

# Technology • Arts • Partnerships



## City of Hornell

### Downtown Revitalization Initiative

June 2017



## **BASIC INFORMATION**

Regional Economic Development Council (REDC) Region: Southern Tier

Municipality Name: City of Hornell

Downtown Name: Hornell Downtown District

County: Steuben

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.

The City of Hornell would like to build upon the immense progress that is happening with the growth in employment and private development throughout the city. The Hornell vision for downtown is to elevate this resurgence to a whole new level with an appropriate mix of business and residential improvements.

Justification. Provide an overview of the downtown, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

For a description of where Hornell is and what is all about, watch the promotional video at this link:

<https://www.youtube.com/watch?v=0BQ3MRJGdmE&app=desktop>

Like many rural cities, small downtown businesses tend to come and go for various reasons. In general, Hornell has been able to keep the storefronts full with a nice mix of businesses to serve the community needs. There are rarely any vacant storefronts and if one does become vacant, it is quickly filled. The condition of these storefronts varies from building to building but could be rated on average as "good".

Businesses that currently occupy the storefronts in the target area include: restaurants, utility services, insurance, dentistry, civic, real estate, medical supplies, furniture, discount retail, clothing retail, grocery, spa, beauty salons, shoe sales and repair, furniture rental, accounting, high-end retail, liquor sales, antique co-op, framing services, banking, legal services, movie theater, video rental, pet shop, video productions, dance instruction, community organizations, clothing consignment, floral, and medical services.

The only "chain" or "franchise" stores in the center of the downtown area are Peebles Department Store, Dollar General, and Burger King. All of the other businesses downtown are unique small businesses that look to self-employed, local people for their funding and improvements.

Current land uses in the target area are zoned as B-1 or "Local Business District", B-2 or "General Business District" and R-2 "Residential Family" by the City of Hornell and is fairly bike/pedestrian friendly.

Approximately 52% of the commercial buildings in the target area are owner-occupied. Approximately two buildings in the immediate downtown area have vacant commercial space on the street level. The infrastructure of the target area is good complete with Victorian style lighting and wide, accessible sidewalks, and plenty of free municipal parking.

Buildings in the target area that are on the State Historic Register include the Hornell Armory, the Hornell Public Library, St. Ann's Federation Building, Temple Beth-El, (former) US Post Office Building, and City Hall. Historic Hornell Inc. hired Bero Associates Architects to write a "Reconnaissance Level Survey of Historic Resources" for the City of Hornell.

Buildings considered “significant” are, “Extremely high architectural and/or historic significance.” Buildings considered, “contributing” are, “Above-average architectural and/or historical significance. That survey identified thirteen buildings considered “significant” and 24 considered “contributing” within the target area of this application.

Based on the 2010 Census report, 11.9% of Hornell’s housing units remain vacant (483 units). According to the City Assessor’s Office, the average age of residential properties is between 85-90 years old. Because of the properties’ age, and an alarming trend of deferred maintenance, the need for decent, modern, market rate units is high, regardless of the City’s high vacancy rate. In 2000, The City’s Common Council enacted a stricter zoning code. The Codes Office, no longer considers many housing units that were deemed livable in the past, safe or habitable. As these structures have yet to be upgraded to meet City Codes by landlords or other property owners, they remain vacant. The City is doing the best that it can with the resources it has to help building owners improve the downtown area. However, the overwhelming state of disrepair to the target area buildings is beyond the resources of both the owners and the City. The City of Hornell has some program income money available to loan to building owners at a 0-3% interest rate. Unfortunately, without another source of financial assistance, this loan program will not be enough to cover the vast needs of the aging buildings, and the owners will not utilize the loan opportunity.

## **DOWNTOWN IDENTIFICATION**

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the DRI program description.

**1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. Attach a map that clearly delineates the downtown neighborhood.

The following streets will be included in our proposed project area: Main Street, Seneca Street, Broadway, Hakes Avenue, Center Street, Elm Street, Erie Avenue, Adsit Street, Horton Street, Church Street, NYS Route 36, Transit Drive, Canisteo Street, Bostwick Place, and Preston Avenue. See attached map for a more detailed rendering of the project area boundaries.

**2) Catchment area.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.

The City of Hornell is not very big in a geographical sense, being that it is only 1.8 square miles in size. The downtown is accessible to all areas of the city with the exception of the retail plaza area in the northern quadrant. It's accessible via car or bus, but it is not convenient for pedestrians and bikers. In order to connect these two commercial corridors, a walkway and bike lane could be created to provide a safe space along NYS Route 36. In addition, a footbridge connecting the back of the shopping plaza over the Canisteo River to the neighborhood located behind the plaza would make an excellent solution to traffic flow problem in and out of the plaza.

A raised sidewalk in the existing west shoulder area of the bridge located on Route 36 between Adsit Street and the shopping plaza would be ideal. A 7 foot wide sidewalk would be provided within and along the backside of the existing 12 foot shoulder along the southbound travel lanes. Some widening of the existing embankment on the southbound acceleration lane (northern end) will be included. Appropriate adjustments to the guide rails, drainage, and curbing would all be made to ultimately create a safer pedestrian route from Adsit Street to the shopping plaza.

In the immediate downtown area, the pedestrian circulation corridors at the rear facades of the buildings (specifically on Main and Broadway) also have potential of becoming multi-story circulation corridors. With the provision of a common elevator and exit stair lobbies, the corridors would provide affordable accessibility to the upper floors of the existing buildings and help bring the structures into conformance with building code requirements. The new common lobbies would facilitate economical renovation of the upper floors, most of which are currently unused or under-utilized. The addition of the upper level corridors, would link together all the upper level floors of a contiguous block, and as demand increases, would also encourage the addition of new commercial or residential space. As the downtown continues to develop, usage increases, and markets expand along with prosperity. The increasing demands for quality space could provide the economic impetus for the closure of the multi-story circulation corridors, the enclosed pedestrian bridge over Broadway, and create a multi-level climate controlled "mall" within the historic downtown without compromising the historic primary facades. Enclosed pedestrian circulation could also be accomplished by obtaining easements from the current building owners and creating a fire rated corridor within the space at the rear of the existing buildings. New fire exit stairs, elevators, and lobbies would be incorporated into the plans, possibly with the rehabilitation of some of the existing shafts and stairs. With Alfred State College, Alfred University, New York State College of Ceramics, Empire State College, and Corning Community College represented in the area, this complex might make an excellent regional educational center.

As the population increases with Alstom bringing in new employees a demand for more housing has been anticipated. Three new residential complexes are in various stages of design or construction with one being in walking distance of the downtown area. Plans for demolition and construction on Preston Avenue and Bostwick Place are part of the residential piece of Hornell's downtown initiative. Bostwick Place is a one-way street that is accessible from Main Street. It loops back to Main Street via Adsit Place, which is full of maintained single-family homes. Unfortunately, the structures on Bostwick Place are in a state of serious disrepair. On the north side of Bostwick Place there is a footbridge that allows pedestrians to cross the Canisteo River and ends on Preston Avenue. Preston Avenue is another street that has an aging housing stock problem, but has potential for development as it flows nicely into the downtown area.

**3) Past Investment, future investment potential.** Describe how this downtown will be able to capitalize on prior or catalyze future private and public investment in the neighborhood and its surrounding areas.

In 1990, Arbor Housing and Development purchased and redeveloped Seneca Street Station located at Seneca Street. This investment resulted in the rehab of 6 blighted buildings in the heart of Hornell's downtown into 26 residential and 6 commercial units. Currently Arbor Development is using a \$2.6 million grant from NYS Homes and Community Renewal's Preservation Initiative Program (PIP) to update these facilities and ensure the property's health for another 25 to 30 years, as well as provide safe and decent affordable housing options in downtown Hornell. (See application attachments for a support letter written by Arbor Housing and Development.)

The City of Hornell has taken great strides to combat blight, code violations, and deterioration of older residential structures through the Community Development Office. Between 1985 and 1999, the City used \$2.8 million to successfully rehabilitate 281 residential structures or 377 housing units. In addition, nearly \$360,000 in program income funds generated under these programs has been reinvested to rehabilitate 70 additional houses (95 housing units). As the proportion of rental housing is relatively high (over 40 percent), City sponsored housing rehabilitation programs have provided assistance to owner-occupants as well as to owners of rental properties. Community Development focused on home ownership programs for several years and then returned to housing rehab in 2004. In order to determine the need, and interest in a housing rehab program, The City invited owner-occupants in housing in need of rehab to submit applications and income documentation so that their eligibility for assistance could be determined. In response to the outreach efforts conducted in February and March 2004, low and moderate-income homeowners submitted a total of 167 completed applications. Based on this pool of applicants, the City developed and received approval for a 2004 Small Cities Program as a non-targeted housing rehab program. As part of the 2006 program, 57 applicants were determined to be interested and eligible for consideration. Of the 24 participants in Hornell's first-time homebuyers program, 18 people purchased their first home, and three built a new home within the city limits. The City of Hornell will continue to identify, and streamline resources dedicated to residential improvements, and assist residents and tenants in improving their homes and neighborhoods. However, there is still a great deal of work to be done in Hornell to provide adequate housing opportunities to meet the current demand.

The City of Hornell received approval for a CDBG grant in the amount of \$350,000 to implement a non-targeted housing rehabilitation program for 2008. 18 Houses have been completed. Two applicants have withdrawn their applications.

The City of Hornell received approval for a CDBG grant in the amount of \$350,000 to implement a non-targeted housing rehabilitation program for 2009. 15 Houses have been completed. Two applicants have withdrawn their applications.

The City of Hornell received approval for a CDBG grant in the amount of \$350,000 to implement a non-targeted housing rehabilitation program for 2011. 19 Houses have been completed. One applicant withdrew their application.

The City of Hornell received approval for a CDBG grant in the amount of \$400,000 to implement a non-targeted housing rehabilitation program for 2013. Priority has been given to very-low and low income owner occupants residing in houses with the greatest need for rehabilitation. 44 applicants were determined eligible, Nineteen Homeowners were contacted and asked to provide updated income documentation, two applicants were found over income. 16 Houses have been completed. Two applicants have withdrawn their applications. There are 25 homeowners remaining on the waiting list. A total of \$317,122 in CDBG assistance has been expended for sixteen projects. This total includes \$11,500 in program income funds that has been applied to the rehabilitation costs to reduce the draw requirements.

Every year, the Building Trades program at the Wildwood BOCES Campus in Hornell builds a new home and then sells it to an individual at the end of the school year when the project is complete. These homes were always placed on sites outside the city by the homeowners. In the meantime, the City of Hornell was fighting an ongoing battle with aging housing stock, substandard housing units, and limited availability of adequately sized lots for new construction.

In 2007, the administrators and teachers from BOCES sat down with City of Hornell officials and created a partnership that has proved to be an excellent tool for neighborhood revitalization.

The City of Hornell has tried to combat residential blight by removing the very worst homes by acquiring them through tax sales, making them unavailable to unscrupulous landlords who would normally rent these homes out without making any major improvements to them. One of these homes, located on Washington Street was obtained by the City of Hornell and torn down.

The City then commissioned a new home to be built by the Building Trades students and placed on the empty lot. The new home cost approximately \$85,000 to build, as there were no labor costs involved. Once the home was complete, the City sold the home for \$96,000 with the owners agreeing to be the only occupants of the residence for at least 5 years. A home with the exact same plans located just outside of the city limits sold later that year for \$140,000 with no city amenities. The City uses the profits to invest in the same kind of project for the following fiscal year, and the BOCES program uses some of the profits to buy tools for their program and fund an annual field trip to a home show in Providence R.I.

A total of eight houses have been constructed through this program since its inception adding over \$1,000,000 to the tax rolls. The City of Hornell would like to create space for more of these single-family homes by demolishing substandard housing located on Bostwick Place and Preston Avenue.

In 2007, the restaurant Ponderosa closed its doors at the Broadway, Hornell location. The City of Hornell took ownership of this building, which was built in 1988. While many organizations and businesses have looked at the building, no one has been interested in occupying the space. This building remained vacant for many years until 2011, when the City of Hornell utilized a NY Main Street grant and turned the building into a vibrant community arts facility.

Every spring a class from Alfred University uses this facility for a course where they consider the community that they are in when creating their art (see attached support letter from Alfred University for detailed information on the class). The professor of this class, Brett Hunter is also the co-founder of Broadway Union, which is located down the street from the Arts Center. Broadway Union is a live/work/gallery space for artists in which they have affordable living space as well as 6 art studios to use while they are in residence.

With the Community Arts Center, the Broadway Union, the Hornell YMCA, the Spotlight Movie Theater, and the restored theater inside of the Federation Building this area of the city is a natural location for a cultural center. The City of Hornell would like to nurture this cultural center concept into a larger footprint to include Hakes Avenue (see attached project map for precise locations of each building.)

Hakes Avenue is a one-way street that is connected to Main Street, directly across from the Spotlight Movie Theater. It is a strange mix of residential properties where some are historically significant and others are in a serious disrepair and should likely be demolished. The street beautifully frames the Hornell Public Library located on Genesee Street at the northern end. The Hornell Public Library has been on the National Register of Historic Places since 1975. This gorgeous Beaux-Arts building was designed by the esteemed architect Edward Tilton and was financed in part by a donation from Andrew Carnegie.

Many successful artists and art professors live in the City of Hornell and have quietly been gentrifying buildings both residential and commercial throughout the city including two artist-in-resident live/work/gallery buildings on Seneca Street. The talent is here in Hornell to support a thriving arts and cultural center and

we've seen that in the success of the Annual Hornell Art Walk. This is a partnership between the city, local artists, Alfred University staff and students, Hornell Partners for Growth (local business improvement district), and Broadway Union that creates a city wide art event. The Art Walk is typically 15+ locations, 50-60 artists, and several hundred viewers. The arts have become a popular economic tool in other cities throughout the country as planners are beginning to recognize the value of creative individuals as active members in the community.

Hornell's self-funded façade program has currently covered over \$414,000 in improvements in the target area, and has been very popular. The 2008 Main Street program assisted nine buildings in renovations and façade improvements. The 2010 Main Street program assisted an additional 5 buildings including the creation of the community arts center.

In 2011 the Hornell YMCA built a brand new 8 million dollar facilities with the assistance of new market tax credits, and membership donations. Located downtown on Center Street, this modern facility offers athletic leagues, as well as classes in fitness, childcare, CPR, art, and music.

In 2015 Home Leasing LLC was awarded a \$1.75 million grant by New York State Homes and Community Renewal Office to remodel the vacant Lincoln School building into Lincoln Gardens, an affordable senior living complex and required a \$9.3 million investment by Home Leasing LLC. The official opening for this new complex was held on June 9, 2017.

Peebles Department Store, located at 33 Broadway is a rare instance in which a retailer owns the property that it operates from rather than having a lease agreement. This situation shows the commitment of Peebles to the Hornell community. In 2013 Peebles expanded their store with a total \$2 million investment.

In 2015 the Krog Corporation completed a mixed-use rehab of the St. Ann's Federation building on Broadway. This historic building has 9 apartments including market rate and luxury rate units, ground floor retail space, and a two-story restored common area/theater. The project was funded in part by the NY Main Street program and Restore NY. The Federation Building is located directly next door to the Hornell Community Arts Center and the two buildings plan to hold cross-promoted events as the Federation Building has the historic theater space that would make an excellent resource for the Arts Center when larger events may not fit 100% inside their own building.

Justin Recktenwald, the owner of Wild Brute Winery has purchased a building located at 99 Main Street and will be renovating that space to be a "Finger Lakes focused wine bar and tapas restaurant" (utilizing all locally sourced foods). See attachments to this application for a commitment letter from Justin.

After being closed for several years, the movie theater in Hornell reopened in 2014 after it was purchased by the Treutlein family. Major renovations needed to be made including plumbing upgrades, floor replacements, and equipment overhauls. The City of Hornell assisted in the purchase of the building by working with the bank that was holding the foreclosure and by giving the Trutleins financial assistance through the Economic Development Loan Program through the Community Development Office. Two years later the Spotlight Theater is continuing to be a thriving business right on the corner of Main Street and Center Street. (See attached map for detailed location.)

A vacant building located at 101 Opera House Lane (an alleyway off of Broadway, see attached map for detailed location) that formerly housed a nightclub was purchased by a pair of young entrepreneurs that started their clothing business, Pant Saggin Dezin in Hornell. This company has become wildly popular and the owners have recently added a professional athlete as an investment partner. They intend to turn the

former nightclub into an event space that can be rented for conferences, weddings, and other large gatherings. The renovation for this new space began earlier this year, and a conceptual drawing of the final project is included in the attachments of this application. This investment is just a small example of what is happening as far as local enthusiasm for making Hornell an exciting place to live and work.

At the end of 2015 Alstom Transportation was awarded \$30 million by the Upstate Revitalization Initiative to create a Rail Manufacturing Center for Excellence. They will use the initial money to develop a training center in Hornell for transit and also an incubator for encouraging WBE and MBE (Minority/Women owned) businesses.

The Hornell Housing Authority is working in conjunction with Edgemere Development to reconstruct 159 units including 24 buildings and 9 scattered site single-family structures at a cost of \$17.2 million. This project is in the construction phase and will serve as affordable living units.

In 2016 St. James Mercy Hospital was awarded \$55 million for the purpose of building a new facility. They have received their certification from the Department of Health, and plan on breaking ground on the new hospital in July. After they move their operations to the new location, many of their existing building will become vacant. One of those buildings is located on the corner of Elm Street and Center Street (see attached map for detailed location). This location would make an excellent transportation center as it is in the center of the city and accessible directly off of NYS Route 36. The City of Hornell could relocate the Hornell Area Transit offices to this location and make it a one stop transit facility.

Also in 2016, the City of Hornell annexed in an additional 22.5 acres in the northern point of the City, located next to the plaza on State Route 36. The existing plaza holds various retail businesses as well as restaurant outparcels. A developer has drawn up plans for the annexed portion and the new space will hold 10 additional retail spaces as well as a hotel.

An additional 5.2 acres has been annexed into the City near the Hornell airport. The Basset Group is finishing the design phase of a residential development for that property. This development will include three buildings with 21 units in each building, and eleven garages on the end of each. This proposed construction is only phase 1 of a larger development plan.

On Adsit Street, there is a 15 acre parcel with potential for commercial development. The owner is in the process of working with the Department of Environmental Conservation to have that space dedicated as a brownfield and has plans for remediation once that designation is set. Once the property has been cleared of any contamination, it would be ready for commercial development. It is located in a high traffic area and would be suited for some type of plaza or large retailer. (See attached map for detailed location.)

David Riedman, a developer from the Rochester area has visited the City of Hornell to discuss building and housing projects as he has already seen Alstom employees in his other projects who are commuting to Hornell from that region. As a result of that conversation, a residential project including 60 townhouse style units will be breaking ground later this month. Riedman will be investing an estimated 8 million in these market-rate units that will be built on Fairlawn Avenue. This development is highlighted on the map attached to this application.

Park Grove Realty has agreed to purchase the old Marion Rohr building from the Hornell IDA. The plan is to construct 22 market rate apartments with a Historic preservation designation to the century plus old factory.

Filing for historic status will bring much needed tax breaks to get the project up and running. The total cost of the project will be over \$5 million.

**4) Recent or impending job growth.** Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

According to the New York State Department of Labor website, the April 2017 unemployment rate for Steuben County was 5.4%, which is down from the 2016 average of 6.1% and the 2015 average of 6.4%.

Startup New York has helped three buildings in Hornell including a large facility on Bank Street (see attached map for detailed location) that will certainly help the business community and increase the number of employment opportunities available to residents.

In 2016, Alstom Transportation was awarded a \$2.5 billion contract to build the next generation of high speed rail trains for Amtrak. Alstom anticipates that this work will create 400 new jobs in Hornell at their Hornell facilities, and an additional 350 jobs to subcontractors in the Hornell area. The City of Hornell has already seen an increasing demand for market rate housing and single-family homes in the ramping up stage of this pending contract.

In order to be prepared for the implementation of this contract, Alstom will be renovating and expanding two buildings, and extending its test track at a cost of a 100 million investment. The first car shells will be arriving to start in November of this year.

Suppliers and subcontractors are also in the area looking for industrial and business locations. Alstom specified in their Amtrak proposal that they would only work with local companies so there will certainly be an increase in business and jobs in Hornell as a result.

According to the Hornell Industrial Development Agency, "Our major employer Alstom and their entire supply chain have brought in over 200 new employees from all over the world to Hornell. We have failed to keep up with their housing needs to date and it is anticipated another 125-150 will come here for employment in the next 6-12 months. These people are having to find rooms or housing units as far as 60 miles away. Our existing motels are almost at 100% capacity due to long term rentals."

In response to this demand for housing, the City of Hornell would like to partner with many different agencies to provide new, modern housing units.

In the last year, a developer has mentioned Center Street as a good location for downtown living units. A vacant building on the corner of Elm Street and Center street used to be occupied by a Pizza Hut and includes a large parking lot. If the residential units located on Center Street could be obtained by the City of Hornell, a whole new residential community could be constructed in this neighborhood. The developer would construct a large multi-unit facility where the Pizza Hut was located and market rate town houses built on the opposite side of the street (currently occupied by one and two family units in deplorable condition).

Other potential locations for housing include the upper floors of buildings on Main Street, Seneca Street, and Broadway. The owner of the Landman building, located at 83-93 Main Street has approached Mayor Hogan

with stamped/engineered plans to transform the vacant 2<sup>nd</sup> story of their building into market rate apartments. The first floor is occupied retail space and the building is as close to being the “center” of downtown as you could be.

The owner of the Burdett Building, located at 12 Seneca Street has renovated the first floor of the building and now has a dental office and barber shop as tenants in the central downtown business district. He would like to continue his renovations into the 2nd story of the building, and has architectural plans for 6-8 residential units to be built.

The owner of The Main Place, located at 251 Main Street purchased a home that is located across the street from his business. The Main Place primarily caters to large events and weddings are a large part of their business. Contractors are currently renovating the house. When construction is complete, the house will be an inn with 6 rooms. This final product will beautifully complement the existing event business at the Main Place.

**5) Attractiveness of physical environment.** Identify the properties or characteristics that the downtown possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Business services available to residents in the target area and immediate surrounding areas (within walking distance) include banking, postal services, accounting, architecture, beauty services including hair, nails, and spa, laundry services, fitness, automotive, dance instruction, theater, community service organizations, parks and recreation, local and regional transportation services, medical supplies, both discount and high-end retail, library, floral, computer services, same-day medical care, lab services, several churches, pharmacy, groceries, legal services, restaurants, dentistry, child-care, utility services including phone, cell, internet, and cable, insurance, real estate services, counseling, schools, and employment services.

In 2015 The City of Hornell was awarded a grant to create a hiking trail that will connect Shawmut Park (see attached map for exact location) to the Finger Lakes Trail north of the city.

While the infrastructure on Main Street is attractive, it has aged significantly. In 2017, the Hornell Public Works Department will resurface Main Street with the assistance of a \$1 million grant from the New York State Department of Transportation. The City intends to include a dedicated bike lane in the redevelopment of Main Street, and pedestrian traffic will also be a priority.

When you combine the Shawmut Trail project with the Main Street resurfacing you can continue to walk/bike all the way to Ice House Road in the Southern end of Hornell and eventually hit an existing trail that will take you all the way to the Village of Canisteo . There is a full size map of this bike/pedestrian route attached to this application.

**6) Quality of Life policies.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, comprehensive plans, complete streets plans, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

The City of Hornell works with Steuben County to obtain vacant properties that would otherwise go up for tax sale. While it does not participate in a formal land bank, this relationship operates in a similar manner.

The Hornell Common Council adopted an updated and stricter zoning code in 2000. Along with the written code, a new map was designed by the Planning Board including a business and residential “overlay” district. This overlay operates similar to a historic district and requires any building permit applications submitted for projects in these areas to be reviewed by the Planning Board before a Code Enforcement Office can issue a building permit. It is the wish of the Planning Board as well as the business owners in the Business Improvement District (Hornell Partners for Growth) to formalize these overlay districts into a legally established historic district. (See application attachments for support letter from HPG).

Ultimately, the vision would be to create a downtown with an international feel which would help recruit and retain Alstom’s engineers and employees.

The City of Hornell has a working comprehensive plan that outlines and supports the proposals in this grant application, and can be viewed on the City's website <http://www.cityofhornell.com>

The Hornell Area Transit bus system serves the eastern communities of Allegheny County, and all of Steuben County west of Corning.

An Affirmative Action policy, and Fair Housing policy, is part of Hornell's legal structure and the City will continue to champion equal rights for all of its residents.

**7) Support for the local vision.** Describe the public participation and engagement process conducted to support the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

Every year the students from Alfred University share their work from the spring class "Space and Place" with the community through a public presentation at the Hornell Arts Center. This work must be community related and is often the inspiration for future projects in the city.

Alfred State College has a similar annual program where the senior architecture students model proposed designs that could improve the City of Hornell. These proposals are presented to the public for comment and review. The designs are displayed in several locations throughout the city and receive quite a bit of press. One of those designs is included in this DRI application. See the attachments for a proposal to make the Tuttle and Rockwell Building into a Artist Live, Work, Gallery space.

The business community is engaged in all of our plans. During the Comprehensive Plan process, and review the business community as well as residents were solicited for ideas and comment at every chapter.

**8) Readiness:** Describe opportunities to build on the strengths described above, including a range of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and

community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how the majority of projects proposed for DRI funding demonstrate their readiness for implementation.

The Amtrak contract that Alstom is just starting is creating jobs both within its own company and with subcontractors. Alstom employees are already moving into Hornell or finding that they have to commute in until they find housing. There are three housing developments mentioned in this application (see section 3) that are already breaking ground, or about to. People are moving into Hornell and they have jobs. The DRI would help the City of Hornell fill in the rest to make the downtown a model of excellence.

Labella Associates PC conducted a Housing Market Analysis for the City of Hornell in 2016 and determined that there is a significant need for market rate and high-end rentals, as well as housing for smaller family units.

The BOCES/City of Hornell partnership to replace housing that has grossly deteriorated with new homes already exists. This process normally goes one house at a time, but the City of Hornell is not in the real estate business. If there are homes that are in the Steuben County tax sale that make sense for the city to purchase, then the Mayor authorizes that purchase. Unfortunately, demolition costs can be pricey, especially if there is asbestos remediation involved. The home that was built this last school year has a family that would like to purchase it, but the City does not have a lot for it to be placed on. The City is working with the Industrial Development Agency to get a piece of land for this new home but Hornell needs to secure new lots for this program. The DRI would help the City acquire and demolish some of the dilapidated properties on Bostwick Place and Preston Avenue. New homes on these two streets would open up opportunities for those who are looking for single-family properties in the downtown area.

Other potential locations for housing include the upper floors of buildings on Main Street, Seneca Street, and Broadway. The owner of the Landman building, located at 83-93 Main Street has approached Mayor Hogan with stamped/engineered plans to transform the vacant 2<sup>nd</sup> story of their building into market rate apartments. The first floor is occupied retail space and the building is as close to being the “center” of downtown as you could be. The City of Hornell would love to be able to assist these building owners create these living units right in the heart of downtown.

The owner of the Burdett Building, located at 12 Seneca Street has renovated the first floor of the building and now has a dental office and barber shop as tenants in the central downtown business district. He would like to continue his renovations into the 2nd story of the building, and has architectural plans for 6-8 residential units to be built. Unfortunately he has funded all of the renovations with his own capital and would not be able to enter into phase II of the project (completely the second floor) without some type of assistance. The DRI would be an excellent way to assist this building owner create those units and finish his project.

The Hakes Avenue area is already in a art corridor of its own with the newer YMCA offering art and music courses, the historic Hornell Public Library, the Community Arts Center, the Broadway Union, and the reopened Spotlight Movie Theater all in its vicinity. With the events being held at all these locations, other ancillary businesses naturally develop like restaurants and coffee shops. With the help of the DRI grant, the City of Hornell could demolish buildings that are beyond repair, and assist businesses and homeowners to invest in the existing Hakes Avenue properties. Hornell already offers a low interest loan program for new businesses, but the DRI could help Hornell create a grant portion to these projects and give potential new small businesses the capital that they need to get off the ground.

In July St. James Mercy Hospital will be breaking ground on their new building. Once that facility is complete, some of the older buildings will be vacant and available for redevelopment including the building located at the corner of Elm Street and Center Street (see attached map for detailed location). This location would be perfect for a transportation center as it is in the center of the city and accessible directly off of NYS Route 36. The DRI could help the City of Hornell relocate the Hornell Area Transit offices to this location and make it a one stop transit facility.

As mentioned in the investment section of this application, buildings on Broadway and Main Street are seeing a resurgence, many being arts related. The Tuttle Rockwell building has been one of the most difficult spaces to renovate. It is three separate buildings that are connected, but disconnected at the same time. In order to make it a workable space for any kind of reasonable use, it would need a common elevator, upper level pedestrian corridors, and a common lobby. The Hornell Industrial Development Agency currently owns these structures so gaining control of the property would not be an issue. The City of Hornell could use funding from the DRI to build the elevator banks and upper floor pedestrian access to create an accessible flow to all three buildings. It is the intent of the City of Hornell to then make these buildings into an Education/Learning/Arts center. There would be space for artists or visiting professors to live, classrooms and studio space to learn, teach, and create, as well as first floor space provided for galleries and exhibits. This massive structure could provide space for night classes, alternative education, or administrative offices as well. With Alfred State College, Alfred University, New York State College of Ceramics, Empire State College, and Corning Community College represented in this area, there are tremendous opportunities to make this center a regional education complex. Plans for renovating these buildings into a project that flows together as one center are included in the attachments of this application.

**9) Administrative Capacity.** Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts.

Hornell Partners for Growth is the local Business Improvement District, and is populated by membership of all downtown businesses. It is also tasked with promoting Hornell events and the area in general. They have a strong social media presence and reach thousands of people. This organization will be responsible for the outreach and marketing part of the DRI.

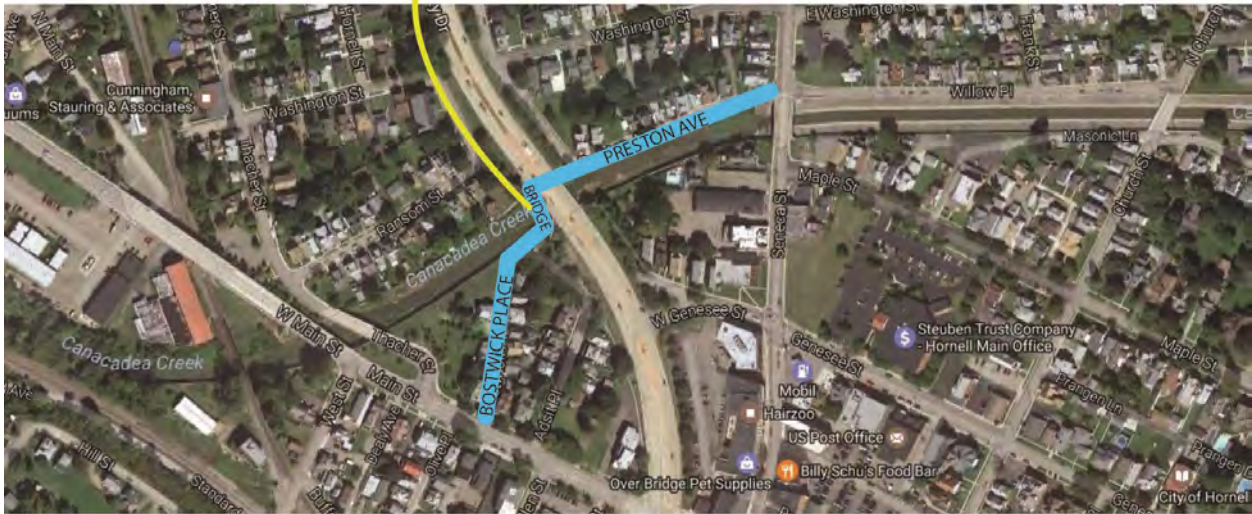
The City of Hornell has an experienced staff to administer this program. The Mayor's Planning Office staff has 18+ years in writing and administrating grants as well as capital projects. She will be responsible for managing the DRI and ensuring that all requirements are being met. The Superintendent of Public Works has 24+ years of supervising capital projects and managing contracts. He will be responsible for supervising the public facilities involved in Hornell's proposal as well as any outside contractors that may be participating. Hornell's Community Development consultant has over 25 years of administrating housing programs and grants. She will be responsible for overseeing the housing portion of the DRI. Hornell's Code Enforcement Office will be ensuring that all construction, demolition is being conducted safely. All buildings receiving grant funding must comply with the design guidelines outlined in the City of Hornell building code. The Mayor's Planning Office and the Code Enforcement Officer are available to consult with building owners on design and to assist with compliance with the guidelines. All structures involved will be required to obtain building permits and receive a certificate of occupancy after close monitoring by the Code Enforcement Office. The City of Hornell Planning Board will require site plans for review on all projects to ensure that the character of downtown is not compromised.

The City of Hornell sees this program as an opportunity for the Alfred State College architecture students to be involved in a "real world" process. We would like to set up a learning lab for these students in the Tuttle-Rockwell building. The renovations of this building are part of the DRI application and from this studio the students would be able to get hands on experience working with City of Hornell staff.

**10) Other.** Provide any other information that informed the nomination of this downtown for a DRI award.



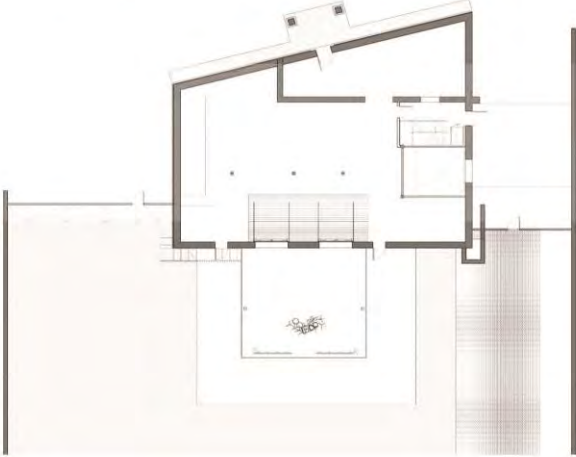
Old, run down homes on Bostwick Place and Preston Avenue



BOCES Program homes to replace the current ones



**THE WAREHOUSE** 101 Opera House Lane, Hornell, N.Y.  
Renovation of an eighty-year-old, 10,000 square foot warehouse into a music and entertainment venue.



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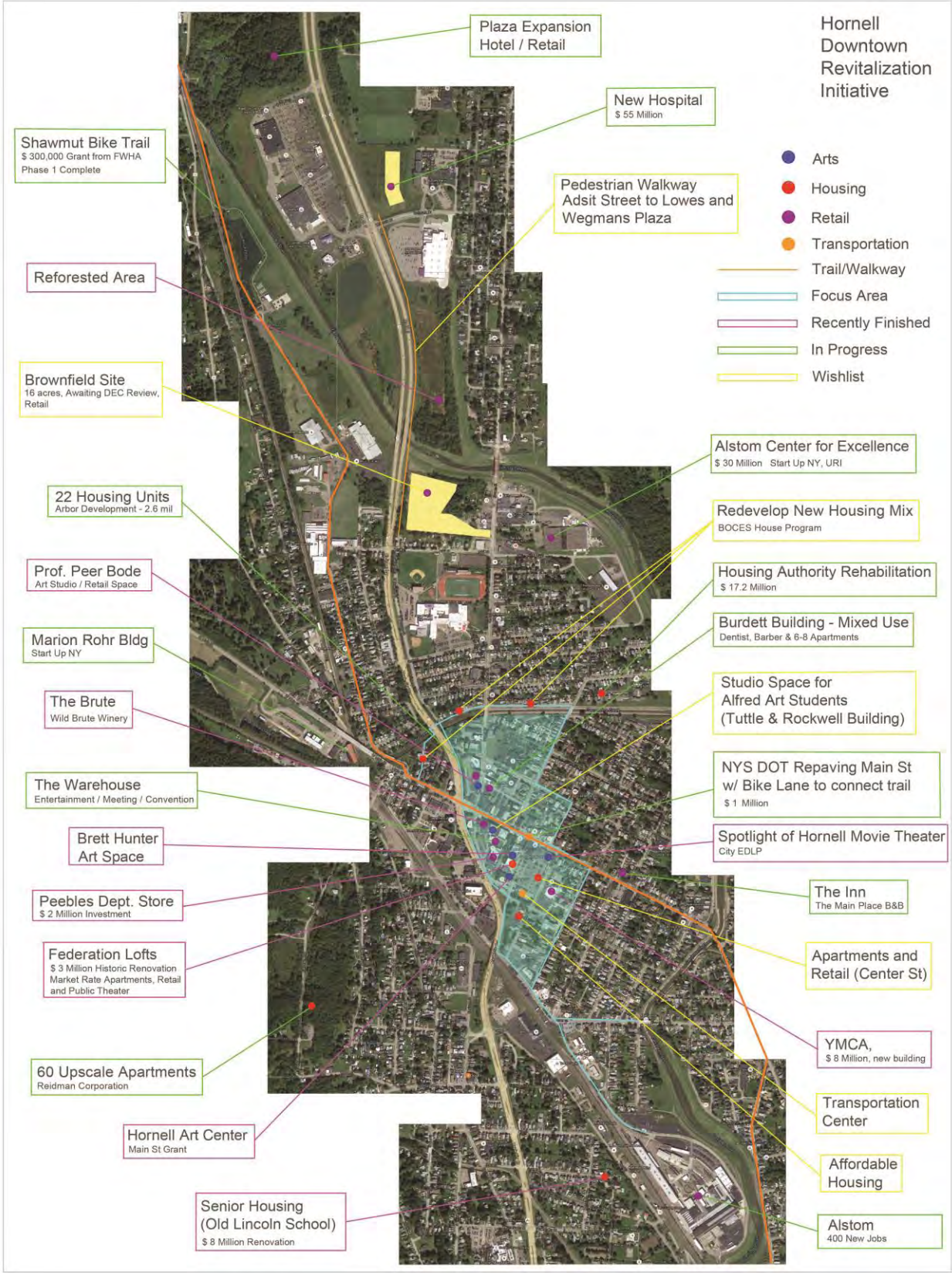
ARCHITECTURE P.C.

# TUTTLE & ROCKWELL BUILDING REHAB PROJECT ERIE LINE ARTIST LIVE, WORK & GALLERY

HORNELL, NEW YORK

STATE UNIVERSITY OF NEW YORK COLLEGE OF TECHNOLOGY AT ALFRED  
DEPARTMENT OF ARCHITECTURE & DESIGN  
DOUGLAS DUZANT THESIS PROJECT 2017





The New York State  
College of Ceramics at  
Alfred University  
School of Art & Design  
2 Pine Street  
Alfred, NY 14802-1296  
607-871-2441  
fax 607-871-2490  
A Statutory College of  
the State University of  
New York

# Alfred University

5/20/17

Dear Mayor Hogan,

I am writing in support of the City of Hornell's application for the New York State Downtown Revitalization Initiative. I write today from several perspectives, as a teacher, an artist, a resident of Hornell, and as the director of the Hornell Community Arts Center. Each of these roles provides me with a different view of the progress, challenges, and possibilities for the City of Hornell as a vibrant place to live and work.

As an Associate Professor of Art at Alfred University, I am a teacher dedicated to bringing my students out of the classroom and into the world, to base their learning in lived experience. Over the past six years the City of Hornell has made this a possibility a reality. Each spring I bring my *Space and Place* class to Hornell for the semester to research, work, meet local residents, create local events and consider how our creative work relates to and impacts the city. This experience has been extraordinarily empowering for the students, it has shown them that they have a role to play in this community (and by extension any other community they end up being a part of), and allowed them to begin to understand their responsibility as artists and citizens of a place. This is especially important in a rural community, a community where even those of us that live here can have a pessimistic view of what is possible. For students to work in a small community that they might otherwise dismiss is key to their education, and I would argue key to the health of places like the City of Hornell. The enthusiasm that you, other city officials, and local residents have shown for having student artist working in the city, has been key to this partnership. Looking forward, we have started a new partnership between the City of Hornell and the Sculpture/ Dimensional Studies Division of the School of Art and Design that will provide student artists the opportunity to create durable outdoor public works in Hornell. Students and faculty will work in conjunction with residents and city officials to site, design, create, and install sculptures in public places around the city. This new initiative will create further connections between students and the community, while at the same time providing another element in the visual vibrancy of our community. Continuing to expand partnerships between the City of Hornell and Alfred University can be a tremendous asset to both, as a generator of educational experiences for students and a connection to the cultural programing, research, and energy that a university can bring to the community.

Related to my educational interests, as an artist, I believe that the arts have an important role to play in the development of engaging and sustainable places to live. As a resident of Hornell for the past eight years, I am one of an increasing number of artists and creative individuals that are active in creating programing and infrastructure for the arts in Hornell. As the co-founder (with Angie To) of Broadway Union, a non-profit art studio building and project production organization, I am dedicated to providing a space for artists in Hornell and supporting the production of artworks that engage residents in public spaces. Given Hornell's distinction as an affordable place to live, we were able to purchase the building at 12-14 Broadway, in the heart of downtown, six years ago and with the support of the City of Hornell through a Main Street Development Grant we were able to make much need repairs and upgrades to the building. This support has allowed us to make the Broadway Union building a excellent and affordable place to work, saved a solid building from neglect, and created infrastructure and space for further arts programing downtown. With the Broadway Union building as a base of operation, we have been able to generate grant funding and support several ambitious projects in the last couple of years:

- Jung A Woo's *LOFT Shadow Theater* which involved the creation of the 90 foot long inflatable structure and projection screen that was installed for public interaction at two locations downtown.
- Jonas Sebura's *Listening to Here* which built a mobile radio station that traveled around town broadcasting stories and interviews created by students from the Hornell Public Schools.
- Currently, I am working with Andrew Oesch on a project that partners with the Erie Depot Museum, public schools, and the Hornell Community Arts Center. This project includes exhibitions and workshops that combine the history of Hornell with imaginative investigation of possible futures for the city designed by multiple constituencies.

The spaces and history of the city, the support of your administration, and enthusiasm of teachers and staff in the schools has made much of our work possible. We have laid the groundwork for activity and programing in downtown Hornell, and would be ready to act on the possibilities offered by an influx of DRI funding. Given the past investments in infrastructure and current support and enthusiasm, we are ready to fly.

My current position as the volunteer director of the Hornell Community Arts Center (HCAC) has provided a nexus of my roles as resident, teacher, and artist. The HCAC is yet another representation of your dedication to the life of the city and its residents. The newly (2012) remodeled space is truly a place of possibility. Between its location in the midst of downtown and its open flexible space (including a commercial kitchen, stage, exhibition, and working space), the HCAC has the potential to be a hub of activity in Hornell. In the past year we have hosted exhibitions, workshops, classes, community groups, and each month we receive more inquires and interest in the space and its programing. For the past two years (and upcoming in 2017) we have run a summer arts program which is open to area residents of all ages. A partnership with the city Parks and Recreation Department, this program is indicative of the potential of the HCAC, free for participants and open to all ages, this program brought together a wide variety of area residents and particularly provided a creative outlet and meeting place for area youth. With the support of the city and grant funding from the regional arts council we have been able to do a lot with few resources and have developed infrastructure and systems for further programing. If given access to DRI funding the HCAC has the ability of offer programing on a constant basis, to expand its audience to encompass the diverse population of Hornell and add immeasurably to the cultural life of the city.

Looking at the physical layout of downtown the possibilities are exciting, within a two block radius we have the HCAC, Broadway Union, the YMCA, the Spotlight Movie theater, and the newly renovated Federation Building theater. With the renovation of more living space downtown we truly have the potential to be not just a desirable place to live, but also a regional cultural center. Hints of this potential can be seen in the Annual Hornell Art Walk that I have organized for the past five years. This partnership between the City of Hornell, Alfred University students and faculty, local artists, Hornell Partners For Growth, Broadway Union, and the HCAC, creates a city wide art event (typically on the first Saturday in May) which on average includes 15+ locations, 50-60 artists and several hundred viewers. This event has consistently gained audience and reach, representing the possible vibrancy of downtown we achieve working together. While every city would of course benefit from the large influx of capital that the DRI represents, Hornell has been working for years to lay the groundwork for making the most out of this opportunity. Your dedication to the cultural life of the city and its residents makes Hornell an increasingly desirable place to live and provides innumerable possibilities for the future. I very much support your application for the DRI program, and know that Hornell could truly make the most out of this opportunity.

Sincerely,



Brett Hunter  
Associate Professor  
Sculpture/ Dimensional Studies

EDGEMERE DEVELOPMENT, INC.  
REAL ESTATE • DEVELOPMENT • CONSULTING

HARRO EAST  
400 ANDREWS STREET  
ROCHESTER, NY 14604

TEL: 585.325.1450  
FAX: 585.325.1477

June 7, 2017

Hon. Shawn Hogan, Mayor  
City of Hornell  
82 Main Street  
PO Box 627  
Hornell, New York 14843

Re: City of Hornell's 2017 Downtown Revitalization Initiative

Dear Mayor Hogan:

I am writing on behalf of Edgemere and our partners including Home Leasing to indicate our unqualified support for the City's application under the Downtown Revitalization Initiative. We understand that the City is seeking funding under the DRI, whose purpose is the transformation of downtowns into vibrant communities of working families. Hornell is uniquely positioned not only to take advantage of this opportunity but to be an outstanding example of the DRI funding intent - recent, current, and pending projects all support this goal and the City's vision for quality of life and economic development.

We are pleased to demonstrate Hornell's success in meeting local needs, creating housing and employment opportunities while stabilizing the community. The City has a strong track record of partnership with many organizations/funders on economic and community development. The City, Edgemere, and Home Leasing are celebrating the grand opening of Lincoln Gardens --the formerly vacant Lincoln School which holds great meaning to the neighborhood and community. This \$9.3 million investment revitalized and adaptively reused a historic structure into a mixed-use project including affordable senior housing and a small self-storage business. Another partnership between the City, State, Edgemere Development and the City of Hornell Housing Authority (CHHA) is an \$18 million moderate rehabilitation of CHHA's 147 scattered site apartments and single-family homes. Both projects address critical housing options, improve housing stock, and provide options for those no longer to stay in their homes. These homes then become available for the work force. Many construction period jobs have been retained and jobs created. With Alstom's expansion, the demand for housing and a revitalized downtown has increased.

The City of Hornell is experienced in proactively developing economic development projects and administering funds. These community revitalization projects create great synergy with the DRI program, under which additional downtown properties would be redeveloped. The efforts would support each other, and we would hope to bring our investment and development expertise to the venture.

Good things are happening in Hornell. We are committed to the community and look forward to working with you on the Downtown Revitalization Initiative. Please let us know if we can help in anyway.

Sincerely,



John Oster, President



**The Krog Group**

June 7, 2017

Honorable Mayor Shawn Hogan  
City of Hornell  
82 Main Street  
Hornell, NY 14843

Re; Federation Lofts / Future Projects

Dear Mayor Hogan,

We continue to have new tenants move into vacated apartments in our building, and regularly receive calls inquiring about availability of units, which has made this a successful project. The city's efforts and guidance to obtain the necessary assistance from the state, mainly the Main Street Program and Restore NY Grants brought the required additional resources to make this type of project possible. Without the financial grants available this type of project would not be feasible.

We would be very interested in future projects such as the Federation Lofts Restoration to once again join forces between the City, State and our firm.

Very truly yours,  
The Krog Group, LLC



John P. Schleyer  
Sr. Project Manager

The Krog Group - LLC  
40 Empire Plaza / Orchard Park, New York 14127 / Tel: 716-687-3100 / Fax: 716-687-1200  
3 Hamilton Park / Hornell, New York 14843 / Tel: 607-936-4801 / Fax: 607-935-4600

**CITY OF HORNELL HOUSING AUTHORITY**  
87 EAST WASHINGTON STREET  
HORNELL, NEW YORK 14843

JASON T. SACKETT  
EXECUTIVE DIRECTOR

PHONE: 607-324-7912  
FAX: 607-324-7913

June 6, 2017

Honorable Shawn Hogan, Mayor  
City of Hornell  
82 Main St.  
PO Box 627  
Hornell NY 14843

RE: NYS Downtown Revitalization Initiative

Dear Mayor Hogan:

I support your application on behalf of The City of Hornell for the Downtown Revitalization Initiative (DRI) to the Southern Tier Regional Economic Council. The development of downtown affordable housing in the Willow Street and Preston Avenue areas of the city would show a strong investment in affordable housing for working families of the area. The expansion of local manufacturing and other employment opportunities will create an increased need for housing at different levels of affordability and type.

Housing need is documented in local, county, regional, and State planning documents. Hornell City Council has approved a housing resolution in support of similar projects. This DRI project dovetails with the City's focus on neighborhood preservation. The Hornell Housing Authority Agency Plan specifically identifies the need for new housing to replace existing.

The Hornell Housing Authority addresses critical housing needs of Hornell residents every day. We serve 300 individuals, seniors, and families annually. I strongly encourage the funding of this project which will create affordable housing options in a prime location in Hornell.

Sincerely,



Jason T. Sackett, PHM  
Executive Director

Phone 607 - 324-0310

www.hornellny.com

## Hornell Area Chamber of Commerce

40 Main Street Hornell, New York 14843

• ARKPORT  
• ALMOND • HORNELL  
• ALFRED • CANISTEO

June 6, 2017

Honorable Shawn Hogan, Mayor  
City of Hornell  
82 Main St  
Hornell, NY 14843

Dear Mayor Hogan,

The Hornell Area Chamber of Commerce strongly endorses your efforts to apply for NYS funding through the Downtown Revitalization Initiative (DRI).

Our Chamber receives inquiries almost daily for suggestions on where to find suitable housing for the many new members of our labor force.

We contact all of the real estate brokers in our area and receive basically the same response, "there are very few available and when they come on the market they are spoken for immediately".

Our Chamber would work with you, developers or individuals who could provide housing units. Our downtown is one of the best in providing retail and service needs, however, these same buildings and owners need assistance to turn the second and third floors into living quarters.

We are proud of what the City has been able to do in providing a vibrant downtown but we now need to do the same for living units.

Our Chamber and its 300+ members wish to express our support and gratitude to you in your efforts to address this critical need.

Sincerely,



James W. Griffin, CEcD  
President



June 6, 2017

Honorable Shawn Hogan, Mayor  
City of Hornell  
82 Main Street  
Hornell, NY 14843

Dear Mayor Hogan,

The City of Hornell Industrial Development Agency pledges to assist you in any way in your efforts to obtain funding through the Downtown Revitalization Initiative (DRI).

As we are all aware housing needs here in Hornell have become critical. Our major employer Alstom and their entire supply chain have brought in over 200 new employees from all over the world to Hornell. We have failed to keep up with the housing needs to date and it is anticipated another 125-150 will come here for employment in the next 6-12 months.

These people are having to find rooms or housing units as far as 60 miles away. Our existing motels are almost at 100% capacity due to long term rentals.

The Krog Corporation showed what could be done in working with the City and our IDA in renovating the Federation building, and providing nine luxury apartments on the second and third floor, all of which were rented immediately, and have a waiting list.

There are many vacant second and third floor spaces in downtown which could also be transformed to living units immediately, if we can provide assistance through this program.

Our IDA stands as a partner with you and the City in undertaking this vital need. Without adequate housing our efforts to attract companies and suppliers are "Dead in the Water".

Thank you for your efforts and enthusiasm to solve this desperate need.

Sincerely,

A handwritten signature in black ink that reads "James W. Griffin". The signature is written in a cursive style and is enclosed within a hand-drawn oval.

James W. Griffin, CEcD  
Executive Director

40 Main Street  
Hornell, NY 14843  
P 607.324.0310  
F 607.324.3776  
hornellny.com  
1.877.HORNELL

**BETTER BUSINESS  
STARTS HERE.**



SUNY College of Technology

10 Upper College Drive  
Alfred, New York 14802

Department of Architecture & Design

(607) 587-4696

Fax: (607) 587-4620

June 7, 2017

Over the past five years I have directed senior architecture students at the State University of New York College of Technology at Alfred on designs that could improve the vitality of downtown Hornell, N.Y.. The students have worked closely with Mayor Hogan, the Facilities director and the Planning department staff to develop and publicly present these preliminary ideas to the public. Projects ranged from new bike paths, sidewalk amenities and new parking layouts in addition to various building reuse proposals. New L.E.D. lighting for downtown proposed by the students has recently been installed. This partnership with the city has been an incredible educational experience for the students and presented an outside perspective to the residents and property owners in Hornell. The State University, Alfred State and the Department of Architecture and Design are committed to including civic engagement opportunities for students as part of required coursework. This coming academic year the college and the City of Hornell are teaming together to operate my Urban Design Studio from a storefront location in the Tuttle and Rockwell building. The storefront location should increase public awareness and revitalization efforts. The students will be assisting on several projects including the planning a of a new proposed residential neighborhood adjacent to downtown. Increasing residential units in a downtown business district have proven to be a major step in revitalization. On behalf of the college we are looking forward to working with the city to assist in procuring and administering grant opportunities and funding.

A handwritten signature in black ink that reads "Rex A. Simpson".

Rex Alyn Simpson, R.A.,  
A.I.A.  
Professor of Architecture  
Director of Study Abroad – Sorrento  
simsora@alfredstate.edu  
607-587-4691



[www.ArborDevelopment.org](http://www.ArborDevelopment.org)

26 Bridge Street, Corning, NY 14830  
Phone: 607-654-7487  
Fax: 607-973-2202

June 7, 2017

Shawn Hogan, Mayor  
City of Hornell  
82 Main Street  
P.O. Box 627  
Hornell, NY 14843

Dear Mayor Hogan, *Shawn*

I am pleased to be able to write a letter of support for the City of Hornell's Downtown Revitalization Initiative (DRI) Application. Arbor Housing and Development has enjoyed a long term relationship with the City, partnering on a variety of downtown revitalization and home ownership projects, which have resulted in millions of dollars of investment within the City.

Arbor is currently working on the substantial rehabilitation of Seneca Street Station, the 26 residential and 6 commercial unit development on Seneca Street we originally completed in 1990. That project resulted in the redevelopment of 6 blighted buildings in downtown Hornell. Our current \$2.6 million project is underway and funded through NYS Homes and Community Renewal's Preservation Initiative Program (PIP). The investment of these funds will ensure the property's health for another 25 to 30 years, as well as, providing safe and decent affordable housing options in downtown Hornell. And of course, once completed, the project will continue as a building block in the City's ongoing revitalization efforts.

As we have discussed many times, Arbor continues to be very interested in continuing our partnership with the City in expanding both affordable and market rate housing options, as well as contributing to redevelopment of downtown Hornell.

I look forward to working with you and the City on this project.

Sincerely,

A handwritten signature in blue ink, appearing to read "JEFFREY E. EATON".

Jeffrey E. Eaton  
President/CEO

Building Independence. Creating Housing Options.

"Equal  
Housing  
Opportunity"

NeighborWorks  
CHARTERED MEMBER

United  
Way  
Community Partner



June 12, 2017

Mayor Shawn Hogan  
City of Hornell  
82 Main Street  
Hornell, New York 14843

Dear Mayor Hogan,

I am pleased to let you know that we should be in position to break ground on our new project on Fairlawn Avenue next month. We will be building 60 units for rent and will offer one and two bedroom apartment units along with two and three bedroom townhouses. Each unit will have a private entrance along with an attached garage. This will be an investment of approximately Nine Million Dollars.

There is a growing popularity of people wishing to live in downtown areas and we would be interested in exploring redevelopment opportunities in that area of Hornell that may arise.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jerold D. Watkins', is written over the word 'Sincerely,'.

Jerold D. Watkins

45 East Avenue • Rochester, New York 14604 • Phone (585) 232-2600 • Fax (585) 232-2601  
[www.riedmandevelopment.com](http://www.riedmandevelopment.com)





2017 Downtown Revitalization Initiative  
Letter of Support for Hornell, NY


To Governor Cuomo and the Downtown Revitalization Initiative Team:

Quoting the New York State website (ny.gov) on the Downtown Revitalization Initiative: "... [The DRI] is transforming downtown neighborhoods into vibrant communities where the next generation of New Yorkers will want to live, work, and raise families." This statement is exactly why I chose to start a small business in the City of Hornell. I've been a part of the community of Hornell for the majority of my life—I attended and graduated from the school system, I've worked various jobs at small businesses in the city, and now I own a vibrant business on Main Street—and I have already recognized that Hornell has the abundant potential to inspire and sustain that "next generation of New Yorkers."

My business, Wild Brute Winery (in Arkport, NY) and its branch location, The Brute: A Finger Lakes Focused Wine Bar (in Hornell, NY), is certainly a unique business for a rural area of New York, and as in any restaurant/bar industry business there are inherent risks, especially for a young entrepreneur in the adolescence of his business, but the local government and welcoming community of Hornell has supported my endeavor since day one and continues to support it fervently. The Brute: A Finger Lakes Focused Wine Bar has very quickly become the cultural melting pot of the downtown and has been a refreshing social experience for the community. We support a clientele that is passionate about community involvement and growth and provide them a location to break bread and share wine that has been crafted from New York agriculture. We also actively support the arts and performing arts of our city which is an impressive aspect of Hornell. Admittedly, my business is still in its adolescence, but the community that patrons it is exactly what is needed to revitalize our downtown.

My business is an integral part of the potential of downtown, but it is only a tiny part. We have sustained businesses that have become icons of the area, and we also have a growing number of young business owners and new businesses coming into our downtown. This is inspiring and refreshing to see. With the industrial aspect of our community on the rise creating more jobs and bringing in new people from different places all over the world, we have the potential to continue to build and sustain a brilliantly vibrant downtown. Downtown Hornell has the potential to grow upon the array of unique small businesses that inhabit it and host a melting pot of cultural influences and arts.

With the assistance of the Downtown Revitalization Initiative, Hornell can live up to its potential of being the beautiful and growing city that it is and be THE Place where "New Yorkers want to live, work, and raise families."

Best,  
Justin Recktenwald  
  
Small Business Owner  
Wild Brute Winery/The Brute: A Finger Lakes Focused Wine Bar  
99 Main St, Hornell, NY 14843  
607-324-2433



**Hornell Partners  
for Growth**

P.O. Box 643  
Hornell, NY 14843  
Phone (607) 324-9786

June 12, 2017

Executive Director  
Shelly Stevens

Board of Directors

*Chairperson, Steve Peck  
Ryan Agency Insurance*

*Vice-Chairman, Ed Flaitz  
Ed's Computers*

*Treasurer, Kate Criss  
Maple City Savings Bank*

*Secretary, Sue Lacy  
Steuben Trust Co.*

*Laura Vetter  
St James Mercy Hospital*

*Cindy McKibben  
Peebles Dept. Store*

*Mike Davidson  
Davidson's Furniture*

*Stephanie Mitchell  
Canisteo Valley Family Practice*

*Maureen Broughton,  
Decorator's Choice*

*Michelle Cornell Hulbert,  
All State*

*Katherine Shults,  
SoHo Clothing Exchange*

*Michele Smith  
City Chamberlain*

*Jim Griffin  
Chamber of Commerce*

*City Mayor,  
Shaun Hogan*

On the Web:  
[www.hornellhpg.com](http://www.hornellhpg.com)  
Join Us on Facebook!  
[Facebook.com/HornellHPG](https://www.facebook.com/HornellHPG)

To Whom It May Concern:

Hornell Partners for Growth (HPG), a nonprofit business improvement district (BID) is very much in support of the City of Hornell's efforts to obtain Downtown Revitalization Initiative (DRI) funds.

As one of the largest BIDs in Upstate NY, we work diligently to improve our city culturally as well as assist local businesses. In the last 3 year, HPG has welcomed more than 40 new businesses in to the downtown area. We market exhaustively on social media, newspaper, radio, and via networking within the community as well as the region.

HPG also executes events on a monthly basis such as a Wildflower Arts & Crafts Festival, Chalk A Mile, 4th of July, Monarch Butterfly Festival, September 11th Memorial, Holiday Aglow, and Lip Sync Battle contest. Those are in addition to our weekly summer events called Thursdays in the Park where the community will find a Farmers Market, Summer Concert series featuring 2 live local bands each week, free bounce house rides for kids, and on select evenings, movies in the park that are projected onto one of our commercial spaces right in downtown.

It is our belief that in order for the City of Hornell to continue to prosper, it is necessary that the city become more pedestrian friendly along with a dire need for more marketable and affordable living units. We also feel its necessary to work with the commercial property owners to rebuild and establish the City of Hornell as a historical district.

HPG feels that in order to continue to grow on the great amount of work that we have already achieved, it will be necessary for the assistance of the DRI to continue to move forward. The last 3 years have been critical to regrowing our down town area, however we need assistance to be able to continue down this very important path to ensure the future success of businesses and residents in the City of Hornell.

Thank you,

Shelly Stevens  
Executive Director  
Hornell Partners for Growth  
[hornellpartners@gmail.com](mailto:hornellpartners@gmail.com)  
607-324-9786



*Innovation in creating student success  
through cooperative services*



*Christopher T. Weinman*

June 1, 2017

Mayor Shawn Hogan  
City of Hornell  
82 Main Street  
Hornell, NY 14843

Dear Mayor Hogan:

Greater Southern Tier BOCES in partnership with the City of Hornell has successfully built 8 new homes for beautification of the local Hornell community. This innovative project was designed to connect education to the local community and together create opportunities that:

- (1) Provide students with real world experiences in the construction industry
- (2) Assist the City of Hornell in renovation and beautification of its local community
- (3) Connect students with business and industry representatives serving as mentors in their education in the construction industry.
- (4) Engaging students in taking pride in their local communities, and
- (5) Supporting local businesses in the purchasing of materials, supplies and services for the construction of houses.

This is the perfect example of a collaborative initiative that combines students, parents, business and municipalities all in an effort to support education and improve the quality of a community. This initiative motivates and engages students in studying and seeking jobs the construction industry. It creates cost savings for local government to improve the quality of housing in the community, and it supports local businesses by the purchasing of needed services and supplies. Perfect!!!

GST BOCES strives to create projects like this that offer our students real world applications/experiences in a controlled environment that prepare them for employment in their field of study. These experiences introduce them to experts/mentors in their industry which many times leads to employment upon completion of their program of study. When you combine all of the positive attributes of this project, what you get is a priceless "win-win" experience for all involved.

On behalf of the Greater Southern Tier BOCES Board of Education and all of our students, faculty and staff, I want to thank the City of Hornell for inviting us to be a part of this incredible experience. We hope this partnership will continue on for many years to come.

Sincerely,

A handwritten signature in cursive script that reads "Christopher T. Weinman".

Christopher Weinman  
Executive Director for Career and Technical Education Programs  
Greater Southern Tier BOCES

*FAX (607) 281-3105*



## Park Grove Realty

Development & Management

Park Grove Realty, LLC  
Hornell Marion-Rohr Building  
Executive Summary  
December 18, 2016

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### Project Summary

*This project will transform a vacant building that has been unutilized for the last twenty plus years into a state of the art multifamily loft style apartment building in the heart of Hornell. The Marion-Rohr building is located in the middle of Hornell close to the center of downtown. It was a manufacturing building that was built somewhere around the turn of the 20<sup>th</sup> century. At that time, Hornell was one of the largest silk hosiery producing towns in the country and the Marion-Rohr building was a key part of that industry. Hornell now has a strong need for new housing given the already experienced and projected growth at Alstom. This project will fulfill the demand for housing in Hornell by reusing an important and historic structure.*

### Present Building

The property is currently owned by the Hornell IDA. The IDA has been maintaining the building for some time so that it does not create blight and so that the building is capable of being redeveloped at the appropriate time. The opportunity and timing for a redevelopment is now. Hornell has an immediate need for market rate multi-family housing to accommodate the economic growth in the community. The building sits on a parcel of .89 acres. It is approximately 24,000 square feet in building space. The property tax acct. # is 151.13-01-061.000. The building is mostly two stories and has a small single story section near the main entrance. The building has a direct connection to Main Street which would allow residents to walk to all of the services and amenities of downtown. Hornell still has a downtown shopping district which is unique for upstate NY communities. This includes a department store, drug store and restaurants. The property has a nice view of the hills to the south and a nice setting with the river flowing behind it. (see attached map).

### Development Plan

Park Grove will transform the current 24,000 square feet into state of the art market rate residential apartment homes. The building is well positioned for a conversion to loft apartments as it has high ceilings, structural beams that could be exposed and an already existing open floor plan. The building could be converted into between 20-22 apartments. The rehabilitation would be done as a historic preservation. The building is in a historically eligible area and this would preserve the historical features of the building while transforming it into modern housing. The total project cost will be approximately

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Development Team

Park Grove Realty, LLC is the project developer and will be the managing member of the LLC and the property manager and managing agent. Park Grove was formed in September 2015 by Andrew Crossed and Andrew Bodewes. The company focuses on real estate development opportunities and management. Mr. Crossed and Mr. Bodewes were partners with Conifer Realty, LLC where they led the development team for 8 years. During their leadership at Conifer, the company grew from approximately 4,000 apartment units to nearly 15,000 units largely by internal development growth. They both have substantial experience in historic preservation and the adaptive reuse of existing buildings.



## Park Grove Realty

Development & Management

\$5MM. The historic preservation component will leverage approximately \$1.2MM of the project cost in the form of an equity investment.

### Market Summary

As stated above, Alstom in Hornell has recently secured a \$2.5 Billion contract with Amtrak to build high speed trains. Alstom is in the process of increasing its manpower at the Hornell facilities. The company expects to add over 400 manufacturing jobs and dozens more management and engineering positions. These jobs will also lead to increased job activity for suppliers and services in the Hornell area. Hornell recently secured a housing study for the area. The study concluded that Hornell does need new market rate housing to meet the increase in jobs and economic activity associated with the Alstom growth. Many of the new hires at Alstom are commuting to Hornell because no newer and higher end housing exists. In addition, the study also concludes that the housing stock is very old and outdated and that the population in Hornell is aging. This project will provide new rental homes that will address both the economic growth in Hornell and the demand for new upscale rental housing as well as provide seniors a potential place to downsize. The combination of new apartments in an old historic building that is well located near amenities and services will be very desirable to the new employees coming to Hornell. It also advances the smart growth principles of utilizing existing structures and creating housing in a walkable neighborhood.

### Amenities

The apartments will likely include hardwood floors and new wood windows or refurbished industrial windows. Exposed duct work with tall floor to ceiling plans with exposed beams, columns and trusses. Controlled access and state-of-the-art digital camera security system.

Residential apartments will include stainless steel appliances, and washer/dryer within the unit. Resident storage areas and secure bike storage will be available. It will be a state-of-the-art project with secure key fob access and digital security camera system in all site and common areas.

The location is walkable to all necessary services and recreational services.

### Financing

The total project cost is projected to be \$5MM. Sources of financing will include a conventional loan, NYS RESTORE or URI Funds, Investor Equity, and Deferred Development Fee. The project will also include a tax PILOT from the Hornell IDA and sales and mortgage tax savings from the IDA PILOT.

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Marion Rohr Building  
Owner - Hornell Industrial Development  
Agency  
Address - 18 North Main Street, Hornell NY  
Acres - 0.89  
Tax Map # - 151.13-01-061.000