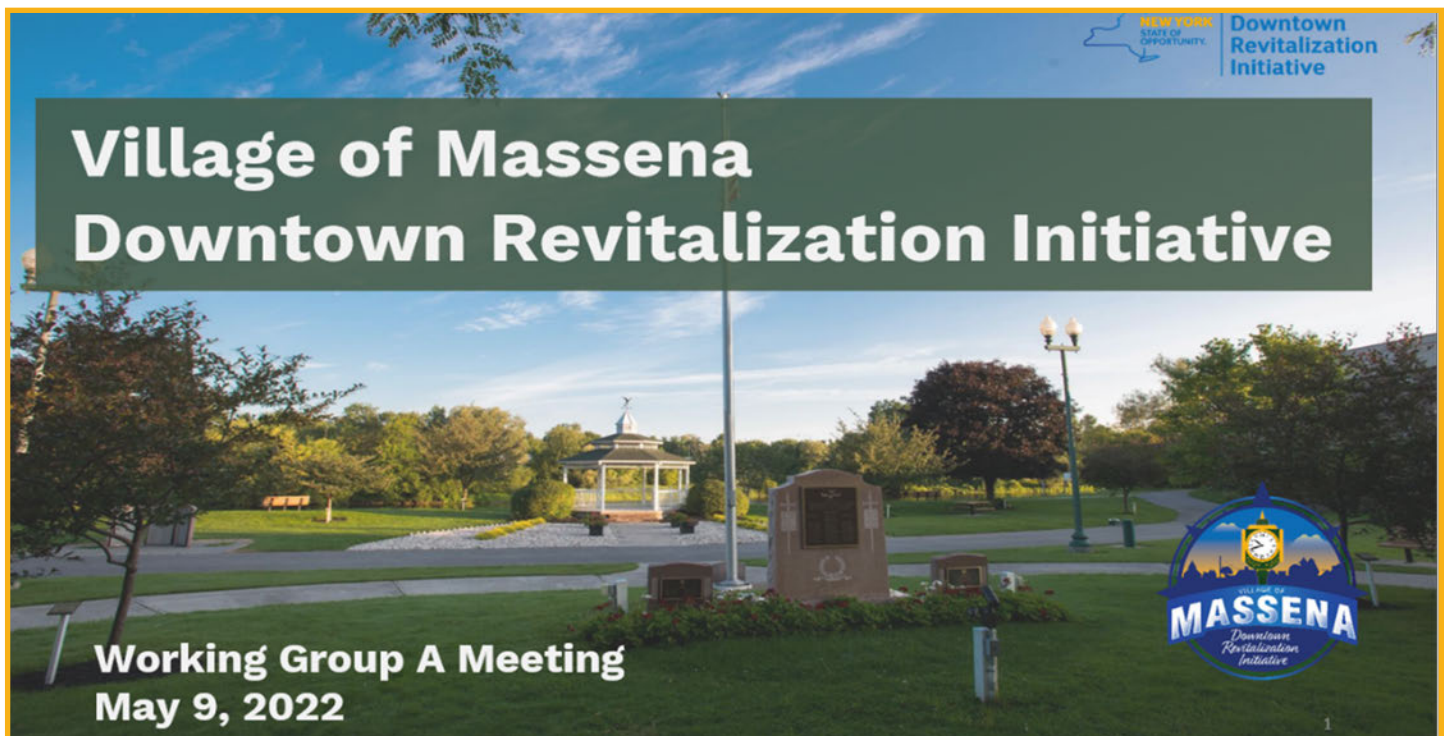
Online Project Questionnaire

An online project questionnaire was designed as another opportunity for the community to provide their input during the DRI planning process. Respondents were able to share their level of support for each of the proposed projects being considered by the LPC.

The questionnaire, which included details regarding each project for review, was opened on May 26, 2022 and closed on June 2, 2022. A total of 537 responses were received.

Public Meeting #2

Public Meeting #2 was held virtually via Zoom on May 26, 2022. The purpose of this public meeting was to provide DRI schedule updates, an overview of the DRI, and to allocate time to share with the public the Preliminary Projects List that had been refined by the LPC. The public was informed about the next steps and a formal question and answer period was held to field inquiries and concerns the public had. This virtual meeting offered an interactive polling session to inform the LPC.



LPC Working Group A Meeting Cover Slide

ENGAGEMENT PHASE III

The third phase of public engagement took place between the fifth and sixth LPC meetings, allowing the public to review and comment on finalized project details and budgets.

Online Project Gallery

Immediately following Public Meeting #2 as a method to gather public feedback and levels of support for proposed projects, the Online Project Gallery was designed by the LPC and consulting team to present the proposed slate of projects to be recommended for funding through the DRI. This served as the final public engagement opportunity for the effort. The LPC welcomed feedback from the public during a public comment period that opened on June 15, 2022, and concluded on June 20, 2022. The Project Gallery was created using ArcGIS Storymap technology and took viewers through a virtual tour of the DRI Boundary area and provided further details on the proposed slate of projects.



Massena Online Project Gallery Cover

SECTION V

PROPOSED PROJECTS FOR DRI FUNDING



INTRODUCTION

As part of the DRI process, the Village of Massena issued a call for projects early in the process. A total of 26 proposed projects were received totaling over \$37 million in total project costs and over \$20 million in requested DRI funding. The number of proposed projects and level of proposed investment signifies the level of interest from businesses, property owners and the community to revitalize downtown.

Through a series of LPC meetings, working group sessions, and a variety of public engagement activities, the LPC identified 11 projects for DRI funding representing a combination of both public and private investment. The LPC applied 25 evaluation factors to assist in identifying those projects that best meet the goals of the Village of Massena DRI and have the greatest potential to serve as catalysts for additional downtown investment. Table 11 includes the 25 evaluation factors considered in no particular order. Projects recommended for DRI funding are illustrated in Figure 19: Project Location Map.



Village of Massena Call for Projects Cover Page

Project Evaluation Criteria				
Alignment with DRI Vision	Market demand and economic feasibility	Availability of alternative funding sources that are more appropriate than the DRI award	Level of public support	Will ongoing maintenance or management be needed and can be realistically addressed?
Alignment with existing local and regional plans	Ability to provide a sustainable impact in the downtown	Anticipated community and economic benefits	Project readiness / Ability to implement quickly upon award: Anticipated timeframe for implementation acceptable for DRI	Existing local capacity to sustain the implementation of projects and initiatives
Alignment with ongoing activities	Estimated project costs: Including cost to public and private sector partners and long term operating or maintenance cost implications	Estimated impacts on tax revenue	Site control issues: If yes, potential for resolution	Project includes environmental sustainability component(s)
Transformative potential: Project contains elements that fundamentally change the downtown and how it is perceived	Need for DRI funds to make the project feasible	Estimated job growth and retention	Any regulatory challenges that may hinder implementation and need to be addressed?	Project includes Decarbonization component(s)
Catalytic potential: The ability to make other things happen	Potential to leverage additional private and/or public funds	Employment and workforce development potential	Capacity of responsible parties to implement the project or initiative	Project includes housing component(s)

Table 11. Project Evaluation Criteria

PROJECT LOCATION MAP

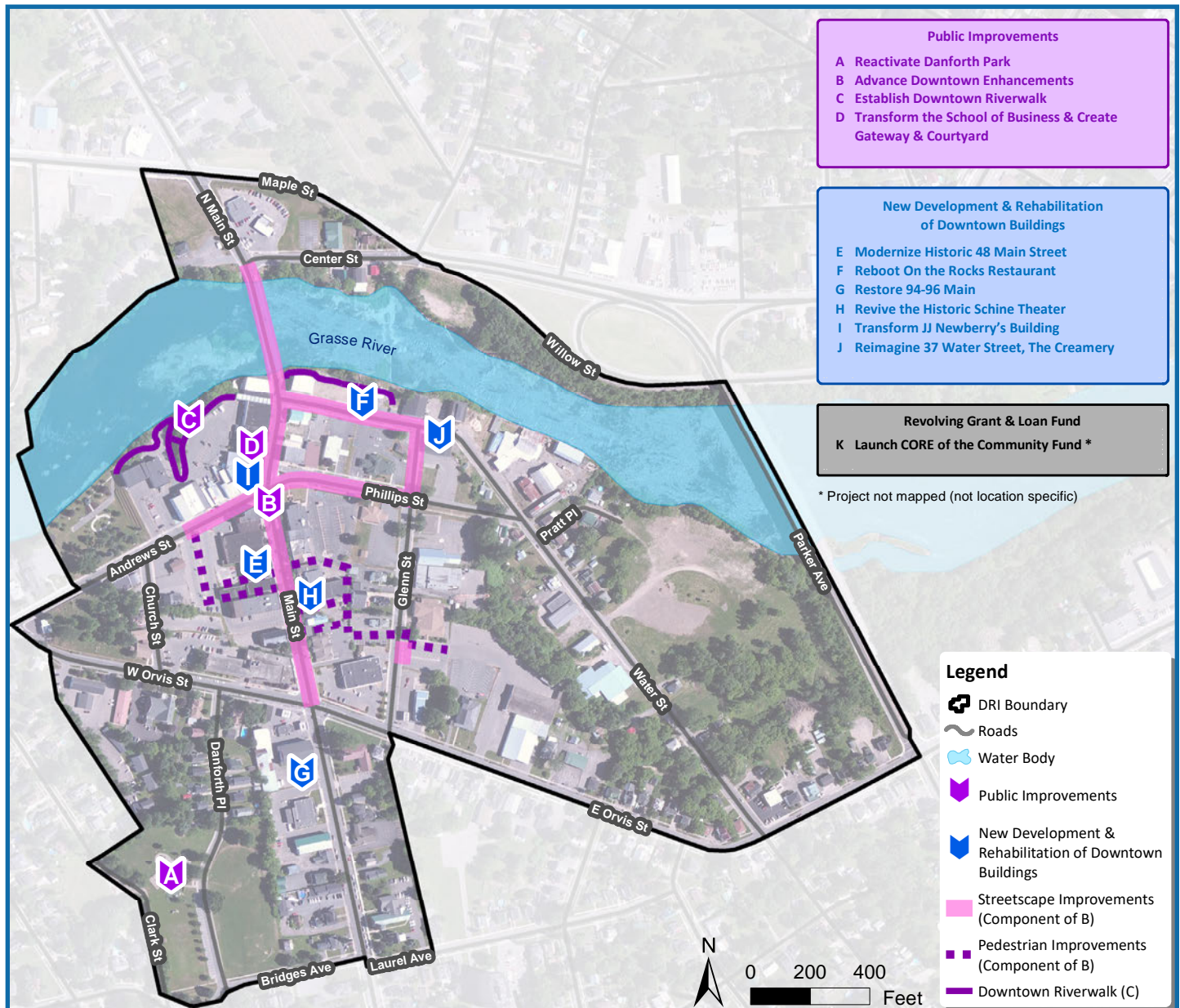


Figure 19. Project Location Map

RECOMMENDED DRI PROJECTS

ID	Project Name	Page Number
A	Reactivate Danforth Park	75
B	Advance Downtown Enhancements	81
C	Establish Downtown Riverwalk	88
D	Transform the School of Business & Create Gateway & Courtyard	94
E	Modernize Historic 48 Main Street	100
F	Reboot On the Rocks Restaurant	105
G	Restore 94 - 96 Main Street	111
H	Revive the Historic Schine Theater	117
I	Transform JJ Newberry's Building	123
J	Reimagine 37 Water Street, The Creamery	130
K	Launch CORE of the Community Fund	137

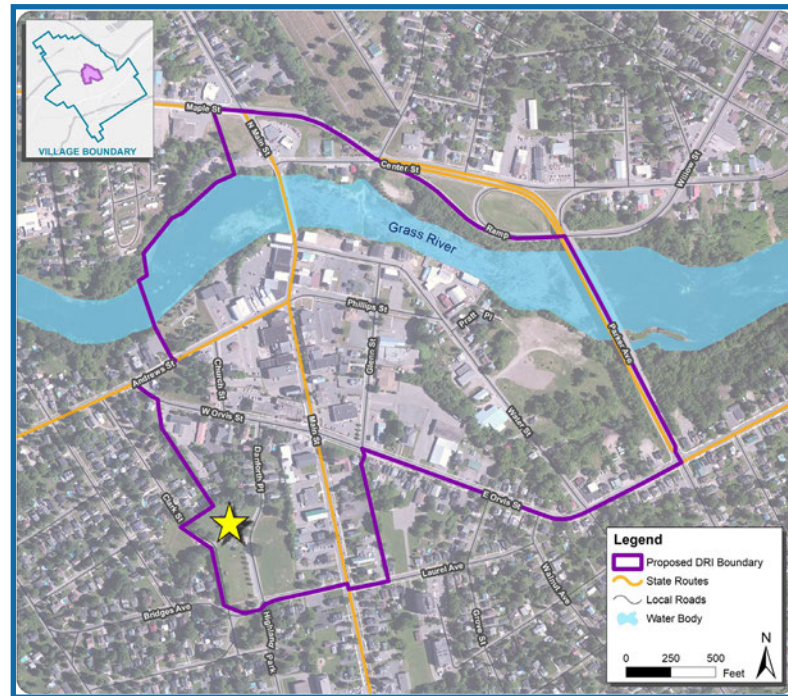
A. REACTIVATE DANFORTH PARK



PROJECT TITLE	Reactivate Danforth Park
DRI FUNDING REQUEST	Total DRI Funds: \$1,624,000 (100% DRI Ask) Total Project Cost: \$1,624,000
PROJECT DESCRIPTION	<p>The Village of Massena intends to convert this mostly vacant parcel of greenspace with a historied past into a multi-purpose recreational area. This site was formerly home to the Bridges Avenue Junior High School, which was demolished in 1986. The parcel sat vacant until until 1990, when the local community built a wooden playground. Officially known as the Danforth Place Creative Playground, the aging structure was demolished in 2015. It was officially known as the Danforth Place Creative Playground. A brick monument with names adorned on a bronze plaque in memory of or in honor of those that once attended the school still sits within the site.</p> <p>The Village intends to return this parcel back to a recreational space by installing a splash pad, "unconventional" playground stations, hygiene facilities, picnic areas, and a pavilion. Sidewalks around the perimeter of the lot and additional parking spaces would also be installed to allow for a walking trail and additional parking.</p> <p>During winter months, this site is transformed into an outdoor skating rink, the busiest of the four outdoor rinks located within the Village of Massena. During warmer weather it serves as an informal gathering space for residents wishing to organize activities such as ultimate frisbee, soccer games or practice yoga etc. It is anticipated that these activities would continue to occur on site</p> <p>This project is proposed to take place in two separate phases, with phase one included for DRI while the phase two construction of the pickleball courts will be undertaken by the Village at a later date.</p>

PROJECT LOCATION

20 Danforth Place, Massena, NY 13662



OWNER/SPONSOR

Project Owner & Sponsor: Village of Massena

CAPACITY

The project sponsor, the Village of Massena, maintains a number of park and recreation facilities and spaces throughout the Village. The office of the Village Clerk supports the use of the spaces under their jurisdiction and provides guidelines for use including the Massena Community Center and the Veterans Park Gazebo.

The Recreation Director will oversee the supervision of this space as well as the local police department by conducting regular patrols.

With easy access to municipal water and waste-water systems, as well as electric, the Village will be able to upgrade current infrastructure as well as add any additional needs.

PROJECT PARTNERS

No additional project partners are identified at this time.

STRATEGIES

The project aligns with the following Massena DRI Strategies:

SERVING DOWNTOWN

- Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.
 - Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
 - Integrate formalized walking/cycling routes within the Downtown and along the riverfront.

STRATEGIES (CONTINUED)

- Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

CONNECTING DOWNTOWN

- Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.
 - Creates an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
 - Support local and regional tourism through creative placemaking in a more connected Downtown community.

LIVING DOWNTOWN

- Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.
 - Support placemaking by investing in amenities to promote a functional dynamic Downtown.
 - Utilize green infrastructure to create a contemporary Downtown that is environmentally sustainable.

The project aligns with the following North Country REDC Strategies and Visions:

- Explore how the region can attract 'gig,' 'digital nomad,' and teleworkers in innovation-related fields.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the proposed pavilion/restroom structure does not exceed the 5,000 square-foot standard for new construction.

ANTICIPATED REVITALIZATION BENEFITS

The proposed project may well draw visitors to Massena and improve quality of life in the neighborhood, and/or result in improved public space likely to create a healthier, more comfortable and productive environment in which to live and work.

PUBLIC SUPPORT

Throughout the DRI planning process, this project received exceptionally strong support from both the Local Planning Committee (LPC) and the public. The community has expressed great interest in the park returning to year round recreational use with proper maintenance and management.

JOBS CREATED

This project is not anticipated to directly create full-time jobs. However, new part and/or full-time positions may be required in the future, depending on attendance, maintenance, and supervisory needs at the location.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Site Preparation	\$21,590			\$21,590	Requested
Earthwork	\$56,820			\$56,820	Requested
Site Improvements	\$521,847			\$521,847	Requested
Site Amenities	\$683,631			\$683,631	Requested
Landscaping	\$86,291			\$86,291	Requested
Site Utilities	\$161,640			\$161,640	Requested
Construction Admin	\$91,909			\$91,909	Requested
TOTAL	\$1,624,000*			\$1,624,000*	

*Rounded up to nearest \$1,000

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by CLA SITE Landscape Architecture, Engineering & Planning, PC. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

The parcel is located within walking distance of Main and Orvis Streets, allowing for easy access to other downtown amenities, including restaurants, shops, cultural destinations, and the Massena library. Improvements and refurbishments to the park will help create a more desirable and livable downtown area.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Site Plan review and approval by Village Board
- Building permits
- New York's State Environmental Quality Review Act (SEQR)



CURRENT CONDITIONS

Current Danforth Park (Looking West from parking lot), Massena NY



CURRENT CONDITIONS

Current Danforth Park (Looking North from parking lot), Massena NY



TIMEFRAME FOR PHASE 1 IMPLEMENTATION

At this time the project sponsor indicates the following timeline pending award:

- Winter 2022-2023 – Design
- Spring/Summer 2023 – Bidding
- Summer/Fall 2023 – Begin Construction
- Summer 2024 – Wrap up Construction

B. ADVANCE DOWNTOWN ENHANCEMENTS



PROJECT TITLE

Advance Downtown Enhancements

DRI FUNDING REQUEST

Total DRI Funds: \$3,449,000 (100% DRI Ask)
Total Project Cost: \$3,449,000

PROJECT DESCRIPTION

The Village of Massena envisions a series of streetscape improvements that combined, will greatly improve Downtown's walkability, accessibility, and diversity of use. The Village will design the streetscape to enhance the pedestrian experience with sidewalks, crosswalks, lighting, public art and plantings, along with other improvements in the public rights-of-way.

Capitalizing on the strategic branding work already completed by the Town and Village, the proposed project includes a wayfinding signage and marketing strategy. This project component involves designing signage using Massena's branding elements that direct residents and visitors to Village, attractions, municipal buildings, parking, and other points of interest. Creative wayfinding signs could include distances

PROJECT DESCRIPTION (CONTINUED)

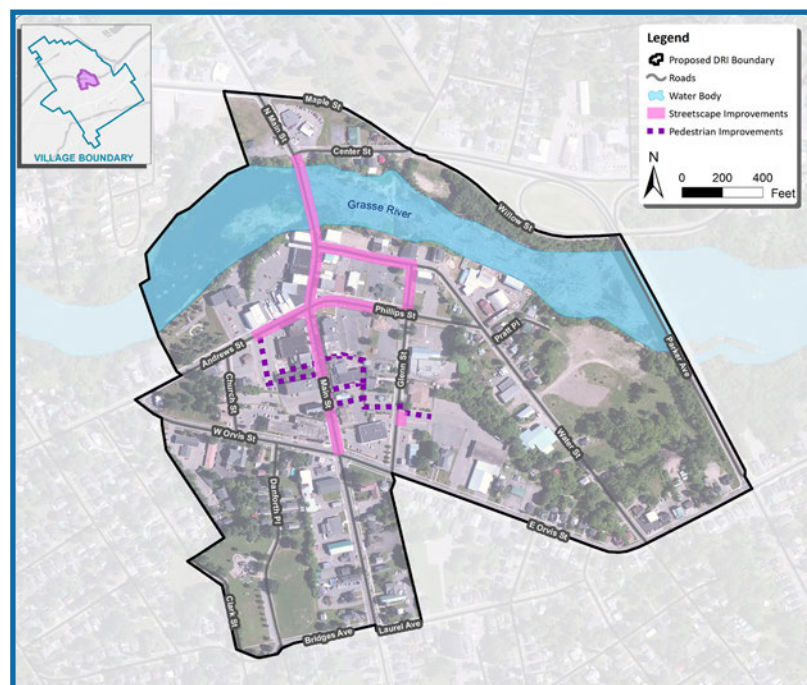
and walking routes. In addition, this strategic project includes the development of additional aesthetically pleasing marketing elements such as the creation and placement of new pole banners.

Additionally, the Village recognizes that alleyways are crucial pedestrian connections in the downtown. They link parking and retail, and connect Downtown employees to their workplaces, creating a more walkable community. Project goals include addressing safety concerns, lighting, and signage in order to enhance connections between the ample municipal parking and downtown destinations. The Village will also encourage use of the alleyways as a canvas for local artists to showcase their work in the form of murals.

Other project elements for downtown appeal include but are not limited to: benches, upgraded trash receptacles, newly designed crosswalks, energy-efficient updated lighting, wayfinding signage, historic markers, planters, green infrastructure, and under bridge lighting.

PROJECT LOCATION

Along portions of Main Street, Andrews Street, Phillips Street and Glen Street.



OWNER/SPONSOR

Project Owner & Sponsor: Village of Massena

CAPACITY

The Village of Massena has previously adopted a Complete Streets Policy, which supports the development of a complete transportation network for all modes of travel. This includes pedestrians, cyclists, transit users, motorists, emergency responders, and freight users. It considers the needs of children, the elderly and persons with disabilities.

CAPACITY (CONTINUED)

The Village is committed to developing and maintaining the alleyways it owns and partnering with private property owners to make improvements and maintain connections in their alleys.

The Village of Massena adopted and has implemented numerous policies and codes to enhance aesthetics, guide design for future development and improve existing structures and the public realm to create a positive pedestrian experience. These efforts demonstrate the capacity of the Village to implement the proposed project, which will continue to generate long-term economic growth.

The Village of Massena has an active Zoning Board of Appeals and Planning Board, in addition to a Building and Code Enforcement Office, ensuring a thorough review of each proposed project within the Village.

PROJECT PARTNERS

The project sponsor indicates that adjoining property owners would need to be involved throughout the process. It is likely that New York State Department of Transportation will need to be included as a partner along key streets.

STRATEGIES

The project aligns with the following Massena DRI Strategies:

BOOSTING DOWNTOWN

- Bolster economic growth and inspire a range of entrepreneurial opportunities within a welcoming and galvanized Downtown.

SERVING DOWNTOWN

- Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.
 - Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
 - Integrate formalized walking/cycling routes within the Downtown and along the riverfront.
 - Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

CONNECTING DOWNTOWN

- Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.
 - Creates an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
 - Support local and regional tourism through creative placemaking in a more connected Downtown community.
 - Develop intentional waterfront connections and recreational experiences.
 - Highlight progressive Complete Streets approaches that support the development of a transportation network for all modes of travel that promotes access, mobility and safety for all users.

STRATEGIES (CONTINUED)

LIVING DOWNTOWN

- Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.
 - Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts.
 - Support placemaking by investing in amenities to promote a functional dynamic Downtown.
 - Utilize green infrastructure to create a contemporary Downtown that is environmentally sustainable.

The project aligns with the following North Country REDC Strategies and Visions:

- Explore how the region can attract ‘gig,’ ‘digital nomad,’ and teleworkers in innovation-related fields.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Implement critical infrastructure to improve connectivity.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as it does not involve the construction or rehabilitation of a building. However, the pedestrian alleyway and bikeway components could encourage alternative means of transportation throughout the Village.

ANTICIPATED REVITALIZATION BENEFITS

The proposed project will create a unified streetscape aesthetic for the downtown Village of Massena and fundamentally change the downtown and how it is perceived. The project is likely to have a significant positive impact on the revitalization of the downtown by attracting other public and private investment. The project is aligned with State and local goals and demonstrates strong community support.

PUBLIC SUPPORT

Since the inception of the planning process, the public and the LPC Members have steadily voiced support for this project and the persistent need for improvements to both downtown wayfinding and the visual character of the village’s downtown. The project was identified by the public as an important project to enhance pedestrian safety and connectivity in the downtown.

JOBS CREATED

This project is not anticipated to directly create full-time jobs.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Main Street	\$1,593,925			\$1,593,925	Requested
Pedestrian Trail & Alley	\$650,445			\$650,445	Requested
Water Street	\$443,340			\$443,340	Requested
Andrews Street	\$327,494			\$327,494	Requested
Philips, Upper Glenn Street	\$433,046			\$433,046	Requested
TOTAL	\$3,449,000*			\$3,449,000*	

*Rounded up to nearest \$1,000

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by CLA SITE Landscape Architecture, Engineering & Planning, PC. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

Improvements and refurbishments will help create a more desirable and livable downtown area.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Site Plan review and approval by Village Board
- Building permits
- New York's State Environmental Quality Review Act (SEQR)
- NYSDOT Highway Work Permit may be required for work completed within the State Right of Way

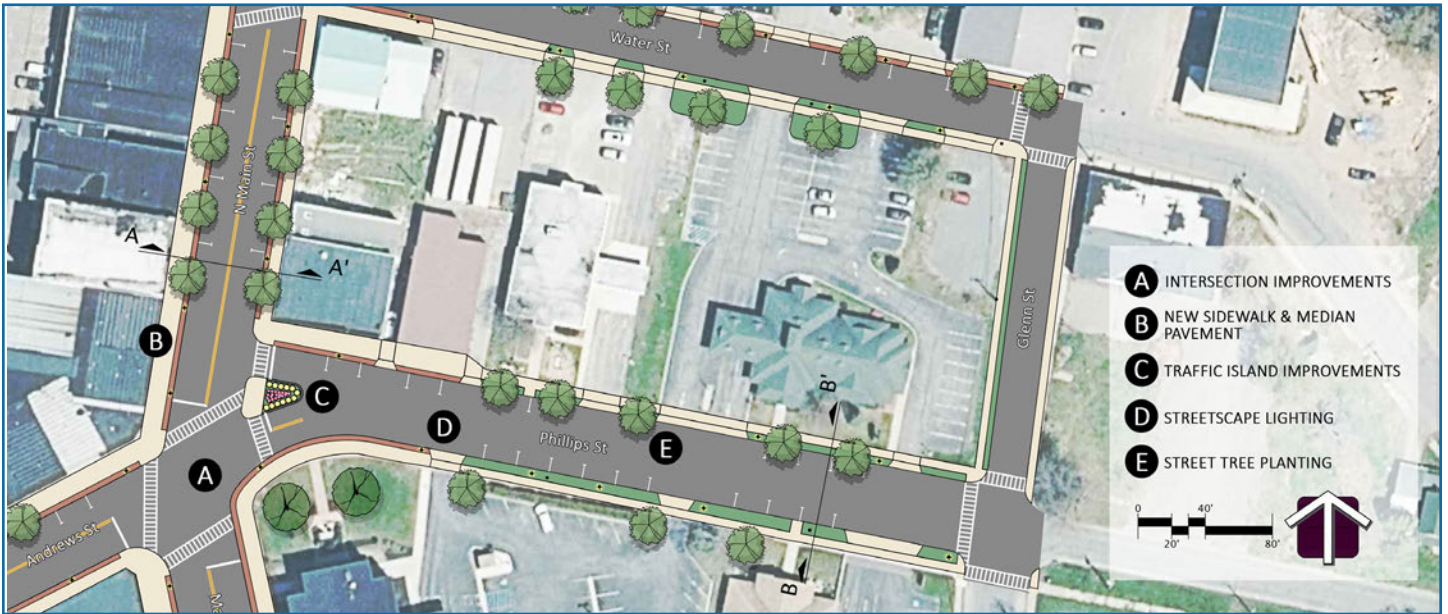


CURRENT CONDITIONS

Pedestrian alley near Village Hall
looking East toward Main Street.

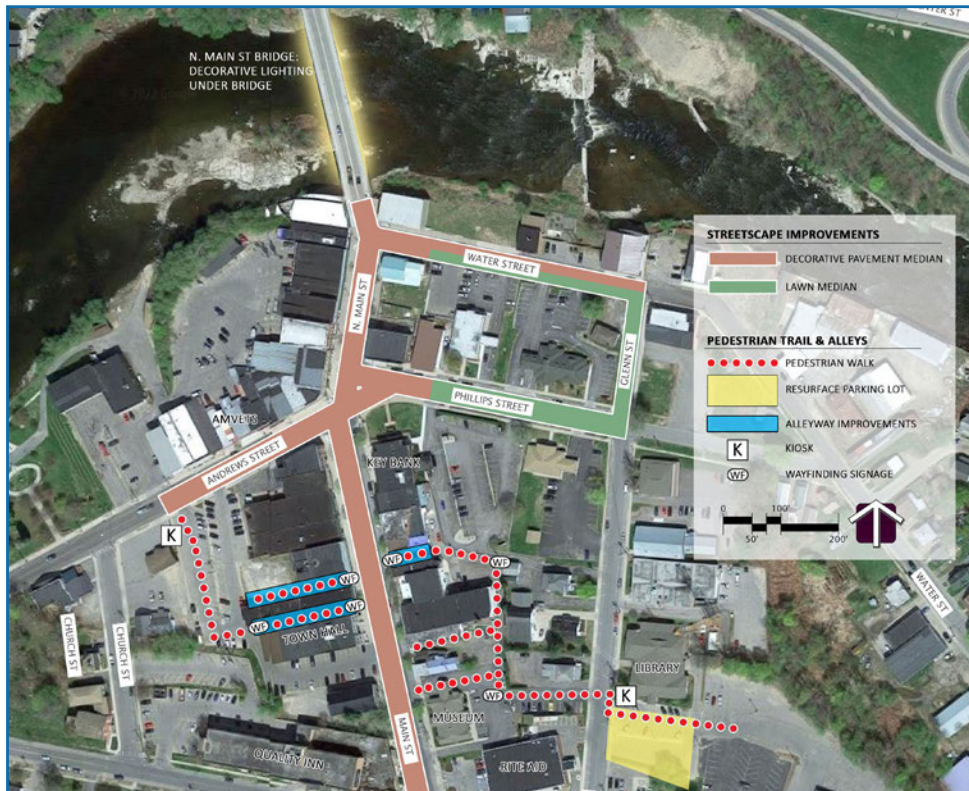


CURRENT CONDITIONS



PROPOSED CONDITIONS

Streetscape Improvement Renderings



PROPOSED CONDITIONS

Streetscape Improvement Renderings

TIMEFRAME FOR IMPLEMENTATION

At this time the project sponsor indicates the following timeline pending award:

- Winter 2022 - Spring 2023 – Design
- Summer 2023 – Bidding
- Fall 2023 - Fall 2024 – Construction

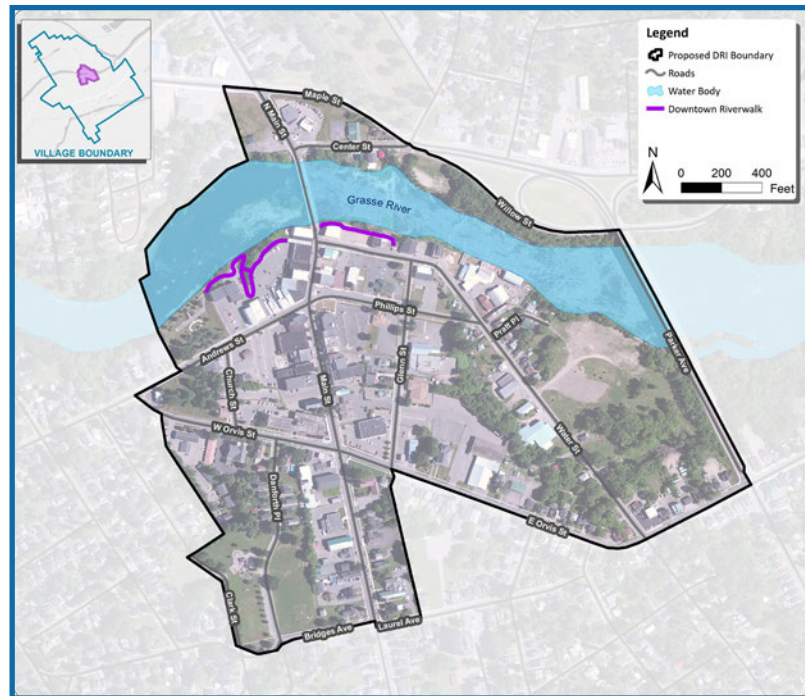
C. ESTABLISH THE DOWNTOWN RIVERWALK



PROJECT TITLE	Establish the Downtown Riverwalk
DRI FUNDING REQUEST	Total DRI Funds: \$1,715,000 (100% DRI Ask) Total Project Cost: \$1,715,000
PROJECT DESCRIPTION	This project includes the development of a scenic river walk along portions of the Grasse River and the formalization of the kayak launch behind the Massena Fire Department. This will include installation of stairways and pavement improvements to connect the new Riverwalk to existing parking areas at Main, Water, and Andrews' Streets. An open air pavilion and sitting areas will be integrated in key areas along with cohesive lighting throughout to maintain aesthetic and overall safety. Future coordination between the Village and property owners will be required for any improvements moving forward.

PROJECT LOCATION

Along the Grasse River, behind the Massena Fire Station to the West side of the North Main Street Bridge, then continuing from the East side of the North Main Street Bridge to just behind 24 Water Street



OWNER/SPONSOR

Project Owner & Sponsor: Village of Massena, private property owners*

* Future coordination between the Village and property owners will be required for any improvements

CAPACITY

The Village of Massena maintains a number of park and recreation facilities and spaces throughout the Village. The office of the Village Clerk supports the use of the spaces under their jurisdiction and provides guidelines for use including the Massena Community Center and the Veterans Park Gazebo.

PROJECT PARTNERS

The project sponsor indicates that adjoining property owners would need to be involved throughout the process. It is also likely that New York State's Department of Environmental Conservation (NYS DEC) would need to be included as a partner.

STRATEGIES

The project aligns with the following Massena DRI Strategies:

BOOSTING DOWNTOWN

- Bolster economic growth and inspire a range of entrepreneurial opportunities within a welcoming and galvanized Downtown.

SERVING DOWNTOWN

- Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.
 - Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.

STRATEGIES (CONTINUED)

- Integrate formalized walking/cycling routes within the Downtown and along the riverfront.
- Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

CONNECTING DOWNTOWN

- Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.
 - Creates an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
 - Support local and regional tourism through creative placemaking in a more connected Downtown community.
 - Develop intentional waterfront connections and recreational experiences.
 - Highlight progressive Complete Streets approaches that support the development of a transportation network for all modes of travel that promotes access, mobility and safety for all users.

LIVING DOWNTOWN

- Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.
 - Support placemaking by investing in amenities to promote a functional dynamic Downtown.

The project aligns with the following North Country REDC Strategies and Visions:

- Explore how the region can attract ‘gig,’ ‘digital nomad,’ and teleworkers in innovation-related fields.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the proposed open-air pavilion structure does not exceed the 5,000 square-foot standard for new construction. However, the Riverwalk could encourage alternative means of transportation throughout the Village.

ANTICIPATED REVITALIZATION BENEFITS

The proposed project will provide previously unavailable access to the waterfront for pedestrians as well as a formalized access point to the Grasse River for non-motorized vessels. It will provide physical connections to the waterfront from Main Street and new vistas for public enjoyment and recreation. The lack of “direct access” to the water is a major barrier to programming, experiential education, and recreation, including boating, fishing, and stewardship.

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and several neighboring businesses. An intensive, iterative design process providing multiple opportunities for the public and adjacent property owners to provide feedback has already begun. Feedback received has been incorporated into the current proposed design.

JOBES CREATED

This project is not anticipated to directly create full-time jobs.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Site Preparation	\$121,801			\$121,801	Requested
Earthwork	\$52,840			\$52,840	Requested
Site Improvements	\$1,069,824			\$1,069,824	Requested
Site Amenities	\$160,500			\$160,500	Requested
Landscaping	\$53,120			\$53,120	Requested
Site Utilities	\$159,000			\$159,000	Requested
Construction Admin	\$97,026			\$97,026	Requested
TOTAL	\$1,715,000*			\$1,715,000*	

*Rounded up to nearest \$1,000

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by CLA SITE Landscape Architecture, Engineering & Planning, PC. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Site Plan review and approval by Village Board
- Coordination between the project sponsor and all current property owners
- Building permits
- New York's State Environmental Quality Review Act (SEQR)
- Permitting through NYSDEC



CURRENT CONDITIONS

Southern bank of Grasse River, East of Main Street bridge looking East.



CURRENT CONDITIONS

West bank of Grasse River near informal Kayak launch.



CURRENT CONDITIONS

Informal Kayak Launch behind Fire Station, Massena NY



PROPOSED CONDITIONS

Rendering of Riverwalk

TIMEFRAME FOR IMPLEMENTATION

At this time the project sponsor indicates the following timeline pending award:

- Winter 2022 - Spring 2023 – Design
- Summer 2023 – Bidding
- Fall 2023 - Fall 2024 – Construction

D. TRANSFORM THE SCHOOL OF BUSINESS TO CREATE GATEWAY & COURTYARD



PROJECT TITLE

| Transform the School of Business to Create Gateway & Courtyard

DRI FUNDING REQUEST

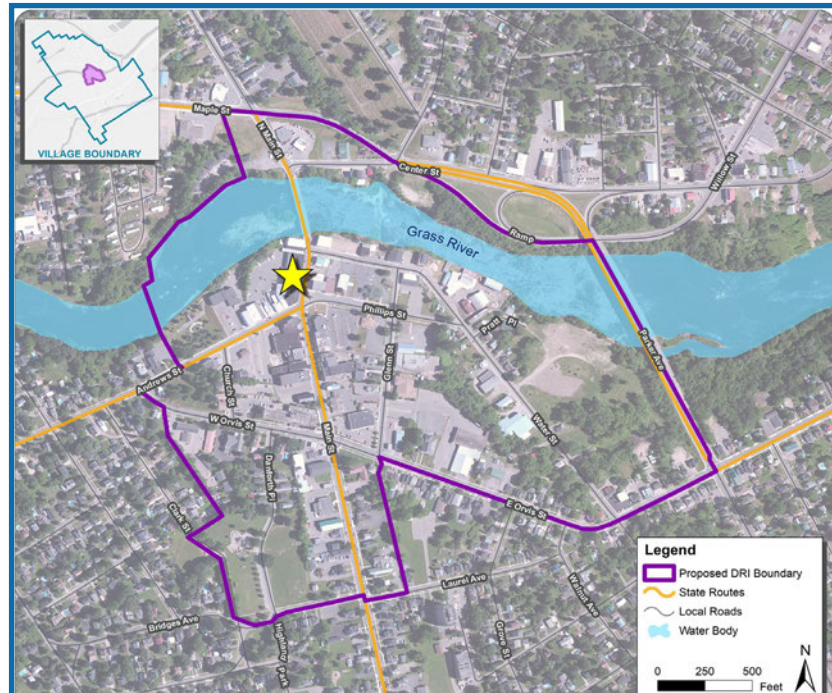
Total DRI Funds: \$1,900,000 (100% DRI Ask)
Total Project Cost: \$1,900,000

PROJECT DESCRIPTION

This project involves the transformation of the former Massena School of Business site into a hardscape courtyard and transitional space, connecting the downtown corridor with the riverwalk and public parking areas. The goal is to preserve and structurally reinforce the historic School of Business façade – to maintain a continuous street wall on Main Street – while removing the remainder of the abandoned structure to make way for activated public space. The proposed courtyard will offer benches, plantings, and public art components.

PROJECT LOCATION

24 Main Street Massena, NY 13662



OWNER/SPONSOR

Project Sponsor: St. Lawrence County Industrial Development Agency (IDA)

Project Owner: St. Lawrence County Government

CAPACITY

Over the last three years, the St. Lawrence County Industrial Development Agency, has undertaken the salvage and rehabilitation of the former Newell manufacturing plant in the City of Ogdensburg. By seeking out grant funds and supplementing these funds with their own resources, they have invested nearly \$3,000,000 into this 72,000 square foot facility. As a result, they have taken what was once an abandoned and deteriorating former iconic structure within the center of the city and are now in talks with private sector companies to occupy and create jobs in the building.

Upon completion, the project will transfer ownership and maintenance responsibilities to the project partner, the Village of Massena.

The Village of Massena, maintains a number of park and recreation facilities and spaces throughout the Village. The office of the Village Clerk supports the use of the spaces under their jurisdiction and provides guidelines for use including the Massena Community Center and the Veterans Park Gazebo.

PROJECT PARTNERS

Village of Massena

STRATEGIES

The project aligns with the following Massena DRI Strategies:

SERVING DOWNTOWN

- Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.
 - Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
 - Integrate formalized walking/cycling routes within the Downtown and along the riverfront.
 - Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

CONNECTING DOWNTOWN

- Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.
 - Creates an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
 - Support local and regional tourism through creative placemaking in a more connected Downtown community.
 - Develop intentional waterfront connections and recreational experiences.
 - Highlight progressive Complete Streets approaches that support the development of a transportation network for all modes of travel that promotes access, mobility and safety for all users.

LIVING DOWNTOWN

- Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.
 - Celebrate the creativity, culture, and spirit of Downtown through public art projects and beatification efforts.
 - Support placemaking by investing in amenities to promote a functional dynamic Downtown.

The project aligns with the following North Country REDC Strategies and Visions:

- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Explore how the region can attract ‘gig,’ ‘digital nomad,’ and teleworkers in innovation-related fields.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the proposal does not involve the rehabilitation of a structure larger than 10,000 square feet.

ANTICIPATED
REVITALIZATION
BENEFITS

The Village has made revitalizing Main Street properties a priority for several years. This project takes a creative approach to enhancing Main Street’s visual appeal while increasing overall connectivity within downtown. By preserving the historic character of the street wall, and by facilitating movement between Main Street and available public parking, this project will contribute to the overall attractiveness of downtown as a destination for residents and visitors.

PUBLIC SUPPORT

For the past several years, stabilization of this derelict building has been identified as a priority by the Village of Massena as well as the public. The community engagement activities for the downtown vision plan revealed the public’s interest in a safer, more walkable downtown, and a strong interest in removing blight from the downtown corridor. The proposed project addresses these concerns. This project attracted moderately high interest during the community engagement process.

JOBS CREATED

This project is not anticipated to directly create full-time jobs.

PROJECT BUDGET AND
FUNDING SOURCES

		Source			
Item	Cost	Sponsor	Other Contribution	DRI Request	Status of Funds
Design and Engineering	\$125,000			\$125,000	Requested
Demolition and Stabilization	\$1,250,000			\$1,250,000	Requested
Abatement	\$150,000			\$150,000	Requested
Courtyard (47 x 125')	\$100,000			\$100,000	Requested
Mezzanine (47 x 100')	\$275,000			\$275,000	Requested
TOTAL	\$1,900,000*			\$1,900,000*	

*Rounded up to nearest \$1,000

FEASIBILITY AND COST
JUSTIFICATION

Improvements and refurbishments will help create a more desirable and livable downtown area.

Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

REGULATORY
REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Site Plan review and approval by Village Board
- Building permits
- New York’s State Environmental Quality Review Act (SEQR)



CURRENT CONDITIONS

Building first floor interior, looking West toward parking lot



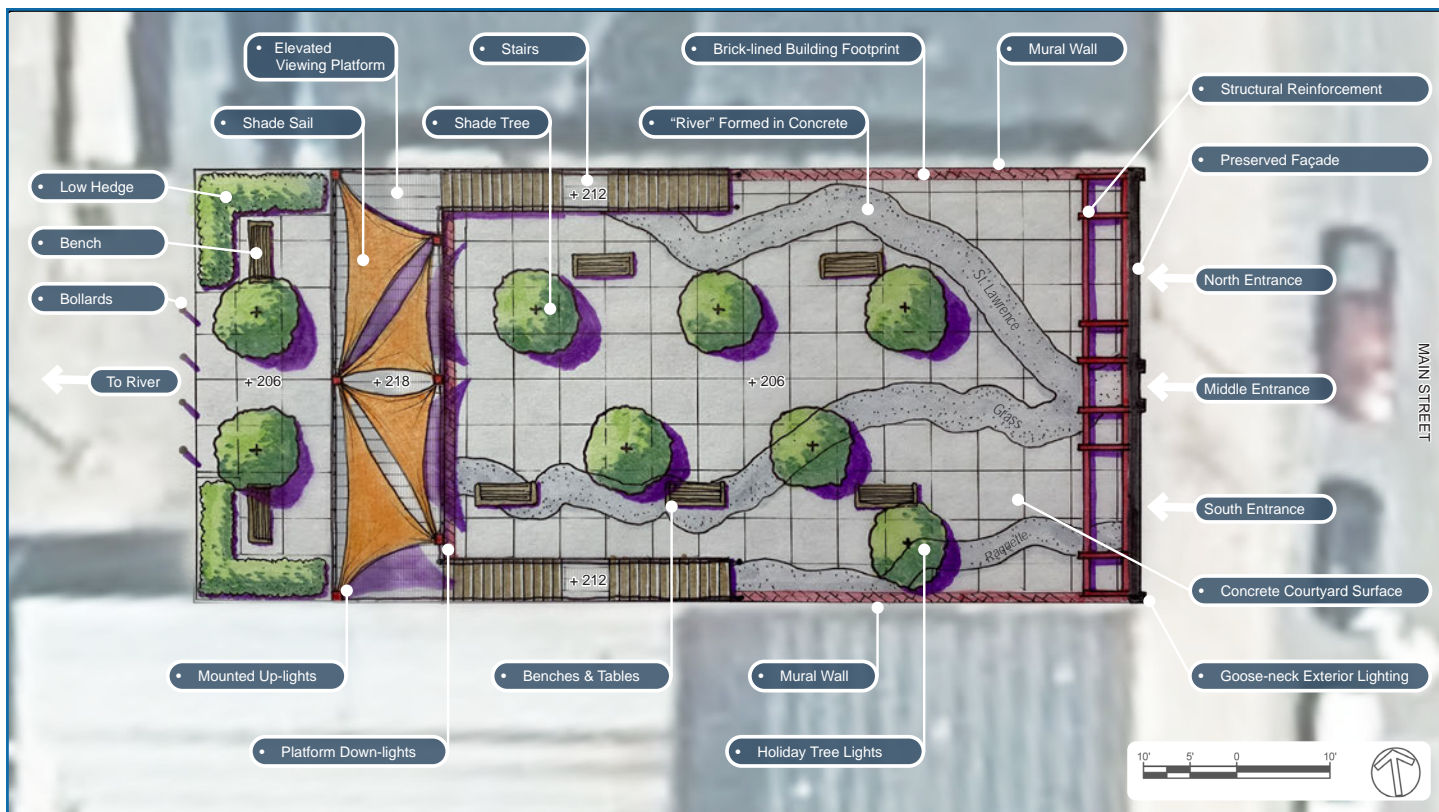
CURRENT CONDITIONS

Rear of School of Business Building.



CURRENT CONDITIONS

Rear of School of Business Building.



PROPOSED CONDITIONS

School of Business Facade and Courtyard Draft Concept.

TIMEFRAME FOR IMPLEMENTATION

At this time the project sponsor indicates the following timeline pending award:

- Winter 2022-2023 – Design
- Summer 2023 – Bidding
- Fall 2023 – Fall 2024 – Construction

The project sponsor also indicated the desire to integrate their timeline as much as possible with the proposed Riverwalk project.

E. MODERNIZE HISTORIC 48 MAIN STREET



PROJECT TITLE

Modernize Historic 48 Main Street

DRI FUNDING REQUEST

Total DRI Funds: \$100,000 (40% DRI Ask)
Total Project Cost: \$250,000

PROJECT DESCRIPTION

48 Main Street is a two-story, historic, and mixed-use building centrally located in the Village of Massena. The property requires renovations on the front, alley side, and backside. At present three storefronts are on the ground floor and six residential units on the second floor. Two of the storefronts have been renovated by the owner in the last two years. The third storefront will require a complete renovation. Other renovations will include apartment development and upgrades, refacing the front and rear sides of the building, installing energy-efficient windows, renovating commercial spaces, and rear parking and alley paving.

Centrally located in Massena, the property was built in the 1970s. The building has the potential to serve as a centerpiece of the community that provides commercial activity and a location for residences to live downtown. Strategic business venture opportunities in Massena will likely be well suited for this location and can expand their reach throughout the greater community.

PROJECT LOCATION

48-54 Main Street Massena, NY, 13662



OWNER/SPONSOR

Project Sponsor & Owner: Bruce Beckstead (LLC creation pending award)

CAPACITY

The project sponsor purchased 48 Main Street in 2020 and has invested over \$200,000 into creating functional space for commercial and residential uses. \$120,000 has been spent on two of the building's three storefronts and rooftop. The project sponsor has financed the renovation and revitalization process through private funding.

PROJECT PARTNERS

Community Bank N.A.

STRATEGIES

The project aligns with the following Massena DRI Strategies:

BOOSTING DOWNTOWN

- Encourages diversity of desirable full-service businesses and experiences Downtown that are accessible to residents and visitors.

CONNECTING DOWNTOWN

- Creates an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.

The project aligns with the following North Country REDC Strategies and Visions:

- Explore how the region can attract 'gig,' 'digital nomad,' and teleworkers in innovation-related fields.

STRATEGIES (CONTINUED)

- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Develop a variety of housing options necessary to attract and retain residents and a quality workforce.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the building does not meet the 10,000 square-foot standard for substantial rehabilitation projects. However, the project includes components such as energy efficient windows and a high efficiency boiler to contribute to decarbonization. Future installation of solar panels is also considered for this project.

ANTICIPATED REVITALIZATION BENEFITS

- The project will improve downtown aesthetics from the outer renovations.
- Business opportunities will arise based on available space and a desirable location.
- Additional apartment renovations provide an opportunity for equitable housing.
- Economic opportunities will come from the project itself as well as establish potentially new businesses and full-time positions in the community.

PUBLIC SUPPORT

Residents continually speak with Village staff about the difficulty of finding quality commercial rental locations. Re-introducing small business opportunities in the downtown has been at the forefront of many discussions and public engagement sessions. This project will help address those concerns.

JOBS CREATED

This project is not anticipated to directly create full-time jobs. Additionally, the project sponsor indicated that a third business will be established in the third storefront and may bring additional full-time positions to Massena.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Windows and Doors	\$35,000	\$21,000		\$14,000	Committed/ Requested
Apartment Upgrades	\$105,000	\$63,000		\$42,000	Committed/ Requested
Building Improvements	\$86,000	\$43,600		\$42,400	Committed/ Requested
Parking Lot and Alley Paving	\$20,000	\$20,600			Committed
Heat Runs	\$4,000	\$2,400		\$1,600	Committed/ Requested
TOTAL	\$250,000*	\$150,000^A		\$100,000*	

*Rounded up to nearest \$1,000

^A Committed by Sponsor through Community Bank financing

FEASIBILITY AND COST JUSTIFICATION

The project sponsor has indicated in conversation with the consultant team that the purchase of the property became final in June of 2022. Preliminary cost estimates were provided by the project sponsor. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

The project sponsor will contribute \$150,000 toward construction of the project through Community Bank financing.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Hazardous material testing and abatement
- Site Plan review and approval by Village Board
- Building permits
- New York's State Environmental Quality Review Act (SEQR)

Image of Current Conditions



CURRENT CONDITIONS

Current Facade, looking West from Main Street.

Image of Proposed Conditions



CONSULTANT GENERATED CONCEPT

TIMEFRAME FOR IMPLEMENTATION

The project sponsor indicated on submission materials that “the project is well underway”. At this time the project sponsor indicates the following timeline pending award:

- Design/Bidding - Q1 2023
- Begin Construction - Q2 2023
- Complete Construction - Q3 2023

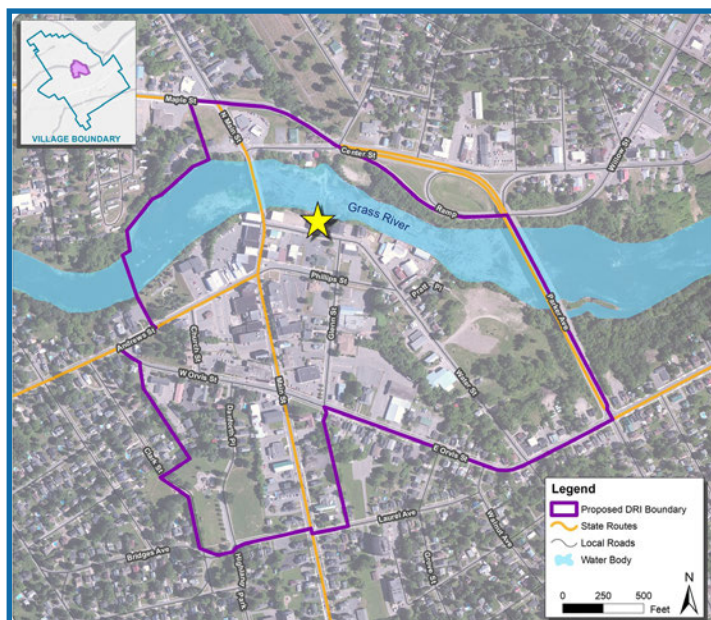
F. REBOOT "ON THE ROCKS" RESTAURANT



PROJECT TITLE	Rehabilitate On the Rocks Restaurant
DRI FUNDING REQUEST	Total DRI Funds: \$105,000 (42% DRI Ask) Total Project Cost: \$250,000
PROJECT DESCRIPTION	A renovation and refurbishment of the existing restaurant on waterfront property in downtown Massena. The project includes a multitude of upgrades and design improvements including a new pavilion, pizza oven, deck, and antique sign refurbishment.

PROJECT LOCATION

20 Water Street Massena, NY, 13662



OWNER/SPONSOR

Project Sponsor/Property Owner: Jeffrey Johnson & Gerald Johnson/
Grasse River Enterprises LLC

The project sponsor purchased the property at 20 Water Street during the DRI process and has site control.

CAPACITY

Project sponsor Jeffrey Johnson has been in the restaurant industry dating back to 1996. The additional project sponsor, Gerald Johnson, is a retired 30-year employee of NYS Power Authority, where he served as a linesman superintendent.

At this time, significant investments have already been made to the property. This includes the purchase of new energy-efficient kitchen equipment, new energy efficient radiant heating, replacement of water piping, electrical upgrades, interior improvements and landscaping.

The project sponsor will contribute \$150,000 to this project through a combination of private equity and financing through Community Bank.

PROJECT PARTNERS

Community Bank N.A.

STRATEGIES

The project aligns with the following Massena DRI Strategies:

SERVING DOWNTOWN

- Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.
 - Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
 - Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

STRATEGIES (CONTINUED)

BOOSTING DOWNTOWN

- Bolster economic growth and inspire a range of entrepreneurial opportunities within a welcoming and galvanized Downtown.
 - Encourage diversity of desirable full-service businesses and experiences Downtown that are accessible to residents and visitors.
 - Continue the momentum of Downtown to support innovation and entrepreneurship to generate new business and employment opportunities.
 - Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.

CONNECTING DOWNTOWN

- Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.
 - Support local and regional tourism through creative placemaking in a more connected Downtown community.
 - Develop intentional waterfront connections and recreational experiences.

LIVING DOWNTOWN

- Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.
 - Generate mixed-income housing to address lacking quality affordable housing stock and encourage growth Downtown.

The project aligns with the following North Country REDC Strategies and Visions:

- Support entrepreneurship within the region by assisting in the commercialization of new products and ideas.
- Explore how the region can attract 'gig,' 'digital nomad,' and teleworkers in innovation-related fields.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Develop a variety of housing options necessary to attract and retain residents and a quality workforce.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the building size does not meet the 10,000 square foot standard for substantial rehabilitation projects.

ANTICIPATED REVITALIZATION BENEFITS

On The Rocks is located along the scenic Grasse River. The project sponsor indicates that the project:

- Will clean up the downtown waterfront, making it more visible and utilized
- Will enhance curb appeal with the restoration of a historic neon sign
- Allow for live entertainment and outside dining along the riverfront in the outside pavilion area
- Shows an investment in Massena's downtown
- Will boost economic growth, provide employment for community members, and help promote neighboring businesses

PUBLIC SUPPORT

Community members taking part in the Village's DRI public engagement specifically expressed the importance of increased quality dining and entertainment options in their community.

While this project was ranked relatively low out of all the projects in terms of overall community support, repurposing this structure will preserve a piece of Massena's Grasse River waterfront and create a much needed aesthetic improvement to Water Street.

JOBS CREATED

The project sponsor has not indicated any new jobs created through this process.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Purchase of Site	\$70,000	\$70,000			Committed
Pavilion Roof and Pizza Oven	\$75,000	\$35,000		\$45,000	Committed/ Requested
Deck	\$15,000			\$15,000	Requested
Antique Sign Refurbishment	\$45,000			\$45,000	Requested
Operating Capital and Landscaping	\$45,000	\$45,000			Committed/ Requested
TOTAL	\$250,000*	\$150,000^A		\$105,000*	

*Rounded up to nearest \$1,000

^A Committed by Sponsor through private equity and Community Bank financing.

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by professional contractors including Perras Construction and Heritage Homes. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Village of Massena building permit
- New York's State Environmental Quality Review Act (SEQR)

At this time the project sponsor has provided the below-mentioned as already obtained regulatory requirements:

- Village of Massena Planning Board approval to operate On the Rocks (dated 6/4/21)
- New York State Department of Taxation and Finance Certificate of Authority (dated 5/6/21)
- New York State Liquor Authority 90-day Temporary Retail Permit (dated 10/21/21)
- New York State Department of State Division of Corporations, State Records and Uniform Commercial Code Assumed Name Filing (dated 2/10/22)

Images of Current Conditions



CURRENT CONDITIONS

Existing Facade looking Southwest from Water Street.
Left: Rear patio looking Southwest toward Water Street.

Image of Proposed Conditions



CONSULTANT GENERATED CONCEPT

TIMEFRAME FOR IMPLEMENTATION

The project sponsors have described in submitted materials that they projected an opening date of Memorial Day Weekend 2022.

At this time the project sponsor indicates the following timeline pending award:

- Fall 2022 - Design
- Winter 2023 - Bidding
- Spring 2023 - Construction

G. RESTORE 94 - 96 MAIN STREET



PROJECT TITLE

Restore 94 - 96 Main Street

DRI FUNDING REQUEST

Total DRI Funds: \$163,000 (50% DRI Ask)

Total Project Cost: \$325,000

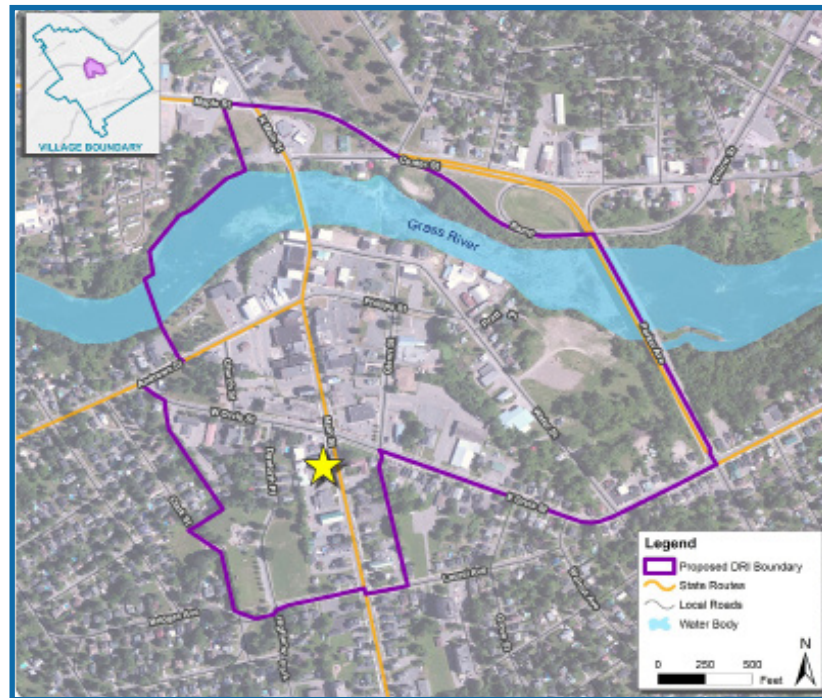
PROJECT DESCRIPTION

Haig Properties, LLC will renovate an old grocery store and adjoining vacant lot at 94 and 96 Main Street. The project sponsor is looking to accomplish a complete renovation of the interior and exterior spaces of each lot. Work on the exterior of the building will include a new roof with solar panels, an entirely new façade with new doors, windows, and siding, and a new parking lot with two electric vehicle charging stations. The foundation has to be repaired and patched. Structural repairs are needed for the floors, all walls, and roof trusses.

The interior of the building will have a new floor, which will be leveled with new beams and posts for support. There will be all-new mechanical features including electrical, plumbing, and HVAC. The interior space will be finished into a single, large open space with a ADA-accessible bathroom. The building is intended to serve as a professional or retail space once construction is completed.

PROJECT LOCATION

94-96 Main Street, Massena, NY 13662



OWNER/SPONSOR

Michael E. Kassian / Haig Properties, LLC.

CAPACITY

The project at 94-96 Main Street will prove to be an important development along the downtown corridor for economic activity. Ownership has demonstrated a successful business model and there is the promise that the proposal will align with DRI and REDC goals.

The current use of the parcels at 94 and 96 Main Street is a closed, worn-down grocery store and a vacant lot. The owner is looking to use DRI funds to renovate the grocery store building and pave the adjacent lot to park twenty cars. The owner has received contractor estimates and has financial support from NBT Bank upon reception of DRI funds.

The owner is a Licensed Real Estate Broker in New York State and has years of experience in commercial transactions in Massena. The project sponsor will contribute \$150,000 to this project through a combination of private equity and financing through NBT Bank.

PROJECT PARTNERS

Massena Savings & Loan (financing)

STRATEGIES

This project aligns with the following Massena DRI Goals & Strategies:

BOOSTING DOWNTOWN

- Encourage diversity of desirable full-service businesses and experiences Downtown that are accessible to residents and visitors.

LIVING DOWNTOWN

- Utilize green infrastructure to create a contemporary Downtown that is environmentally sustainable.

This project aligns with the following North Country REDC Strategies and Visions:

- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Explore how the region can attract 'gig,' 'digital nomad,' and teleworkers in innovation-related fields.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the building does not meet the 10,000 square-foot standard for substantial rehabilitation projects. However, the project includes energy efficient components such as the installation of solar panels and electric vehicle charging stations to contribute to decarbonization.

ANTICIPATED REVITALIZATION BENEFITS

The project is likely to have a significant positive impact on the revitalization of the downtown by attracting other public and private investment. The project is also well developed and poised to proceed in the near term in a way that will hopefully jumpstart the redevelopment of the neighborhood.

PUBLIC SUPPORT

Community members taking part in the Village's DRI public engagement specifically expressed the importance of increased quality commercial rental options in their community.

While this project was ranked relatively low out of all the projects in terms of overall community support, repurposing this structure will preserve a piece of Massena's Historic downtown and create a much needed aesthetic improvement to Main Street.

JOBS CREATED

This project is not anticipated to directly create full-time jobs. The additional commercial space may result in new full and part time employment when the space is leased.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Demolition & Structural Repairs	\$29,800	\$5,800		\$24,000	Committed/Requested
Renovations and Upgrades	\$81,500	\$40,850		\$40,850	Committed/Requested
Asbestos Abatement	\$28,500	\$14,250		\$14,250	Committed/Requested
Parking Lot	\$36,500	\$36,500			Committed
Electric Charging Station	\$24,000	\$6,000		\$18,000	Committed/Requested
Solar Panels	\$28,500	\$9,100		\$19,400	Committed/Requested
HVAC Units	\$15,500	\$7,750		\$7,750	Committed/Requested
Labor and Fees	\$79,750	\$41,875		\$37,875	Committed/Requested
TOTAL	\$325,000*	\$162,125^A		\$163,000*	

*Rounded up to the nearest \$1,000

^A Committed by Sponsor through private equity & financing through NBT Bank

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by a professional firm, Mittiga Renovation in Spring 2022. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

The project sponsor contribution will include personal financing by the owner and a loan from NBT Bank.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Hazardous material testing and abatement
- Site Plan review and approval by Village Board
- Building permits
- New York's State Environmental Quality Review Act (SEQR)



CURRENT CONDITIONS

Existing Facade looking West from Main Street.



CURRENT CONDITIONS

Rear facade looking East toward Main Street.



PROPOSED CONDITIONS

Rendering Images



PROPOSED CONDITIONS

Rendering Images

TIMEFRAME FOR IMPLEMENTATION

According to the submitted professional cost estimate, the timeframe for implementation for this revitalization project is 2 months from contract/award date.

H. REVIVE THE HISTORIC SCHINE THEATER



PROJECT TITLE

Revive the Historic Schine Theater

DRI FUNDING REQUEST

Total DRI Funds: \$2,102,000 (99% DRI Ask)

Total Project Cost: \$2,127,000

PROJECT DESCRIPTION

The Schine Theater served downtown Massena as a single-screen movie theater from 1918 until the previous owner closed it in 1995. The current owner, The Massena Theater and Arts Association (a 501C3), purchased the building with the intention of restoring it to an entertainment destination in downtown Massena. The association has been fundraising and applying for grants to move forward with the project. In 2017, they were awarded a grant to remove hazardous materials and do demolition, which was completed in the Spring of 2020.

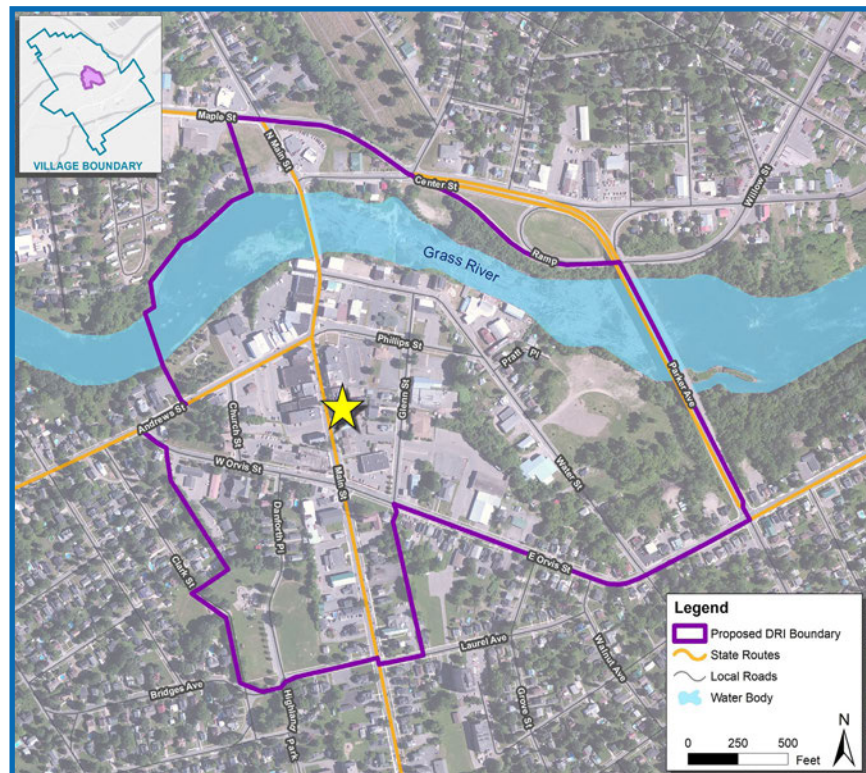
PROJECT DESCRIPTION (CONTINUED)

Prior to moving forward with the restoration work, the structure requires stabilization. First and foremost, the brick facade on the sides and rear of the building is deteriorating and needs to be re-pointed, insulated and a waterproof coating installed. Additionally, the exit doors in these walls need to be replaced. To do this work, asbestos-containing material must be removed from the exterior. The front facade is in much better shape, but requires re-pointing, and replacement of the storefront glass and door entrance. In addition, the marquee (which was removed due to unsafe conditions) needs to be refurbished and reinstalled. On the interior, framing needs to be done as well as mechanical and electrical installations and associated finish work.

Maintaining the building has stressed the Association's budget, and critical repairs are awaiting funding. To ensure that these essential repairs are made before the building is damaged beyond repair, the Association is seeking DRI funding to finish the work.

PROJECT LOCATION

65 Main Street Massena, NY 13662



OWNER/SPONSOR

Shawn Grey

The Massena Arts and Theater Association, Inc., (“MATA”)

CAPACITY

The Association received a Community Development Block Grant in 2017 to address hazardous material testing and removal as well as demolition. As a result of this grant, Phase 1 and Phase 2 Environmental Investigation have been completed, involving a hazardous material study and removal, for which a clearance report was received. The building is listed on the State Historic Preservation Office Register. The Association has retained Brooks Washburn Architecture, DPC to do the architectural drawings as well as mechanical and electrical engineering associated with the project.

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Washburn Architecture. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

PROJECT PARTNERS

Brooks Washburn Architecture, DPC

SeaComm Federal Credit Union

STRATEGIES

This project aligns with the following Massena DRI Goals & Strategies:

BOOSTING DOWNTOWN

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.

LIVING DOWNTOWN

- Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts.
- Support placemaking by investing in amenities to promote a functional dynamic Downtown.

SERVING DOWNTOWN

- Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
- Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

This project aligns with the following North Country REDC Strategies and Visions:

- Support entrepreneurship within the region by assisting in the commercialization of new products and ideas.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.

DECARBONIZATION STRATEGIES AND BENEFITS

This project requires decarbonization measures, as it involves the substantial rehabilitation of a building larger than 10,000 square feet. Proposed energy efficiency components of the project include an upgraded boiler and building insulation to contribute to decarbonization.

ANTICIPATED REVITALIZATION BENEFITS

Schine Theater will be a space that welcomes all to Massena. The restoration of a historic building, re-purposed to a multi-functional entertainment space that encompasses the identity of Massena, will provide a venue for movies, theatrical productions, musical performances, lectures, and cultural events. The theatre will serve as a catalyst for the creation of new cafes, restaurants, and shops in the Downtown area.

PUBLIC SUPPORT

The historic Schine Theatre is universally recognized as a centerpiece and anchor for the Village of Massena's downtown. The public has consistently supported upgrades to this regionally-significant building since the members of MATA (Massena Arts and Theater Association) Non Profit purchased the property with the intention of restoring it in 2015.

JOBS CREATED

Theater operation will create jobs including but not limited to: ticket takers, concession workers, and ushers.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Theatre Audio & Video	\$115,100			\$115,100	Requested
Exterior Improvements	\$188,743			\$188,743	Requested
Interior Improvements	\$390,157	\$4,267		\$385,890	Committed/Requested
Marquee Restoration	\$35,000		\$10,000 ^B	\$25,000	Secured/Requested
Utility Installation & Upgrades	\$693,251	5,600		\$687,651	Committed/Requested
Theater Furnishings and Equipment	\$246,278	\$10,133		\$241,210	Committed/Requested
Design & General Conditions	\$457,807			\$457,807	Requested
TOTAL	\$2,127,000*	\$20,000^A	\$10,000^B	\$2,102,000*	

*Rounded up to the nearest \$1,000

^A Committed by Sponsor through private financing

^B Committed by private donor pending DRI award

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Washburn Architecture. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Hazardous material testing and abatement
- Site Plan review and approval by Village Board.
- Building permits
- State Historic Preservation Office (SHPO)
- New York's State Environmental Quality Review Act (SEQR)



CURRENT CONDITIONS

Existing interior auditorium from balcony.



CURRENT CONDITIONS

Existing interior lobby looking East toward Main Street entrance.

Image of Proposed Conditions

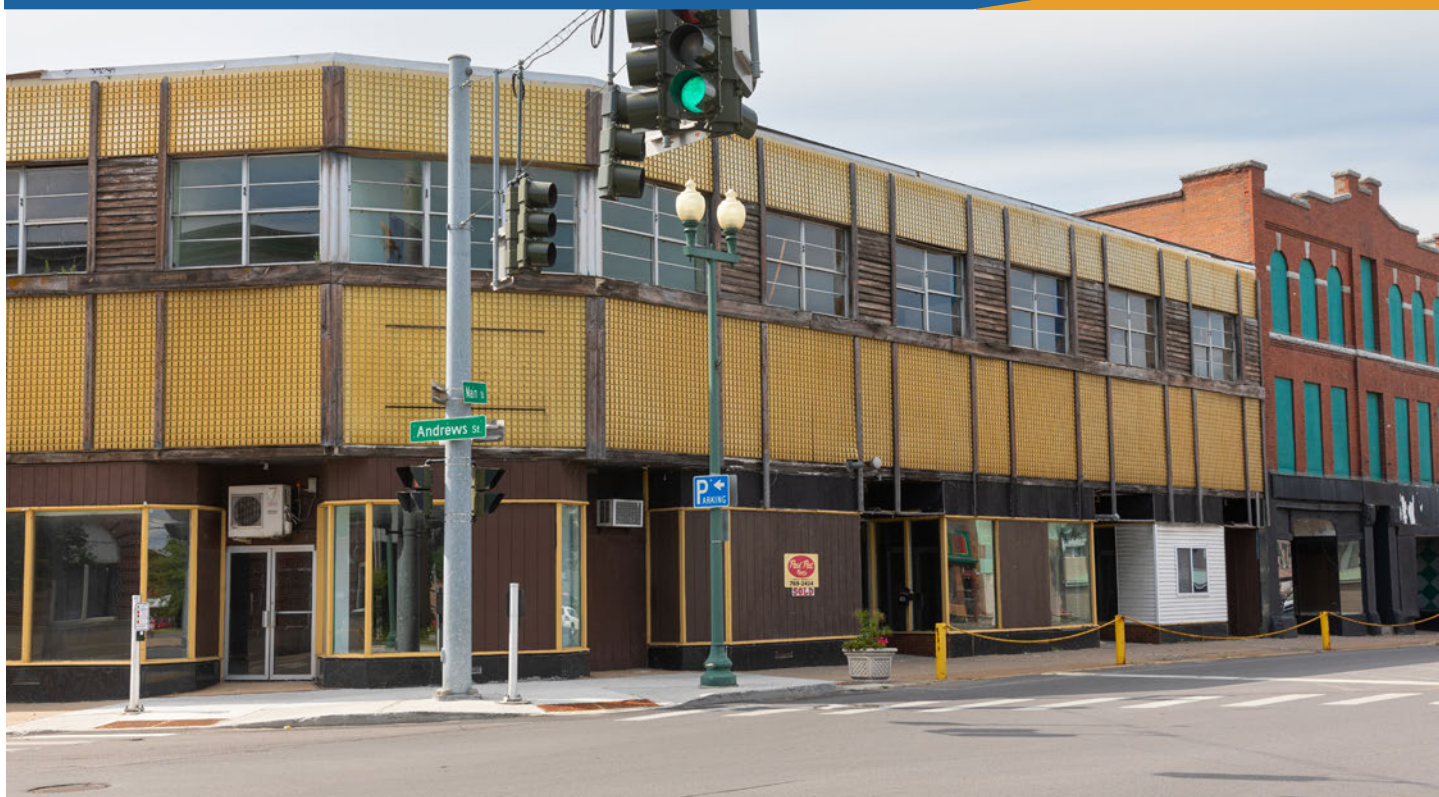


TIMEFRAME FOR IMPLEMENTATION

At this time the project sponsor indicates the following timeline pending award:

- Winter 2022-2023 – Notification/Grant Contract, Final Architectural Documents
- Spring 2023 – Bidding, Bid Review/Contracting
- Spring 2023-Fall 2023 – Construction

I. TRANSFORM JJ NEWBERRY BUILDING



PROJECT TITLE

Transform JJ Newberry Building, 28-30 Main Street

DRI FUNDING REQUEST

Total DRI Funds: \$1,633,000 (50% DRI Ask)

Total Project Cost: \$3,266,000

PROJECT DESCRIPTION

The historic Central Building (28-30 Main Street) was initially erected in 1916. As the Village grew, the building was expanded, and in 1941 re-opened as the new and “modern” JJ Newberry Building. This expanded, two-story building with a full basement totals 33,000 square feet and sits on a prominent corner in the heart of Downtown at the corner of Main and Andrews Street. Even though the JJ Newberry is the largest building within the Downtown, it sits totally vacant and in great need of repair.

PROJECT DESCRIPTION (CONTINUED)

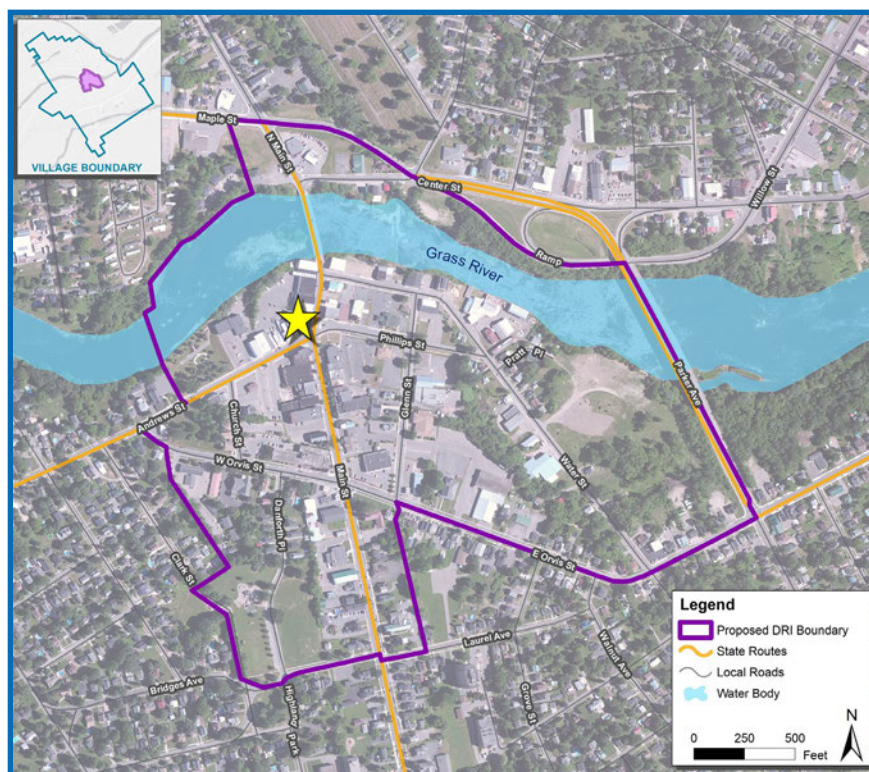
GoCo Massena purchased the property in the summer of 2021 and is now proposing a full modernization of the building, consisting of two phases. The first phase of work includes removing asbestos, replacing the roof while adding a rooftop deck, and replacing the existing decaying 1970 façade with a new façade reminiscent of Massena’s better days. This will include new energy-efficient doors and windows, as well as new insulation.

The second phase of work includes full renovations on the top floor to include six apartment units of different sizes. Each apartment will enjoy new energy-efficient appliances and HVAC systems and will have access to a rooftop deck with panoramic views of the Grasse River. The renovation will include a multi-level rooftop outdoor space with a separate area accessible to a commercial tenant for offering outdoor dining, all accessible via stairs and an elevator. The project may also facilitate solar panels should such receive necessary approvals.

The first floor will include an interior “walking main street” that connects a parking area at the rear of the building to the primary building entrance on Main Street. Rental space along this interior corridor will vary in size (500 to 13,000 sf) and be accessible via additional entrances opening on Andrews Street and Main Street. New infrastructure throughout the first floor including energy-efficient HVAC, plumbing, and electrical work will also be included. The adjacent refurbished municipal parking lot is also readily available for tenant customers.

PROJECT LOCATION

28-30 Main Street, Massena, NY 13662



OWNER/SPONSOR	<p>Bill and Sue Fiacco</p> <p>GoCo Massena, LLC</p>
CAPACITY	<p>Bill and Sue Fiacco, the sole owners of GoCo Massena as well as GoCo Ventures, have extensive corporate experiences that contribute to their ability to see construction projects through to completion. Bill has served in several executive roles in the construction industry rising to roles including Sr VP, Exec VP, and President in multibillion-dollar companies. Sue has served in many diverse leadership roles (Director, VP, and CIO) in prominent firms including Accenture, KPMG, CBS, and Arcelor Mittal Steel.</p> <p>The project sponsors are in the process of completing a full renovation of a 120-year-old gristmill, also in the Massena DRI boundary. The scope of work for that project includes new foundations, siding, roof trusses, floor trusses, plumbing, electrical, and HVAC upgrades. Work also includes the addition of a brewpub and event space as well as two new apartments.</p> <p>In July 2021, GoCo Massena acquired the JJ Newberry property. The project sponsors will contribute \$568,909 to the overall project cost through a combination of private equity and financing through Massena Savings & Loan. The sponsors have secured two grants for this project: \$163,680 from Empire State Development and \$500,000 from NY Main Street Stabilization for phase I of construction in 2021. An additional \$400,000 in grant funding is anticipated through DANC but has not yet been secured.</p>
PROJECT PARTNERS	<p>New York Main Street Stabilization Grant Program</p> <p>Empire State Development Grant Program</p> <p>Massena Savings & Loan (financing)</p>
STRATEGIES	<p>This project aligns with the following Massena DRI Goals & Strategies:</p> <p>BOOSTING DOWNTOWN</p> <ul style="list-style-type: none"> Cultivate a sustainable economic environment that retains existing businesses and skilled professionals <p>LIVING DOWNTOWN</p> <ul style="list-style-type: none"> Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts Support placemaking by investing in amenities to promote a functional dynamic Downtown. <p>SERVING DOWNTOWN</p> <ul style="list-style-type: none"> Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.

STRATEGIES (CONTINUED)

This project aligns with the following North Country REDC Strategies and Visions:

- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Explore how the region can attract ‘gig,’ ‘digital nomad,’ and teleworkers in innovation-related fields.
- Implement critical infrastructure to improve connectivity.

DECARBONIZATION STRATEGIES AND BENEFITS

As a substantial rehabilitation project in excess of 10,000 square feet, the JJ Newberry Building renovation is required to meet the NY Stretch Energy Code and has included high efficiency windows, doors and HVAC systems, as well as new insulation and solar panel installation to contribute to decarbonization.

ANTICIPATED REVITALIZATION BENEFITS

The JJ Newberry Building (28-30 Main Street) renovation will support and enable the Village of Massena’s vision in many ways.

The renovated building will enhance opportunities for incubating new businesses as well as attracting established businesses downtown, ultimately creating jobs and foot traffic for existing businesses. Early inquiries for the space have included a gym, coffee roasting shop, pottery shop, gifts/sandwich shop, clothing store, distillery, and an aerial silk studio. Prospective office tenants wanting quality space with a vibrant atmosphere will bring new energy to downtown.

The prominence of the building increases the opportunity to create an entirely new, enhanced sense of place, with options for dining, shopping, and entertainment. A rooftop deck adds to the excitement and placemaking.

The green initiatives incorporated in the building design will strengthen the sustainability of downtown commercial space and inspire others to do the same. The “walking main street” element of the renovated building could support downtown walkability and connections.

PUBLIC SUPPORT

The overwhelmingly positive feedback from DRI public meetings indicates that there is tremendous support for restoring the historic corner building in the center of Downtown. The Local Planning Committee shared their strong support for this project in their working group meeting(s) in May 2022.

JOBS CREATED

The project sponsor has not identified new jobs created directly by this project. Once the building reaches full tenancy, new full- and part-time positions are anticipated.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Roof/Façade/Windows/Doors	\$563,500	\$98,105	\$465,395 ^B		Committed/Secured
Elevator	\$163,201	\$32,640		\$130,561	Committed/Requested
New Apartments	\$920,000	\$217,000		\$703,000	Committed/Requested
Main Floors HVAC/Frame/Electrical/Plumbing/Solar Panels	\$1,070,000	\$25,000	\$350,000 ^C	\$695,000	Committed/Pending Requested
Demolition	\$82,000	\$14,276	\$67,724 ^D		Committed/Secured
Environmental Cleanup	\$139,480	\$24,276	\$115,204 ^D		Committed/Secured
Professional Services/Fees/Insurance	\$327,000	\$157,612	\$65,358 ^E	\$104,030	Committed/Pending Requested
TOTAL	3,266,000*	568,909^A	1,063,681^F	1,633,000*	

*Rounded up to the nearest \$1,000

^A Committed by Sponsors through private equity and Massena Savings & Loan financing

^B NY Main Street Stabilization (Secured)

^C Grant from DANC (Pending, not yet secured)

^D Combination of grants from ESD and NY Main Street (Secured)

^E Combination of NY Main Street (Secured) & DANC (Pending, not yet secured)

^F Total Grants include \$500,000 from NY Main Street Stabilization (Secured), \$163,681 from ESD (Secured) and \$400,000 from DANC (Pending).

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Washburn Architecture on March 25, 2022. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Hazardous material testing and abatement
- Site Plan review and approval by Village Board.
- Building permits
- New York's State Environmental Quality Review Act (SEQR)



CURRENT CONDITIONS

Existing facade looking Northwest from Main/Andrews Street intersection.



CURRENT CONDITIONS

Existing facade looking North from Andrews Street.



PROPOSED CONDITIONS

Top: Facade rendering looking North from Andrews Street.
Bottom: Facade rendering looking West from Main Street.



TIMEFRAME FOR IMPLEMENTATION

At this time the project sponsor indicates the following timeline pending award:

- Winter 2022-2023 – Notification/Grant Contract, Final Architectural Documents
- Spring 2023 – Bidding, Bid Review/Contracting
- Spring 2023-Fall 2023 – Construction

J. REIMAGINE 37 WATER STREET, THE CREAMERY



PROJECT TITLE

Reimagine 37 Water Street, The Creamery

DRI FUNDING REQUEST

Total DRI Funds: \$605,000 (50% DRI Ask)

Total Project Cost: \$1,210,000

PROJECT DESCRIPTION

The project includes a full-scale reconstruction and renovation of a mixed-use facility. The building renovation will be completed as an entire project and will include:

- Complete renovation of the existing exterior, including repointing and repainting existing brick, new siding on those areas without brick, new windows and doors, and new awnings and door porticos.

PROJECT DESCRIPTION (CONTINUED)

- Addition of a second floor for three apartments – two 2-bedroom/2-bath apartments and one 1-bedroom/1-bath apartment. The exterior of the second floor will be brick, predominantly, to blend with the first-floor façade.
- New HVAC, electrical, and plumbing throughout the building
- Renovation and fit out of the first floor to include a small retail space, manufacturing space with raised ceilings, freezer/storage, and staging areas as well as office space to run the Creamery operations.

GoCo acquired the blighted building in September 2019. Over the past few years, GoCo has also acquired five additional parcels adjacent to the 37 Water Street property – including The GristMill – providing an opportunity for placemaking synergies and generating the excitement and vibrancy of a village undergoing a resurgence. Together, the properties will offer plentiful green space for tenants, visitors, and customers to enjoy, as well as ample parking and excellent truck access. The Creamery will contribute to a growing hub of appealing businesses along the waterfront, attracting visitors and residents alike.

PROJECT LOCATION

37 Water Street, Massena, NY 13662



OWNER/SPONSOR

Bill and Sue Fiocco / GoCo Ventures, LLC

CAPACITY

Bill and Sue Fiacco, the sole owners of GoCo Massena as well as GoCo Ventures, have extensive corporate experiences that contribute to their ability to see construction projects through to completion. Bill has served in several executive roles in the construction industry rising to roles including Sr VP, Exec VP, and President in multibillion-dollar companies. Sue has served in many diverse leadership roles (Director, VP, and CIO) in prominent firms including Accenture, KPMG, CBS, and Arcelor Mittal Steel.

The project sponsors are in the process of completing a full renovation of a 120-year-old gristmill, also in the Massena DRI boundary. The scope of work for that project includes new foundations, siding, roof trusses, floor trusses, plumbing, electrical, and HVAC upgrades. Work also includes the addition of a brewpub and event space as well as two new apartments.

In September 2019, GoCo Massena acquired the property at 37 Water Street. Five adjacent parcels were acquired for space-making opportunities, as well as parking and trucking access enhancements. The project sponsors will contribute a total of \$333,000 to the overall project cost through a combination of private equity and financing through Massena Savings & Loan. The sponsors have secured a \$97,000 grant for this project through Empire State Development. An additional \$175,000 in grant funding is anticipated through Northern New York Economic Development Fund but has not yet been secured.

PROJECT PARTNERS

Massena Savings & Loan, Empire State Development

STRATEGIES

This project aligns with the following Massena DRI Goals & Strategies:

BOOSTING DOWNTOWN

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.

LIVING DOWNTOWN

- Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts.
- Support placemaking by investing in amenities to promote a functional dynamic Downtown.

SERVING DOWNTOWN

- Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.

STRATEGIES (CONTINUED)

This project aligns with the following North Country REDC Strategies and Visions:

- Reduce barriers to enable the region to train, retain and recruit its needed workforce.
- Develop incumbent worker training opportunities in the region to meet current and future employer requirements.
- Train and retain the North Country workforce to increase the capacity and capability of the workforce.
- Attract new innovative companies to the North Country.
- Support entrepreneurship within the region by assisting in the commercialization of new products and ideas.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Develop a variety of housing options necessary to attract and retain residents and a quality workforce.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as the building does not meet the 10,000 square-foot standard for substantial rehabilitation projects. However, the project includes energy efficient components such as high efficiency windows, doors and HVAC systems, as well as new insulation and solar panel installation to contribute to decarbonization.

ANTICIPATED REVITALIZATION BENEFITS

The Creamery renovation will support and enable the Village of Massena's vision in many ways. The blighted building's adjacency to The GristMill and the river makes it an excellent opportunity for Water Street placemaking. The green space being retained by The GristMill and the green space contained in the purchased parcels create an opportunity for a wonderful space for visitors and tenants alike.

The renovated building will enhance the connections, walkability, and functionality of the waterfront corridor. The first floor will house a traditional ice cream corner, with the look and feel of an old-time shop. Access to the proposed riverfront walk would be directly across the street, providing new destinations for those using the riverfront as well as downtown residents and visitors.

A new façade with retail space, an added second floor for residential living, and light manufacturing space all strongly support the vision placemaking, enhanced entertainment and dining, downtown living, and connectivity.

Unique living spaces, directly across from the Grasse River and the currently constructed GristMill Brewery, also add to the vision of walkability and live/work/play spaces. Green building elements incorporated in the project could serve as a model for future development in downtown.

PUBLIC SUPPORT

The overwhelmingly positive feedback from DRI public meetings indicates public support for restoring the vacant building on Water Street. The Local Planning Committee shared their strong support for this project in their working group meeting(s) in May 2022. There is excitement surrounding the promise of this project, especially the aspect of bringing light manufacturing back to downtown.

JOB'S CREATED

This project is anticipated to create seven full-time jobs.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Roof & Exterior Renovation	\$185,000	\$12,500	\$50,000	\$122,500	Committed/ Pending/ Requested
Framing, Doors & Windows	\$143,000	\$11,500	\$60,000	\$71,500	Committed/ Pending/ Requested
New Apartments	\$360,000	\$180,000		\$180,000	Committed/ Requested
Utilities, Solar Panels	\$135,000	\$7,500	\$60,000	\$67,500	Committed/ Pending/ Requested
Demolition	\$25,000	\$4,500	\$8,000	\$12,500	Committed/ Pending/ Requested
Environmental Cleanup	\$65,000	\$7,500	\$25,000	\$32,500	Committed/ Pending/ Requested
Design Fees	\$57,000	\$3,500	\$25,000	\$28,500	Committed/ Pending/ Requested
Dairy Manufacturing Equipment	\$101,000	\$6,500	\$44,000	\$50,500	Committed/ Pending/ Requested
General Conditions	\$110,000	\$85,000		\$25,000	Committed/ Requested
Dairy Retail Interior Renovations	\$29,000	\$14,500		\$14,500	Committed/ Requested
TOTAL	\$1,210,000*	\$333,000^A	\$272,000^B	\$605,000*	

*Rounded up to the nearest \$1,000

^A Committed by Sponsors through private equity and Massena Savings & Loan financing

^B Total Grants include \$97,000 from ESD (Secured), \$175,000 from Northern NY Economic Development Fund (Pending, not yet secured)

FEASIBILITY AND COST JUSTIFICATION

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Washburn Architecture on March 25, 2022. Overall construction costs are reasonable and align with industry standards at the time of budget/cost preparation.

REGULATORY REQUIREMENTS

The project is anticipated to require the following regulatory approvals and/or coordination:

- Hazardous material testing and abatement
- Site Plan review and approval by Village Board.
- Building permits
- New York's State Environmental Quality Review Act (SEQR)



CURRENT CONDITIONS

Existing facade from Water Street looking South.



CURRENT CONDITIONS

Existing facade from Water/Glenn Street intersection.



PROPOSED CONDITIONS

Top: Rendering of South facade of building, looking North toward Water Street.
Bottom: Rendering of North facade of building, looking South from Water Street.



TIMEFRAME FOR IMPLEMENTATION

- Summer 2023 - Fall 2023 - Architectural Drawings
- Winter 2023-2024 -Bidding
- Spring 2024 - Bid Review/Contracting
- Estimated Completion - 2025

K. LAUNCH CORE OF THE COMMUNITY FUND



PROJECT TITLE

Launch CORE of the Community Fund

DRI FUNDING REQUEST

Total DRI Funds: \$600,000 (100% DRI Ask)

Total Project Cost: \$600,000

PROJECT DESCRIPTION

This project is focused on enhancing the downtown core by providing small grant awards for commercial building façade improvements and other revitalization efforts within the identified DRI boundary. This is intended to be a locally managed fund for the purpose of undertaking a range of smaller downtown projects that may not have met DRI threshold requirements.

PROJECT LOCATION

Throughout the DRI boundary (not location specific).

SPONSOR

Village of Massena

CAPACITY

The Village of Massena has a history of successfully administering and implementing grant programs within the Village. The Village has effectively administered over \$10 million in grants since 2010. The administration conveys ample facility to successfully meet the goals of the DRI and ensure project completeness in accordance with all program guidelines.

A similar “Core of the Community” grant program was administered in 2016-2017. The \$75,000 grant fund was pursued by 15 interested applicants within the Village. In 2021 the Village of Massena entered into an agreement with the Development Authority of the North Country (DANC) to administer a New York State Affordable Housing Corporation (NYSAHC) grant in the amount of \$350,000 for the rehabilitation of approximately ten eligible owner-occupied homes in the Village. This program’s administrative success speaks to the Village’s capacity to fulfill and execute contracts.

The Village retained LaBella Associates, an Architecture, Engineering, Environmental and Planning firm to provide grant consulting and administrative services to enhance the Village’s capacity.

PROJECT PARTNERS

Not Applicable

STRATEGIES

The project aligns with the following Massena DRI Strategies:

BOOSTING DOWNTOWN

- Bolster economic growth and inspire a range of entrepreneurial opportunities within a welcoming and galvanized Downtown.
 - Encourage diversity of desirable full-service businesses and experiences Downtown that are accessible to residents and visitors.
 - Continue the momentum of Downtown to support innovation and entrepreneurship to generate new business and employment opportunities.
 - Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.

SERVING DOWNTOWN

- Complement health, wellness, and recreational needs and encourage fresh air adventure for “always in season” Massena.
 - Upgrade parks and public spaces to include a variety of outdoor activities and public amenities for all ages and abilities.
 - Integrate formalized walking/cycling routes within the Downtown and along the riverfront.
 - Leverage and embrace the compact Downtown to achieve more opportunities for recreation and draw more visitors and residents Downtown.

CONNECTING DOWNTOWN

- Strengthen and formalize connections, walkability, and functionality of Downtown to provide a desirable experience for all.
- Creates an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Support local and regional tourism through creative placemaking in a more connected Downtown community.
- Develop intentional waterfront connections and recreational experiences.
- Highlight progressive Complete Streets approaches that support the development of a transportation network for all modes of travel that promotes access, mobility, and safety for all users.

LIVING DOWNTOWN

- Enhance placemaking and sustainability all while maintaining the neighborly hometown feel the Village is known for.
- Celebrate the creativity, culture, and spirit of Downtown through public art projects and beautification efforts.
- Support placemaking by investing in amenities to promote a functional dynamic Downtown.
- Utilize green infrastructure to create a contemporary Downtown that is environmentally sustainable.
- Foster local food access through farmers' markets and food truck experiences Downtown.
- Generate mixed-income housing to address lacking quality affordable housing stock and encourage growth Downtown.

This project aligns with the following North Country REDC Strategies and Visions:

- Maintain the region's innovation economy by retaining businesses built around technology and innovation in the North Country.
- Support entrepreneurship within the region by assisting in the commercialization of new products and ideas.
- Explore how the region can attract 'gig,' 'digital nomad,' and teleworkers in innovation-related fields.
- Implement critical infrastructure to improve connectivity.
- Revitalize downtowns to create planned, vibrant, livable centers of commerce.
- Activate tourism as a driver to diversify our economies by creating demand to accelerate investment.
- Develop a variety of housing options necessary to attract and retain residents and a quality workforce.

DECARBONIZATION STRATEGIES AND BENEFITS

Decarbonization is not required for this project, as it is not site specific.

ANTICIPATED REVITALIZATION BENEFITS

A catalytic, locally managed, fund that can undertake a range of smaller downtown projects such as façade improvements, public art, public realm improvements, and physical improvements to existing and/or vacant commercial or mixed-use space will fundamentally change the downtown and how it is perceived.

PUBLIC SUPPORT

Throughout the DRI planning process, this project received consistently strong support from both the Local Planning Committee (LPC) and the public. There are a number of projects that were initially submitted through the Call for Projects that would be very well suited for this fund.

JOBS CREATED

This project is not anticipated to directly create full-time jobs. However, the project will allow opportunities for the expansion of existing business that may result in new full and part time employment opportunities.

PROJECT BUDGET AND FUNDING SOURCES

Item	Cost	Source			Status of Funds
		Sponsor	Other Contribution	DRI Request	
Contractual Services for Selected Projects	\$540,000			\$540,000	Requested
Administration*	\$60,000			\$60,000	Requested
TOTAL	\$600,000			\$600,000	

* A portion of the DRI award funding will be used to contract for administrative services to manage the matching grant fund.

FEASIBILITY AND COST JUSTIFICATION

Per the New York State Downtown Revitalization Initiative Guidebook released April 2022, Grant Funds or Revolving Loan Funds are typically capped at \$600,000. Of this \$600,000, up to 10% (\$60,000) can be allocated to the administration of the program. Additionally, per the aforementioned guidebook, certain non-capital projects will be considered to the extent that they will contribute to the revitalization of the downtown and are consistent with the community's vision and goals.

REGULATORY REQUIREMENTS

Coordination between New York State Homes and Community Renewal (HCR) and the Village will be required. In addition, building permits and environmental review will be required for individual projects funded under the grant program.

Images of Current Conditions



CURRENT CONDITIONS

Main Street looking South from Andrews Street intersection.

TIMEFRAME FOR IMPLEMENTATION

At this time the project sponsor indicates the this timeline pending award:

- Winter 2022-2023 – Fund Guideline Development
- Summer 2023 – Application Acceptance
- Fall 2023 – Winter 2024 – Awards (including construction completion)

PROJECT SUMMARY TABLE

ID	Project Name	Project Description	Responsible Party	Total Project Cost	DRI Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
Public Improvement Projects									
A	Reactivate Danforth Park	Recreational improvements including splash pad, accessible playground stations, bathrooms, picnic areas, and pavilions. Installation of sidewalks, additional parking and walking paths.	Village of Massena	\$1,624,000	\$1,624,000	DRI	Upon Execution of Contract	Summer 2024	0
B	Advance Downtown Enhancements	Streetscape enhancements including street lighting, sidewalks, street trees, under bridge lighting, pedestrian connections, benches and wayfinding to create a unified streetscape aesthetic.	Village of Massena	\$3,449,000	\$3,449,000	DRI	Upon Execution of Contract	Fall 2024	0
C	Establish Downtown Riverwalk	Scenic riverwalk along portions of the Grasse River and formalization of the kayak launch behind the Fire Department in coordination with current landowners.	Village of Massena	\$1,715,000	\$1,715,000	DRI	Upon Execution of Contract	Fall 2024	0
D	Transform the School of Business & Create Gateway & Courtyard	Transformation of the former Massena School of Business site into hardscape courtyard/transitional space with mezzanine, that connects the downtown corridor with the riverwalk areas while preserving the historic School of Business façade.	St. Lawrence County IDA	\$1,900,000	\$1,900,000	DRI	Upon Execution of Contract	Fall 2024	0
New Development & Rehabilitation of Downtown Buildings Projects									
E	Modernize Historic 48 Main Street	Restore front, side, and rear façade of anchor Main Street building as well as one of the unique storefronts.	Bruce Beckstead	\$250,000	\$100,000	DRI, Private Funding, Community Bank	Upon Execution of Contract	2023	0
F	Reboot On the Rocks Restaurant	A renovation and refurbishment of existing restaurant on waterfront property in downtown Massena. Project includes new pavilion, pizza oven, deck and antique sign refurbishment.	Grasse River Enterprises LLC	\$250,000	\$105,000	DRI, Private Funding, Community Bank	Upon Execution of Contract	2023	0
G	Restore 94-96 Main	Complete renovation of an old grocery store building and adjoining vacant lot for parking of approx. 20 cars. This building will be remodeled for Professional or Retail space.	Haig Properties, LLC	\$325,000	\$163,000	DRI, Private Funding, NBT Bank	Upon Execution of Contract	Spring 2023	0
H	Revive the Historic Schine Theater	Stabilization of the historic Theater building in Downtown Massena and addressing critical repairs to bring the space back to full use.	The Massena Arts and Theater Association, Inc.	\$2,127,000	\$2,102,000	DRI, Community Bank Block Grant, Donor	Upon Execution of Contract	Fall 2023	5
I	Transform JJ Newberry's Building	Full modernization and repairs of historic building including apartment formalization, flexible retail space, and office space, adding a rooftop deck, and replacing the existing façade.	GoCo Massena, LLC	\$3,266,000	\$1,633,000	DRI, DANC, Private Funding, ESD	Upon Execution of Contract	Fall 2023	0
J	Reimagine 37 Water Street, The Creamery	Renovation of abandoned building for retail creamery store front and addition of second floor for apartments. To include light manufacturing and regional commercial sales of ice cream, yogurt, and cheeses.	GoCo Massena, LLC	\$1,210,000	\$605,000	DRI, DANC, Private Funding, ESD	Upon Execution of Contract	2025	7
Revolving Grant & Loan Projects									
K	Launch CORE of the Community Fund	Project focused on enhancing the downtown core through small grant awards (25% applicant match) - providing funds for revitalization efforts such as façade improvements for commercial buildings to grow the neighborhood retail district.	Village of Massena	\$600,000	\$600,000	DRI	Upon Execution of Contract	Ongoing	0