



New York State  
**Downtown Revitalization Initiative  
Strategic Investment Plan  
City of Oneonta**

Mohawk Valley REDC

March 2017

# Oneonta DRI: Local Planning Committee

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# FOREWORD

“A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come.” ~ Governor Andrew M. Cuomo

Recognizing that companies are increasingly seeking to relocate and invest in vibrant, walkable downtowns in an effort to attract and retain a talented workforce, Governor Cuomo launched the Downtown Revitalization Initiative (DRI), a \$100 million effort to improve the vitality of urban centers across New York State.

Ten communities were identified by the Governor’s Regional Economic Development Councils (REDCs) to participate in the DRI because their downtowns were deemed ripe for development into vibrant areas in which to live, work and raise families. Ten million dollars will be invested in each of these communities.

Led by former Secretary of State Cesar Perales and supported by current Secretary of State Rossana Rosado, the DRI is a multi-agency approach to downtown revitalization conducted by staff from the Department of State Office of Planning and Development and the Homes and Community Renewal Office of Community Renewal.

The State facilitated a community planning process to develop the key ingredients needed for successful downtown revitalization:

- a vision for the downtown;
- goals and strategies to accomplish the vision;
- an action plan; and
- a strategic investment plan that identifies specific catalytic projects that align with the unique vision of their downtown area.



The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these ten communities will become vibrant communities where people will want to live, work and raise families.

# Executive Summary

Downtown Oneonta is located in Otsego County, New York in the southern Mohawk Valley. Also known as the "City of the Hills," it lies along the Susquehanna River. The downtown provides a compact, walkable center that is filled with many historic mixed-use buildings and holds a rich cultural history. Oneonta has two institutions of higher education located outside of the City center, SUNY Oneonta and Hartwick College, which have approximately 7,200 students collectively. The Downtown Revitalization Initiative (DRI) strengthens the City by building upon its many assets, it expands the downtown on underutilized land, and it connects the various portions of downtown so they mutually benefit each other. The Strategic Investment Plan includes 26 projects, 14 of which are recommended for DRI funding. Collectively they leverage significant private investment, increase jobs, provide diverse housing alternatives, and position Oneonta to attract future employers and self-sustaining growth.

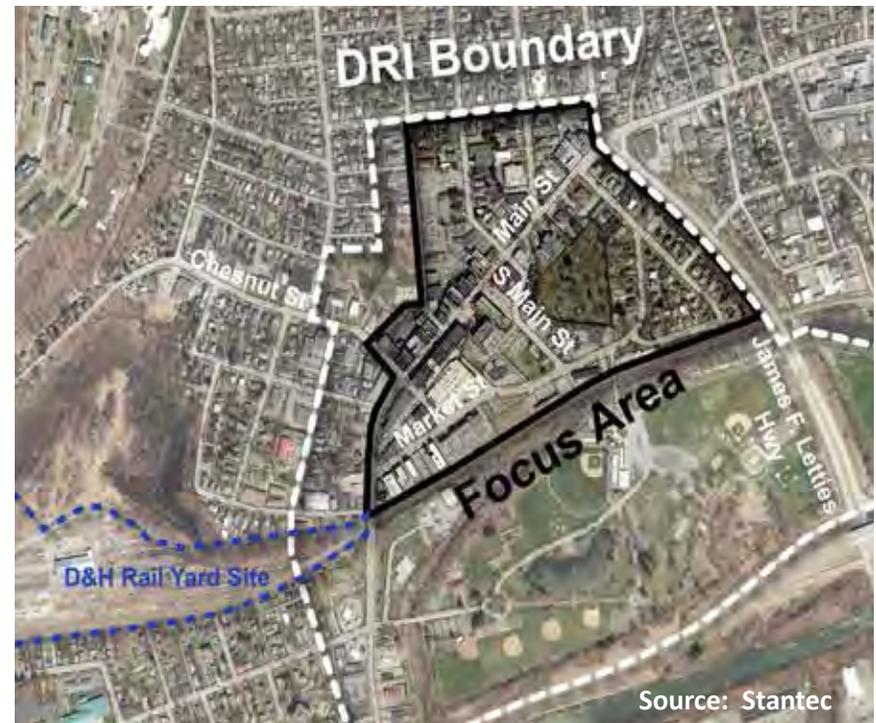
Oneonta is in the northern foothills of the Catskill Mountains and lies along Interstate 88 between Binghamton and Albany. It features a large collection of Nineteenth Century ornamental brick buildings on its Main Street. The street has a limited variety of local retail offerings, and has upper story apartments that accommodate many of the area's students. According to the 2010 U.S. Census, the City has a population of 13,901.

## Background

Oneonta's compact DRI area has well defined boundaries. Early in the planning process, the Local Planning Committee established a DRI focus area consisting of the city blocks directly adjacent to Main Street (See figure 1). This compact area serves as the core of downtown activity and revitalization efforts proposed through this initiative.

Oneonta suffered from changes in the region's economy during the latter portion of the Twentieth Century. Loss of industrial jobs, the closing of one of the nation's larger rail yards adjacent to downtown, and changes to the retail environment contributed to disinvestment and high poverty rates. The urban renewal program of the 1970's demolished several blocks of mixed-use buildings directly adjacent to Main Street and these areas never redeveloped.

Figure 1: Oneonta DRI focus area



In recent years, Oneonta and Otsego County have stabilized, and are on a gradual pace of growth. Several larger employers show signs of moderate growth. A residential market demand study performed for the DRI indicates demand for 100-150 dwelling units by young professionals and early retirees in downtown Oneonta over the next five years. The region's tourism includes more than 300,000 visitors who attend area baseball camps and visit Cooperstown, less than 25 miles away. As a result, Oneonta has begun to experience the positive influence of seasonal tourism in the downtown. While the existing local retail economy is stable, it lacks the resources to compete with the services and advertising capabilities of national chains located in nearby shopping plazas.

## DRI Planning Process, Vision, Goals and Strategies

The Downtown Revitalization Initiative has provided Oneonta with an opportunity to build upon its current strengths and realize the full value of its downtown core. The DRI Planning process was led by a Local Planning Committee (LPC) that included representatives from business, academia, healthcare, non-profit organizations, government, residents, and other local stakeholders. The LPC was assisted by a team of consultants and New York State planners who, together, engaged the public through stakeholder interviews, public meetings, surveys, and online forums. The following vision statement for downtown was developed through the public engagement process.

***"Oneonta is an authentic urban center of commerce, higher education, and culture. It is ideally situated as a regional center for economic growth, the local food and beverage industry, tourism, heritage, and the arts. The DRI plan builds upon our walkable historic core to create high quality jobs, a diverse range of housing options, and a broad variety of amenities that will serve current and future generations."***

### Goal: Foster Economic growth:

- *Strategy:* Create jobs for a diverse population including high paying jobs for a skilled workforce
- *Strategy:* Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses
- *Strategy:* Grow local property tax base

### Goal: Be a regional center of culture, heritage, and education:

- *Strategy:* Create more opportunities for arts, culture, entertainment
- *Strategy:* Establish strong ties between the colleges and downtown
- *Strategy:* Become more widely recognized as a tourism destination in the region
- *Strategy:* Create a sense of identity that will appeal to both the current and next generations

### Goal: Provide a high quality physical environment:

- *Strategy:* Create more housing options in downtown
- *Strategy:* Support local retail with small business assistance and improvements to retail spaces
- *Strategy:* Reclaim underutilized land along Market Street
- *Strategy:* Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment
- *Strategy:* Provide adequate infrastructure to support new development
- *Strategy:* Integrate sustainable practices in the downtown core

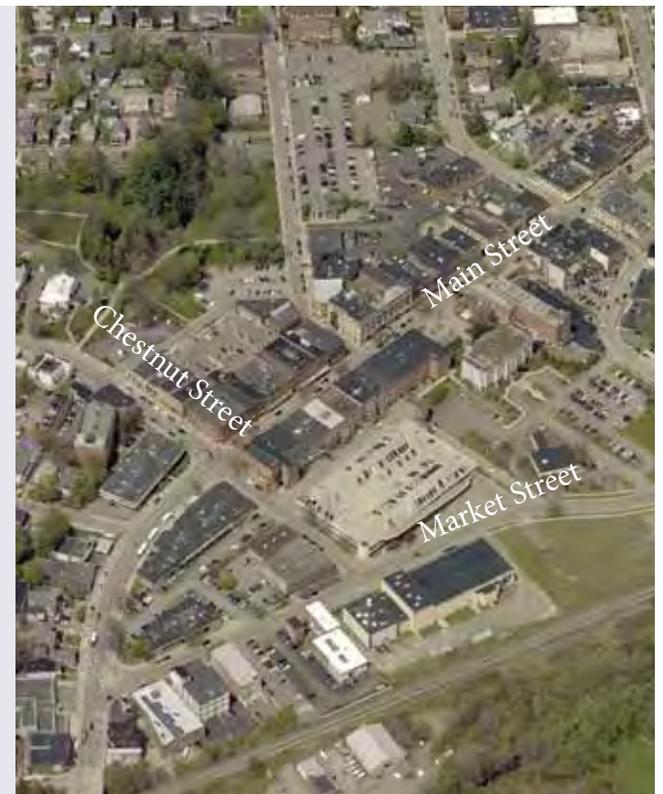


Figure 02: Aerial of downtown Oneonta

## Summary of Key Issues

An assessment of the downtown was developed using both the public involvement process, and physical site analysis. The consultant team also performed commercial, retail and residential market demand analyses. Through this assessment process the following key issues emerged for the downtown.

**Job Growth:** Job growth remains a critical issue. While the Chamber of Commerce has indicated that several businesses are considering adding to their staff, the growth remains at a moderate pace. For major employers, a qualified candidate may not accept a new position because there is lack of employment offerings for the candidate's partner.

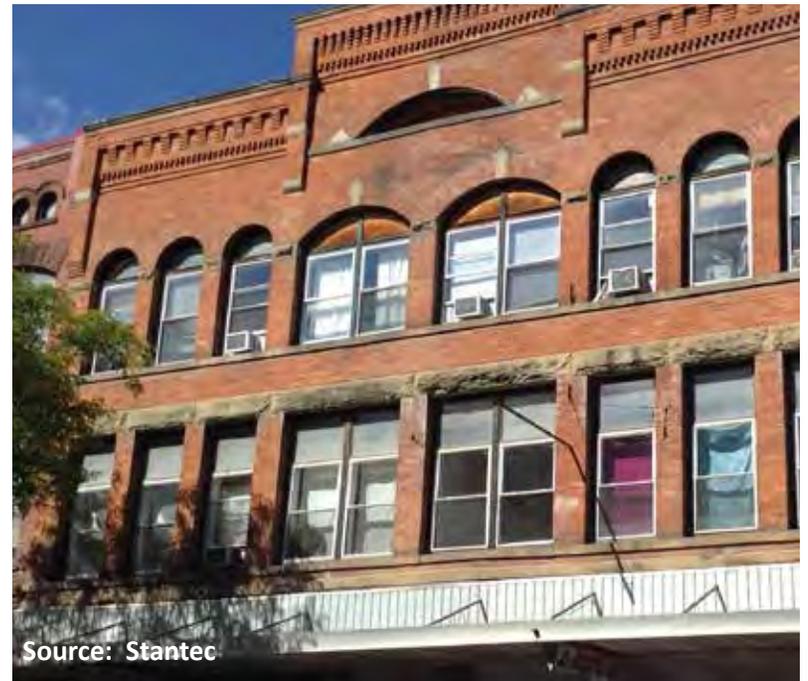
**Small Business Support:** Local small businesses need support. Lack of signage, lack of visibility, poor parking facilities, and lack of financial resources to upgrade retail venues, are among the factors that hinder small businesses. While the retail marketplace analysis prepared for the DRI does not indicate substantial opportunity for retail growth, it does indicate retailers lack resources to compete with national chains. Strength in sales during warmer months are often tampered by limited sales in colder months (figure 4).

**Housing:** The majority of residents voiced support for improved housing alternatives and improvements to the underutilized upper stories of many buildings in downtown. The residential market demand analysis prepared for the DRI, as well as statements by local employers, indicated a shortage of housing for young professionals and early retirees and a potential demand of 100-150 apartments and townhouses over the next five years. In public meetings, support was expressed to address deferred maintenance of existing buildings in the DRI area and renovate them to provide a broader choice of housing alternatives (figure 5).

Figure 4: Main Street storefronts and upper story housing



Figure 5: Main Street storefronts and upper story housing



**Walkable Connections:** Connecting the City through an increased number of walkable connections and improving the character of existing walkable routes was cited as a top priority in public meetings. Oneonta was reconfigured in the urban renewal program of the 1970's and lost several blocks of mixed use buildings as well as several cross-city connections. Residents indicated the need for correcting the loss of these connections and improving those that currently exist (figure 8).

**Public Infrastructure:** Public infrastructure needs include refurbishment of the City's public parking structure, located within steps of local businesses and downtown apartments, improvements to its transit system, and improvements to Market Street. The parking structure is a valuable asset for local businesses, but its deteriorated state discourages use. The local and regional transit stations, located in two separate locations, limit easy bus transfers and both have facilities that require renovation. Market Street has no pedestrian infrastructure (figures 6-7).

**Sustainability:** Sustainable business models and sustainable building practices were considered important considerations for all future investments.

**Public Space and Art:** Oneonta has had limited investment in its public spaces over the past decades. The central plaza, Muller Plaza, lacks activities and amenities. Oneonta's downtown could attract more residents and tourists if strategic improvements were made. The public indicated strong support for performing arts venues as well as visual arts. Financial issues face most all of the venues, artists, and arts organizations.

**D&H Rail Yards:** While not located in the DRI boundary, the vacant rail yard site is well connected to rail and highway and could support new light industry. The Commercial Demand study prepared for the DRI indicates growth of light industry within the region. The rail yard's location adjacent to downtown could attract future employers.

Figure 6: Existing public parking structure



Figure 7: Market Street with limited pedestrian facilities



Figure 8: Superblock between Market and Main Streets



Figure 09: Muller Plaza



## Strategic Investment Plan:

The Strategic Investment Plan identifies a series of projects that are designed to directly address the vision and concerns expressed by the community. The overall approach for Oneonta's Downtown Revitalization is defined by three general concepts: **Strengthen** existing assets, **Expand** downtown on underutilized land, and **Connect** the assets of downtown to each other.



**A. Strengthen**



**B. Expand**



**C. Connect**

**A. Strengthen** pertains to building upon the downtown's remarkable assets. These include its historic Main Street, long-time residents and business owners, two colleges, walkable character, and position in a region of growing tourism.

**B. Expand** pertains to growing the downtown to encompass the underutilized land directly adjacent to the Main Street core. This strategy focuses on the Market Street spine and redeveloping some of the underutilized parcels in that area. Preliminary plans for the area which include The Food and Beverage Innovation District, were described in the City's DRI Application.

**C. Connect** pertains to increasing the interconnections between various portions of downtown so that they mutually benefit each other. One of the benefits of any downtown is the variety of experiences anyone can have by walking between different portions of the City. In Oneonta these could be going to a baseball game at Damaschke Field and then walking up to Main Street through a new pedestrian passage to a local eatery, coffee shop or brewery. Increased passages through the City's superblock could create opportunities to visit the Farmer's Market in Muller Plaza, and attend the Foothills Theater in the afternoon.

## A. Projects that Strengthen Downtown

### **Establish Oneonta Small Business Revolving Loan Fund, DRI Funding \$600,000**

The initiative provides small loans to owners of existing buildings within the DRI area who demonstrate a commitment to renovate existing retail and commercial storefronts and spaces. Many existing properties located along Main Street are not suitable for contemporary needs, or are not in a condition that attracts customers. This initiative will provide a gap financing measure in the form of a revolving loan fund to allow necessary renovations to occur (figure 10).

### **Implement Oneonta Downtown District Signage Project, DRI Funding \$320,000**

The project is designed to improve the visibility of small businesses in Oneonta's downtown and advertise Oneonta to a broad region. Currently, Oneonta's downtown has limited advertisement for retailers, small businesses, and public facilities. The signage project addresses two scales of wayfinding: Regional Signage and Downtown District Signage. The project will result in increased retail sales and improved perception of downtown. The short-term investment could return benefits to area businesses for decades.

### **Develop Oneonta Downtown Individual Signage Project, DRI Funding \$60,000**

The Individual Signage Project addresses the lack of signage on individual commercial establishments. The project is designed to improve the visibility of small businesses in Oneonta's downtown. Current retail profits do not allow small businesses to invest in much needed signage. The Individual Signage project will provide micro-grants to stores for blade and awning signs. The project will result in increased retail sales and improved perception of downtown (figure 11).

### **Develop Branding and Marketing for Downtown Oneonta, DRI Funding \$250,000**

Currently, there is very little information available about Oneonta's offerings to visitors to the region and limited advertisement of retailers, small businesses, historic features, institutions, and public facilities. The Branding Project will develop a marketing theme for the City, and a network within which to regularly disseminate the marketing materials for the downtown. The project will result in increased retail sales, commercial business opportunities, and improved perception of downtown.

### **Develop Oneonta Upper Story Housing, DRI Funding \$2,000,000**

The project provides grants to owners of existing buildings within the DRI area who demonstrate commitment to renovate upper stories to accommodate Oneonta's unmet housing needs. The residential market demand study demonstrates demand for apartments geared to young

Figure 10: Existing storefronts Oneonta



Figure 11: Need for improved signage



Figure 12: Upper story housing renovations



professionals and early retirees. Many existing residential properties located along Main Street are not suitable for many kinds of tenants, and the cost of renovation of these older structures to meet new housing demand is not fully covered by the current rental rates of the Oneonta marketplace. This project will allow necessary renovations to occur and could leverage over \$6,000,000 in private investment (figure 12).

**Develop Westcott Lot Mixed-use Development, DRI Funding \$3,200,000**

The project is a new building at 226-236 Main Street with retail and residential uses. The project responds to the Residential Market Demand Analysis which indicates a current demand for apartments geared to young professionals and early retirees. The design for the site also includes a small public plaza on Main Street and a linear public pedestrian passageway that connects Main Street to South Main Street and to multiple destinations in the southern portion of downtown. The project will leverage nearly \$5,000,000 in private investment and create jobs (figure 13).

**Develop Oneonta Public Space & Art Project, DRI Funding \$490,000**

The project combines the public art and public space strategies supported by the LPC. It includes renovation of four public spaces located in the heart of the Oneonta’s downtown. The spaces include Muller Plaza, the City’s principal town square; the linear park in front of the Foothills Theater; the gateway spaces at Main Street and Market Street; and the gateway to Damaschke Field at Market Street and James Georgeson Avenue. These upgrades will provide pleasant and safe public spaces for the residents and visitors of downtown Oneonta.

## B. Projects that Expand Downtown

**Develop Oneonta Parking Garage Renovation & New Transit Hub, DRI Funding \$2,500,000**

The project comprises renovations to Oneonta’s existing public parking garage that will improve visitation to Oneonta’s local businesses and accommodate a new transit facility. Its current condition and façade are a blight on downtown. Improvements include exterior renovations and implementation of the new Transit Hub facility on the south side of the parking structure. The facility will strengthen downtown Oneonta’s position as a regional destination (figure 15).

**Establish Mohawk Valley Food and Beverage Innovation Center, DRI Funding \$1,975,000**

The Mohawk Valley Food and Beverage Innovation Center is a planned six-story building that will provide mixed-income housing on the upper four floors, with the two lower floors dedicated to

Figure 13: Westcott Lot mixed-use development



Figure 14: Public space & art



Figure 15: New Transit Hub



public use. The proposed mix of uses integrates brewing, research and development around food and beverage, brew master training, nutritional education, community cooking, related retail, and workforce training (figure 16).

**Develop Oneonta Design Guidelines, DRI Funding \$100,000**

The project will develop new design guidelines for urban development. During the past four decades, new development in Oneonta has been inconsistent with the character of its downtown core. The guidelines will ensure that new development, renovations to existing structures, streetscape improvements, and new signage will be consistent with urban planning principles that give downtown Oneonta its identity.

**C. Projects that Connect Downtown**

**Improve Market Street & South Main Street, DRI Funding \$1,750,000**

Market Street, located one block from historic Main Street, has a character completely inconsistent with Oneonta’s downtown. It has underutilized land along many portions of it, limited pedestrian infrastructure, a wide pavement width, and low vehicular use. Renovations to this street are designed to increase pedestrian activity, and provide an urban character consistent with Oneonta’s downtown. The renovated street will offer greater opportunities for new development, housing, new small business, food and beverage related education, transit hub, and more (figure 17).

**Connect Muller Plaza Passage, DRI Funding \$250,000**

The project will establish a public pedestrian passageway between Muller Plaza, Oneonta’s central public space, and Water Street. The connection will allow access to the plaza from the City’s public parking garage, existing shops on Water Street, and ultimately to the new Transit Hub, Foothills Theater, future “Innovation District” at Market Street, and the Mohawk Valley Food and Beverage Innovation Center (figure 18).

**Develop Water Street Boardwalk, DRI Funding \$500,000**

The project will establish a public pedestrian passageway between Water Street and Market Street. The connection will allow access between the City’s public parking garage and new transit hub, existing shops on Water Street, Foothills Theater, the future “Innovation District” at Market Street, and the Mohawk Valley Food and Beverage Innovation Center. With the parallel project of Muller Passage, a complete pedestrian connection will be made between Main Street, Muller Plaza and Market Street (figures 19-20).

Figure 16: MV Food & Beverage Innovation Center



Figure 17: Market Street



Figure 18: Muller Passage

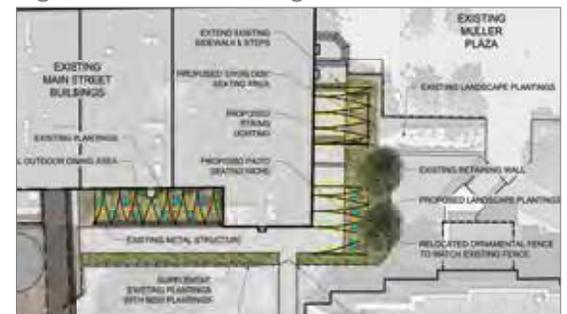


Figure 19-20: Water Street Boardwalk



## Overall Plan

The Downtown Revitalization Initiative combines the concepts of Strengthen, Expand, Connect into a cohesive plan of action. Many of the plan's 14 projects are identified in the key map (figure 21). Additional projects not proposed for DRI funding identified by the LPC, complement the plan. Collectively they create an active downtown, leverage the area strengths to attract private investment, provide much needed support for the area's small businesses, and set the stage to attract future residents, employers and workforce. The initial DRI investment will translate in the sustainable growth that will benefit the City of Oneonta for decades to come.

# Key Plan of Priority Projects

Figure 21: Key plan



- Support for Main Street**

  - Establish Oneonta Small Business Revolving Loan Fund
  - Develop Oneonta Downtown Individual Signage Project
  - Implement Oneonta Downtown District Signage Project,
  - Develop Oneonta Upper Story Housing
- Develop Oneonta Parking Garage Renovation and New Transit Hub**
- Connect Muller Plaza Passage**
- Develop Water Street Boardwalk**
- Develop Westcott Lot Mixed-use Development**
- Improve Market Street & South Main Street**
- Establish Mohawk Valley Food and Beverage Innovation**
- Develop Oneonta Public Space & Art Project**





# Part One: Downtown Vision Plan City of Oneonta

Mohawk Valley REDC



# 1. DOWNTOWN PROFILE AND ASSESSMENT

Downtown Oneonta is located in the southern Mohawk Valley in Otsego County, New York. Also known as the “City of the Hills”, it lies along the Susquehanna River. The downtown provides a compact, walkable center that is filled with many historic mixed-use buildings that hold a rich cultural history. Oneonta has two institutions of higher education located outside of the City center, SUNY Oneonta and Hartwick College, which have approximately 7,200 students collectively. According to the 2010 U.S. Census, the City has a population of 13,901.

## 1.1 GEOGRAPHIC SCOPE

**Region:** Oneonta is in the northern foothills of the Catskill Mountains, located along Interstate 88 between Binghamton and Albany. Within a 30-mile drive in any direction, you will find nearly 150,000 people who regularly visit the City as their primary urban downtown. Located within 25 miles of Cooperstown, home of the National Baseball Hall of Fame, Oneonta is exposed to the region’s tourism, which includes more than 300,000 tourists who attend area baseball camps and the Baseball Hall of Fame.

**DRI Site Boundary:** Oneonta’s compact urban core has well defined boundaries. At the center of the City’s downtown is its Main Street. The eastern and southern boundaries of the Downtown Revitalization Initiative (DRI) are defined by the James F. Letties Highway (NY-23) and the Senator Warren M. Anderson Expressway (I-88). To the north, the downtown boundary follows Walnut Street where the Moderate Density Residential district begins. Church Street, Academy Street, Mosher Avenue, and Harvey Street define the western boundary of the downtown.

Early in the planning process, the Local Planning Committee established a DRI focus area consisting of the City blocks directly adjacent to Main Street (see Figure 3). This compact area serves as the core of downtown activity and revitalization efforts proposed through this initiative.

Figure 1: Regional Context



Figure 2: Aerial View of Downtown Oneonta



Figure 3: DRI Boundary Map



Source: Stantec

Figure 4: Main Street Oneonta



Source: Stantec

## 1.2 LOCAL AND REGIONAL PLANS AND INITIATIVES

The Oneonta DRI will play a significant role in advancing many of the region's recent planning initiatives. These include the growth of dynamic urban centers, growth of an innovative workforce, growth of tourism, and leveraging the assets of local agriculture, as addressed through the following initiatives.

**Mohawk Valley REDC Strategic Plan and URI Plan:** The Mohawk Valley Regional Economic Development Council (REDC) Upstate Revitalization Investment (URI) Plan describes several initiatives pertaining to Oneonta's region. The URI Plan identifies the need for future investment in downtowns and Main Street corridors, and the creation of vibrant communities and downtowns. Strategies for redevelopment include underutilized properties such as brownfields and vacant buildings. To encourage agribusiness, the plan seeks "to leverage location and proximity to major metro markets, abundant natural resources and rich farmlands, and a robust agricultural production ecosystem." The URI

Plan also includes a “focus on opportunities for promoting the region to international visitors and creating year-round tourist destinations.”

**Food and Beverage Innovation District:** Otsego Now (aka the Otsego County IDA) and the City envision a Market Street Food and Craft Beverage Innovation Area. The proposed Mohawk Valley Food and Beverage Innovation Center is the focal point of the district. The proposal includes a six-story building that provides two floors dedicated to public use and four floors of mixed-income housing. The proposed mix of public uses integrates brewing, research and development around food and beverage, brew master training, nutritional education, community cooking, related retail, and workforce training.

The goals of the public use space include:

- Innovation and education center for all agriculture sector activities and economic development
- Center of activity for food and beverage product development, training, entrepreneurship, and education
- Centralized connection to regional craft products and retail
- Strategically identify Oneonta/Otsego County as center of craft food and beverage in Upstate New York

**D&H Rail Yard Redevelopment Project:** The City of Oneonta has examined redevelopment of the D & H Rail Yards, adjacent to downtown. The most current proposal by Otsego Now includes light industrial uses, warehousing, and distribution. The uses are compatible with the site’s access to I-88 and to rail. Related uses such as workers’ housing are also being considered. If successful, the rail yard project could transform Oneonta into an important secondary freight transportation and distribution hub and become a major center of employment. Its proximity to downtown could make it attractive to many prospective employers who require an urban location for their employees. In partnership with the DRI strategies, an energetic City center could attract future employers to the D&H rail yard location.

**Focus on the Future of Main Street: An Economic Development Planning Study:** The City was awarded a \$75,000 New York State Empire State Development (NYSED) planning grant in 2013 to conduct a comprehensive economic planning and development study for the downtown. The study focused on potential redevelopment of vacant sites, underutilized properties, and a general needs assessment of available housing types and market rates within the downtown.

**Comprehensive Plan:** The City of Oneonta has commissioned an update to its comprehensive plan that is anticipated to be completed in 2017. Oneonta’s prior comprehensive plan was prepared in 2007. It cites issues of lack of vibrancy in downtown and increasing opportunities for tourism.

**Neahwa Park:** The City received a grant from NYS Department of Transportation (NYS DOT) to create a new gateway to Neahwa Park and is working with the adjacent railroad to develop a scope of work that can be undertaken with the available funds.

**Market Street Stormwater Study:** There is localized flooding along Market Street due to limited capacity of the stormwater pipe system. The City is currently examining alternatives to reconstruct portions of the stormwater system.

**Local Institutions:** The YMCA, Foothills Theater, and Old Oneonta Theater are all examining options for renovations and modifications of programming. The YMCA is currently assessing its needs and expansion plans. The Foothills Theater has examined potential improvements to its venue but requires further examination of the theater marketplace in order to position it for greater use. A CFA application submitted several years ago for restoration of the Oneonta Theater was not successful.

### 1.3 DEMOGRAPHIC CHARACTERISTICS

There are 1,088 residents living in the DRI study area, including a number of college students, and 13,804 residents living in the City of Oneonta. Whereas New York State and Otsego County experienced modest population growth between 2010 and 2016, the DRI study area and the City of Oneonta have experienced modest population decline. Looking forward, population levels in the DRI study area, City of Oneonta, and Otsego County are expected to remain relatively unchanged. These projections do not account for future development trends or interventions, such as projects implemented through the DRI process, which could alter population trends within the DRI study area.

#### Age Distribution

The population in the DRI study area and in the City of Oneonta is younger than in Otsego County and New York State. Over 65% of residents in DRI study area and in the City of Oneonta are 34 years old or younger whereas in Otsego County and New York State older age groups (35 years old or older) comprise the majority of the population.

Table 1: Population Change

Population Change					
	2010	2016	2021	Annual Growth Rate 2010-2016	Annual Growth Rate 2016-2021
DRI Study Area	1,130	1,088	1,063	0%	0%
City of Oneonta	13,901	13,804	13,648	0%	0%
Otsego County	62,259	62,792	62,632	0%	0%
New York State	19,378,102	19,934,506	20,445,093	0%	1%

Table 2: Demographic Profile

Demographic Profile, 2016				
	DRI Study Area	City of Oneonta	Otsego County	New York State
Total Population	1,088	13,804	62,792	19,934,506
Households	514	4,242	24,716	7,508,958
Median Age	24.6	23.7	41.9	38.7
Median Household Income	\$20,240	\$36,053	\$50,033	\$58,196
Bachelor's Degree or Higher	34%	45%	28%	35%

Table 3: Age Distribution of Residents

Age Distribution, 2016				
	DRI Study Area	City of Oneonta	Otsego County	New York State
19 or younger	12.1%	27.7%	22.6%	24.0%
20 - 34	54.9%	40.0%	20.8%	21.4%
35 - 54	16.1%	13.1%	22.8%	26.2%
55 - 74	12.5%	13.3%	26.0%	21.8%
75 or older	4.4%	6.0%	7.8%	6.7%

Source: ESRI Business Analyst, 2016

Table 4: Educational Attainment of Residents

Educational Attainment, 2016				
	DRI Study Area	City of Oneonta	Otsego County	New York State
No High School	6.3%	8.1%	10.2%	14.1%
High School or Equivalent	30.9%	22.5%	33.5%	26.4%
Some College, No Degree	21.5%	15.7%	16.6%	16.0%
Associate Degree	7.1%	8.5%	11.4%	8.6%
Bachelor's Degree	21.3%	24.8%	15.2%	19.8%
Graduate/Professional Degree	13.0%	20.4%	13.1%	15.1%

Table 5: Race and Ethnicity of Residents

Race & Ethnicity, 2016				
	DRI Study Area	City of Oneonta	Otsego County	New York State
White Alone	84.7%	86.8%	93.3%	63.4%
Black Alone	5.9%	4.6%	2.2%	16.0%
Asian	3.6%	3.4%	1.5%	8.5%
Two or More Races	3.6%	3.1%	1.9%	3.4%
Other	2.2%	2.2%	1.1%	8.7%
Hispanic Origin	8.5%	7.2%	3.7%	19.2%

Table 6: Household Income

Household Income, 2016				
	DRI Study Area	City of Oneonta	Otsego County	New York State
\$24,999 or less	55.9%	39.9%	25.4%	22.4%
\$25,000 - \$49,999	19.9%	21.5%	24.5%	20.8%
\$50,000 - \$74,999	9.7%	13.9%	20.9%	16.4%
\$75,000 - \$99,999	7.0%	10.3%	13.2%	11.9%
\$100,000 or more	7.8%	14.3%	16%	28.5%

Source: ESRI Business Analyst, 2016

## Educational Attainment

Educational attainment levels in the DRI study area are comparable to New York State, but lower than the City of Oneonta and higher than Otsego County. About 33% of DRI study area residents and 35% of New York State residents have a Bachelor’s degree or higher. In contrast, this number reaches 45% in the City of Oneonta and 28% in Otsego County.

## Race and Ethnicity

The vast majority of the population in the DRI study area, City of Oneonta and Otsego County is White, ranging from nearly 85% in the DRI Study Area to 87% in the City of Oneonta and 93% in Otsego County. In comparison to New York State, population in the DRI Study Area, City of Oneonta and Otsego County is more homogeneous.

## Household Income

The DRI study area has a higher share of households in the lower income brackets, with over 55% of households earning less than \$25,000 yearly. In contrast, in Otsego County and New York State the share of households earning less than \$25,000 per year corresponds to 25% and 22% respectively.

## 1.4 PHYSICAL CONDITIONS

The focus of Oneonta's downtown is its historic Main Street. This street includes a collection of 19th century structures, many of which are on the historic register. The street includes retail uses on the ground floor and some commercial uses and housing on upper levels. Within a one block distance from Main Street, the high density mixed-use character transitions to residential uses to the north, east, and west.

### 1.4.1 Land Use and Major Features

**Main Street:** Oneonta's Main Street is comprised of three to four story tall attached buildings with elaborate brick detailing. The core of Main Street is three blocks long and slightly over one-quarter mile in length. Small shops along the street are locally-owned and include a mix of dining, clothing, small furnishings, and other small businesses. While the upper floors of a few buildings are vacant, in most cases they are occupied with rental housing. Much of the housing is oriented to the student population and to lower income individuals. The facades and windows of the buildings indicate varying levels of disrepair and maintenance. City Hall and local banking institutions are also located on Main Street.

Figure 5: Main Street, Oneonta



Figure 6: Land Use Plan, Source: Stantec

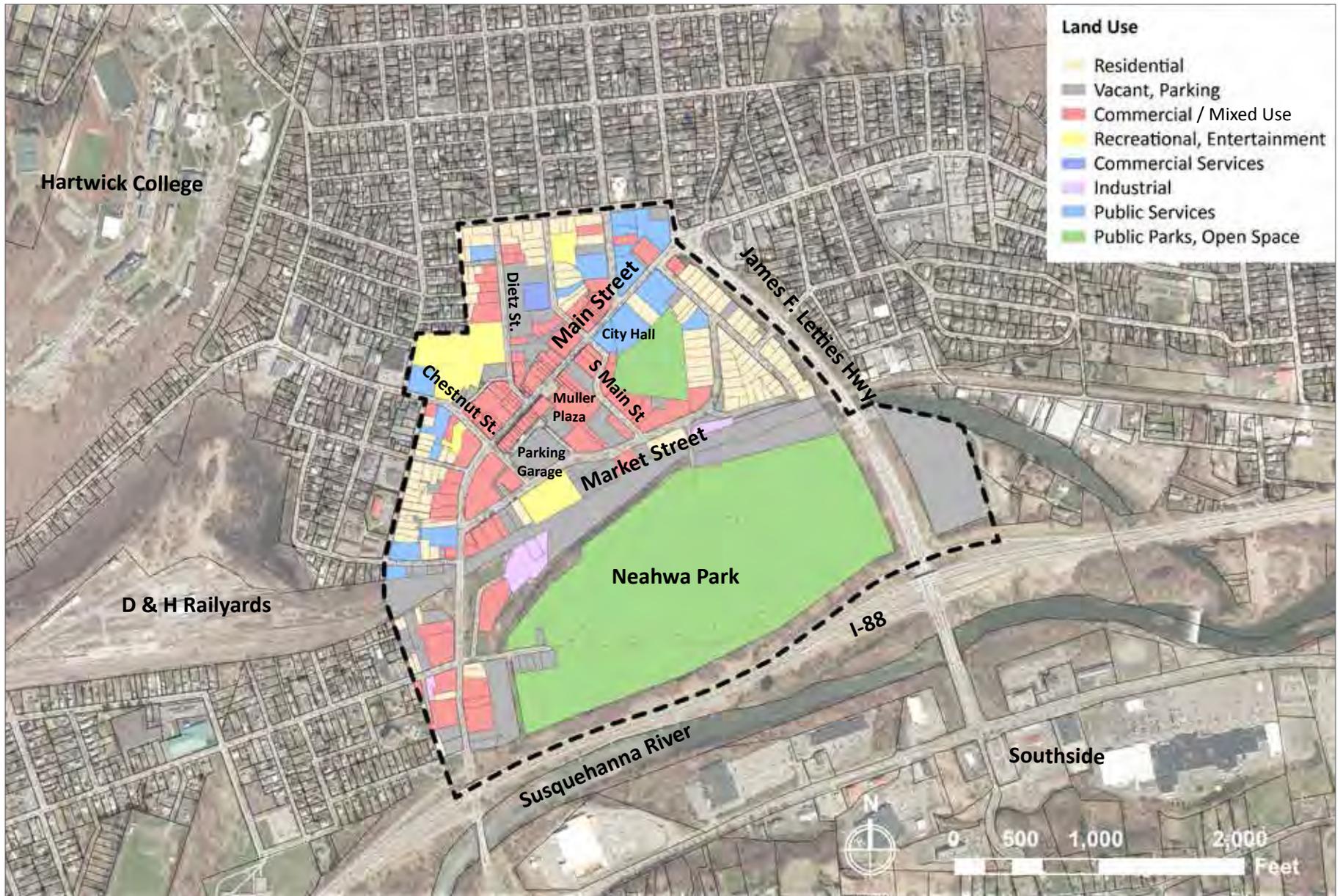
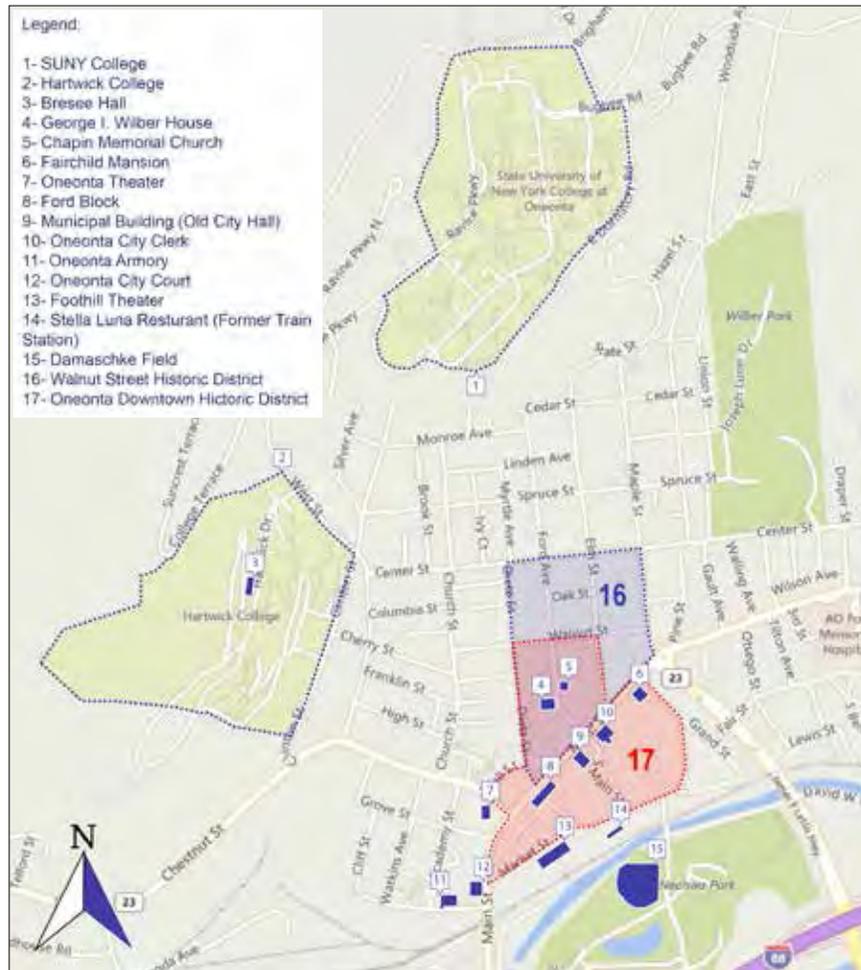


Figure 7: Cultural Map



Source: Stantec

**The Cultural Map**, figure 7 shows locations of historic districts. These include the Oneonta Downtown Historic District (item 17) and the Walnut Street Historic District (item 16). The two colleges, both located on hills overlooking downtown, are also indicated on the map.

Figure 8: Main Street, Oneonta with 19th Century Victorian-Style Brick Detailing



Source: Stantec

Figure 9: Main Street, Oneonta with 19th Century Victorian-Style Brick Detailing



Source: Stantec

**Muller Plaza:** The center of the downtown is its town square, Muller Plaza. It hosts a weekly Farmers’ Market in the spring, summer and fall that is well attended and highly regarded. Lack of activities around the edges of the plaza, as well as limited access from only one side, restrict its potential to be an active center of Main Street (figure 10). The historic Oneonta Hotel is located directly across the street from the plaza and is the only building on Main Street reaching five stories. The hotel, now used for low income housing and first floor commercial uses, has substantial deferred maintenance.

**Adjacent to Main Street:** To the north, east and west, the downtown transitions quickly to neighborhoods of single family detached housing. Many of these neighborhoods have a charming pedestrian character with older homes, many with Victorian architecture. Also to the west is the vacant D&H Rail Yard site. Within walking distance of Oneonta’s downtown, the rail yard site has the potential to be a light industrial center and source of job growth.

**South of Main Street:** The blocks south of Main Street are anchored by Market Street. This area is composed of vacant lots, surface parking areas, a few one story buildings, and the City’s public parking garage. The area comprises a grouping of underutilized parcels and has a character inconsistent with that of the downtown (figure 11). Toward the western end of Market Street are the Foothills Theater, a few older buildings used for student housing, the local green grocer, and the former Ford Building.

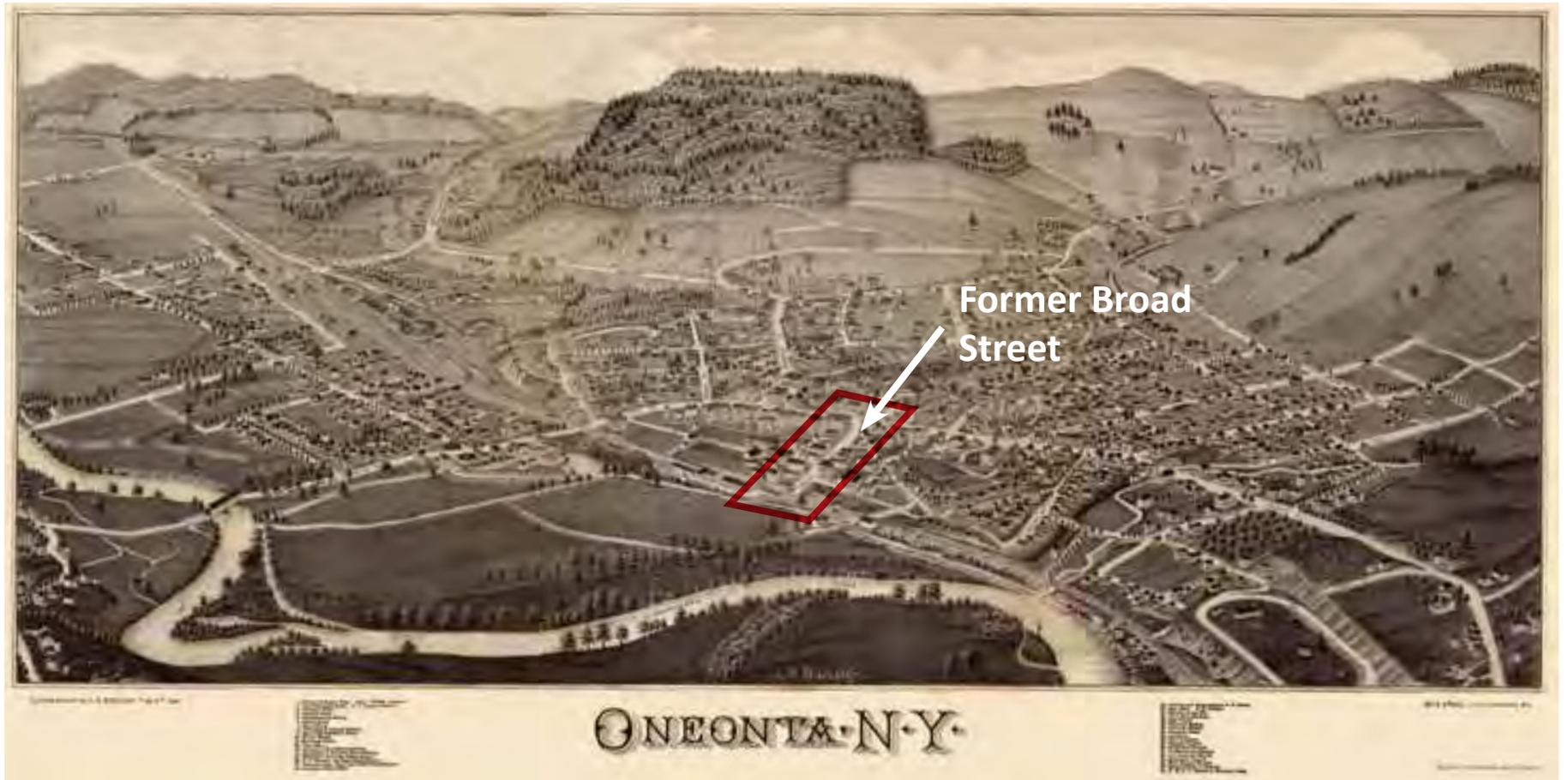
Figure 10: Muller Plaza



Figure 11: Market Street area



Figure 12: 1868 Map of Oneonta, showing former location of Broad Street and Train Station



Source, Library of Congress

Figure 13: Superblock Diagram

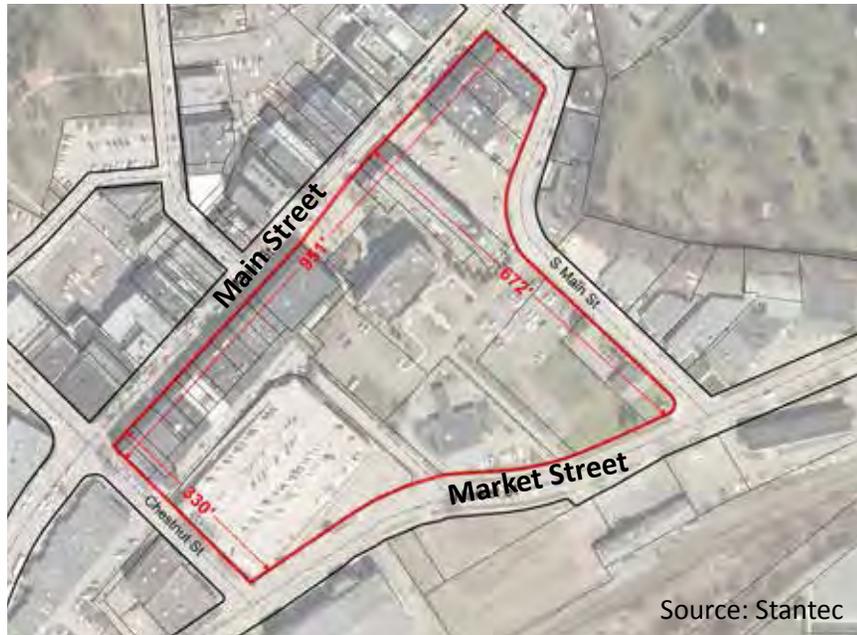


Figure 14: Market Street entry point



**Urban Renewal:** Market Street was once the site of town homes, mixed-use buildings, and the City's original historic train station. The train station, now used as a restaurant, was connected by Broad Street and a trolley directly to Main Street. As with many American cities, the City underwent extensive transformation in the 1970's under the urban renewal program. Multiple blocks of under-used town homes and mixed-use buildings south of Main Street were demolished. Broad Street (see figure 12) and its trolley were also eliminated and multiple City blocks were consolidated into one large superblock. Since then, the area has been left largely undeveloped.

**Superblock:** The superblock created by the urban renewal program limits access for pedestrians across the City (figure 13). The block is bounded by Main Street, Chestnut Street, Market Street, and South Main Street. A superblock is an urban block large enough to prohibit convenient pedestrian or vehicular connections across the City. Oneonta's superblock is 950 feet long and over 650 feet wide, whereas a conventional walkable urban block is 400 to 500 feet long by 250 feet wide. The superblock configuration stifles development along Market Street by separating many assets of downtown Oneonta from each other, including Neahwa Park, Damaschke Field, the Foothills Theater and underutilized lots from Main Street and from the neighborhoods north of Main Street.

**Market Street Area Entry Point:** The principal entry point to the Market Street area is Chestnut Street. This entry point is dominated by blank facades of the Foothills Theater, the blanked out windows of the former Ford Building, and the deteriorating public parking structure. The character of the entry point discourages visitors and pedestrian activity in the area (figure 14).

**The City's Public Parking Structure:** The City's public parking structure is located at the corner of Market Street and Chestnut Street. The three story structure accommodates 480 cars. Its location serves the many small businesses of Main Street. It has a small bus station for interCity buses (Trailways) along its south side at Market Street. Constructed 40 years ago, at the time of urban renewal, it has not received significant maintenance and is a blight on Market Street. A review of the facility by Foit Albert Associates in 2016 recommends renovation (figure 15).

**Market Street:** Market Street is a wide street reconstructed after urban renewal. Its street width varies from 60 to 70 feet, but only carries two travel lanes. The wide lanes, almost 15 feet wider than typical design standards, encourage speeding vehicles. While the street carries only 2,900 vehicle trips per day, the high speed of cars makes the street challenging for pedestrians and for any future downtown walkable development. The street offers few crosswalks, no parallel parking, or street trees, and has broken sidewalks with an extensive number of curb cuts (figure 16).

**Underutilized Properties:** Few vacant lots exist in downtown Oneonta. A parking lot on Main Street, known as the Westcott Lot, is the only surface parking lot on Main Street. A vacant lot exists at 56 Market Street adjacent to the Foothills Theater (figure 17). This lot has been targeted by Otsego Now for a boutique hotel. Some residents have recommended the lot be the site of a new local grocery store. The largest vacant lot near downtown, which is outside the DRI boundary, is the former D&H Rail Yard site. The rail yard site is being targeted for redevelopment into light industrial uses. The former Ford Building (figure 19), located at the intersection of Chestnut Street and Market Street, is used for storage and other activities by its current owner. Its façade has boarded up windows and deferred maintenance.

Figure 15: Public Parking Structure



Figure 16: Market Street Looking Toward Public Parking Structure



Figure 17: Vacant lot on Market Street near Foothills Theater



Figure 18: Neahwa Park



Figure 19: Former Ford Building at Chestnut Street



**Neahwa Park:** The regional railroad and a tributary of the Susquehanna River separate the City from the 64-acre Neahwa Park. Historic Damaschke Field, located within the park, is the home field of the Oneonta Outlaws of the Perfect Game Collegiate Baseball League. The park also includes a creek-front walking trail that connects the City sidewalk system and a system of park trails (figure 18).

### 1.4.2 Environmental Constraints

Located on the Susquehanna River, the City is in the Upper Susquehanna Regional Watershed Sub-basin. Pollutants that run into stormwater runoff have the potential to contaminate the watershed. The downtown is not in a FEMA flood zone, and flooding has not been a major concern. There are no other major environmental constraints within downtown.

The City's topography varies. Known as the "City of the Hills," great changes in vertical elevations separate various portions of the City. The two colleges are located on the hills overlooking the City. This separation has restricted some aspects of interchange between the downtown and the colleges.

The City has limited brownfield sites within the DRI study area. The D&H Rail Yards may be the primary brownfield in Oneonta and is located adjacent to the DRI area. The Ford Building site on Market Street requires environmental remediation from its prior petroleum affiliated uses.

### 1.4.3 Infrastructure

A public water and sewer system serves downtown. Oneonta's water source is drawn from Wilber Lake and the Lower Reservoir located off Upper East Street, and the Catella Park Well located in Neahwa Park. The Water Treatment Plant is located at 110 East Street. The Wastewater Treatment Plant is owned and operated by the City of Oneonta. Built in 1973, upgrades were made in 1994 to enhance the ammonia and sludge removal processes. The plant serves the City of Oneonta, the Town of Oneonta and accepts septic tank waste from local septic haulers. The City has identified areas where upgrades are needed and these are listed in its capital improvement plan.

The City is currently in the design phase of a stormwater separation project on Market Street within the study area. In addition to improvements to the street collection system, a comprehensive study is needed to determine how best to correct deficiencies in the Silver Creek drainage area.

Natural gas and electric power distribution and services are provided by the New York State Electric and Gas Corporation (NYSEG). The local NYSEG office is at 65 Country Club Road, Oneonta, NY 13820. The telephone number is 607-431-9122.

Verizon provides telephone and internet services to the Oneonta area. Time Warner Cable provides cable TV and internet services to the Oneonta area. The City is currently working on a plan to improve broadband access.

The City has investigated installing broadband Wi-Fi in its public spaces in downtown. Otsego Now has received a partial grant for its installation.

### 1.4.4 Transportation and Transit Network

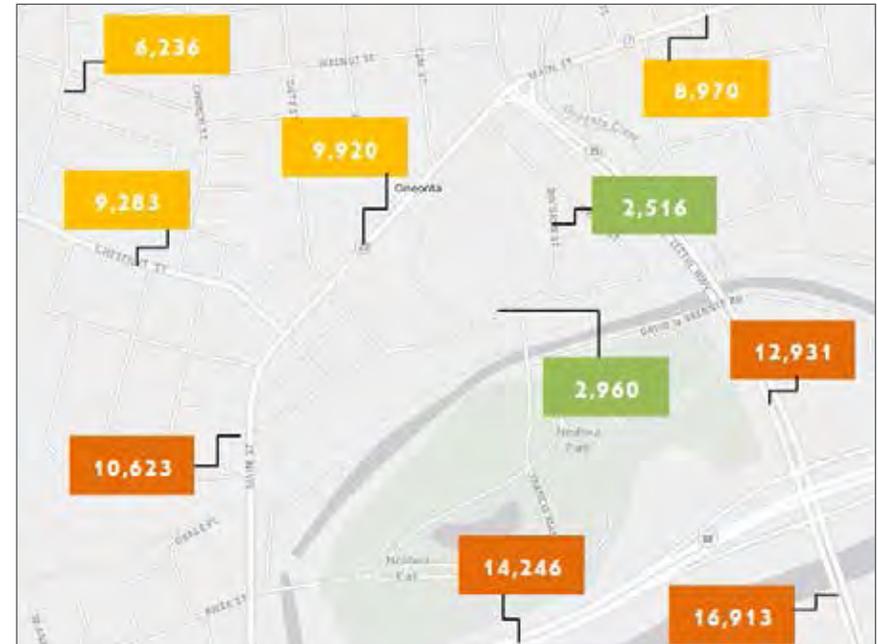
The downtown’s transportation network consists of a historic street grid with right-of-way widths that are consistent with 19th century patterns. A few newer streets such as Letties Highway and Market Street have wide rights-of-way and limited pedestrian facilities. Traffic counts are moderate throughout Main Street and surrounding streets, ranging between 8,970 and 10,623 Average Daily Traffic (ADT).

Oneonta is located adjacent to Interstate 88. The four lane limited access highway has two exits, 14 and 15, to Oneonta’s downtown. Exit 14 crosses Main Street and Exit 15 crosses Letties Highway. There is no signage at these intersections to indicate direction to the downtown. The traffic along James Letties Highway at I-88 ranges between 12,931 and 16,913 ADT. Letties Highway lacks pedestrian facilities and, per public survey, requires aesthetic improvements.

**Transit:** The City has a Transportation Center located at 104 Main Street that provides a hub for Oneonta bus services and Otsego County bus services. The bus stops are located along a lane on Main Street. Despite having an aging station, the center accommodates the current demand for local bus service, and according to the local transit authority, has one of the best and most utilized public bus systems in Upstate New York. The hub of this system allows riders to connect to all areas of the City, including major employers such as Fox Memorial Hospital, SUNY Oneonta, and Hartwick College. The bus service to the colleges is financially supported by SUNY Oneonta. A diagram of bus routes through downtown appears in figure 21.

Issues with the current station stem from its location on Main Street. The bus traffic and bus bays conflict with existing Main Street traffic. A collision between a pedestrian and a bus occurred in recent years at the intersection of Chestnut Street and Main Street, adjacent to the facility. The lobby area and offices suffer from the lack of maintenance. Stores adjacent to the station are hindered by buses parked in front of them. An additional concern is that the station is separated from the regional interCity bus station located on Market Street (see figure 22) at the public

Figure 20: Average Daily Traffic Counts in Downtown Oneonta



Source: New York State DOT, Traffic Data Viewer, 2015

Figure 21: Current Transit Routes on Main Street



Source: Nelson Nygaard

parking garage. Those passengers who transfer from regional to local bus service must walk from one station to the next.

**Pedestrian:** Overall, sidewalks and streetscapes on Main Street are in mostly good condition and create an attractive pedestrian environment. Main Street includes crosswalks, signaled intersections, bulb outs, street trees, and well-proportioned sidewalks (figure 23). Sidewalks on streets south of Main Street in the urban renewal area, such as Market Street and South Main Street, are in poor condition. Market Street has a cross section of approximately 70 feet wide and has few crosswalks, no street trees, and broken sidewalks. South Main Street also has no crosswalks, broken sidewalks, and no street trees. Circulation across the City is hampered by the superblocks created during the 1970's urban renewal program.

**Parking:** The Foit Albert Parking assessment of 2016 lists approximately 1,000 public parking spaces in or directly adjacent to the Main Street area. For typical urban retail parking ratios of 4 spaces per 1000sf of retail, this parking provides service for 250,000sf of retail. Based on these ratios, available parking is enough for the approximately 150,000-180,000sf of retail establishments that rely on public parking on Main Street. Additionally, the area's total 300,000sf of retail and commercial uses is also served by several private lots. Due to lack of signage, public perception is that there is insufficient parking available to visitors of the downtown. Area residents and rental building owners stated there is insufficient overnight parking for residents. The parking garage provides parking capacity needed for future downtown renovation and development.

**Bike:** The City has few bike lanes on streets due to the narrow street widths. The City developed the 2013 Bike Friendly Report. The focus of this report was to improve the environment for bicyclists, both on- and off-street, and to help make biking in the City of Oneonta a safer and more attractive activity for the community and visitors. Biking between various portions of downtown is not widespread due to the City's hills and its changes in elevation. The City has investigated bike sharing programs, but the studies are uncertain of its potential to succeed. Off-road biking is a popular sport in the region.

Figure 22: Current interCity bus Transit Station on Market Street



Figure 23: Typical sidewalk on Main Street



## 1.5 ANCHOR INSTITUTIONS, ATTRACTIONS, AND OTHER RESOURCES

**Anchor institutions:** The City is home to two significant institutions of higher education, SUNY Oneonta and Hartwick College.

**SUNY Oneonta:** SUNY Oneonta is a mid-size, public college rooted in scholarship across the liberal arts and sciences with approximately 5,900 students. It is located north of downtown on hills overlooking the City. It generates approximately \$114M in revenue and is a significant economic contributor to the City. It has approximately 1,188 employees.

**Hartwick College:** Hartwick College has 1,392 students and is located in the northern foothills of the Catskill Mountains. Hartwick's expansive curriculum emphasizes a uniquely experiential approach to liberal arts. It has approximately 320 employees.

**Colleges and Downtown:** There is a clear presence of students and faculty in downtown Oneonta. Many students live on or near campus, but many also rent group housing near downtown. Many of the upper stories of Main Street are rented to students. In the evening, students from campus go to Main Street for entertainment. According to "Focus on the Future of Main Street: an Economic Development Planning Strategy," Oneonta 2016, student, visitor and employee spending is estimated to contribute \$50M to the local economy. The separation by both distance and elevation limits the interaction between the campuses and the downtown during the daytime.

**Major Employers:** In addition to the two colleges, major employers also include Bassett Healthcare, A.O. Fox Hospital and local banks. Growth in the healthcare provider sector is reflected at Bassett Healthcare and Fox Hospital, along with United Health Services. Bassett Healthcare has approximately 3,500 employees. Springbrook, which provides residential/educational services for clients with developmental disabilities, has approximately 900 employees. NY Central Mutual

Insurance Company has approximately 936 employees. Otsego County employs approximately 850 employees. Many employers mention that the vibrancy of the City's downtown and available housing options is vital to attracting new employees and supporting potential expansion.

**Attractions:** The City's spectacular Main Street, which has many historic properties, is its principal attraction. The Main Street has an opportunity to participate in the growing tourism industry in the region.

- **Tourism:** Regional attractions include the seasonal baseball camps and the Baseball Hall of Fame that bring over 300,000 visitors annually to the Cooperstown Area, 25 miles away. The Cooperstown All-Star Village, one of the larger baseball camps in the region, is located on Route 23 just a few minutes from downtown Oneonta. Recreational tourism also includes extensive off-road biking and hiking. The Catskill Mountains are within a one-hour drive and offer access to hiking and skiing opportunities.
- **Foothills Performing Arts Center:** Constructed on Market Street within the past 10 years, this facility is a center of arts and cultural entertainment in the community. It draws approximately 18,000 visitors per year. However, the facility suffers from insufficient visitation to support its ongoing operations. The facility is examining potential improvements which include adding an orchestra pit, acoustic shell, dressing rooms, audio equipment, and a stage fly tower.
- **The Old Oneonta Theater** was constructed in 1898 for opera and Vaudeville acts. It currently remains closed, but contains a usable historic theater adjacent to historic Main Street. In order to reopen the theater, further renovations are required.

## 1.6 ECONOMIC ENVIRONMENT AND MARKET ANALYSIS

The following is an analysis of commercial, retail, and housing demand in both downtown Oneonta and in Otsego County. These reveal opportunities for growth that could inform the DRI plan for Oneonta.

### 1.6.1 Commercial Office Market Analysis

#### Commercial Employment:

Today downtown Oneonta has nearly 200 businesses employing 1,800 people. The following Commercial Demand outlook was prepared for the DRI program by W-ZHA (2016). Oneonta City and Town account for 30% of Otsego County's employment. This percentage consists of jobs within the utilities, trade, transportation and warehousing, professional and business services, as well as other services.

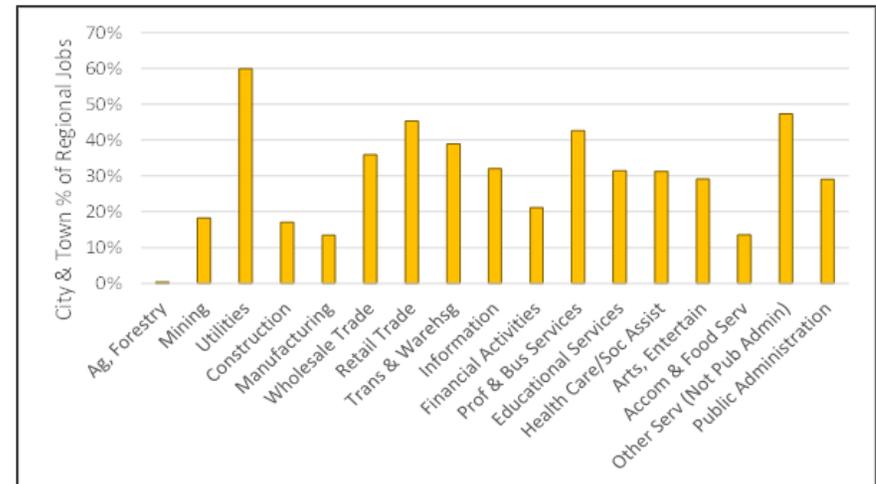
#### Employment Trends

The County's commercial demand shapes some of the opportunities for the City. Since 2005-2006, Otsego County's economy gained roughly 2,000 jobs. These jobs include healthcare and social assistance, education, leisure and hospitality.

*Employment Trends Industry Clusters:* Ascertained from the location quotient of Otsego County vs New York State 2015\*, Otsego County has industry clusters in agriculture, forestry, fishing, and hunting; natural resources and mining; education and healthcare; and leisure and hospitality. Office-inclined industries (such as information, financial activities, professional and business services and others) as well as transportation and warehousing are clusters lacking in the County. Agriculture and forestry, beverage and tobacco, museums, and hotels and accommodations are dominant in the local economy but these are not necessarily fields that yield a high number of jobs.

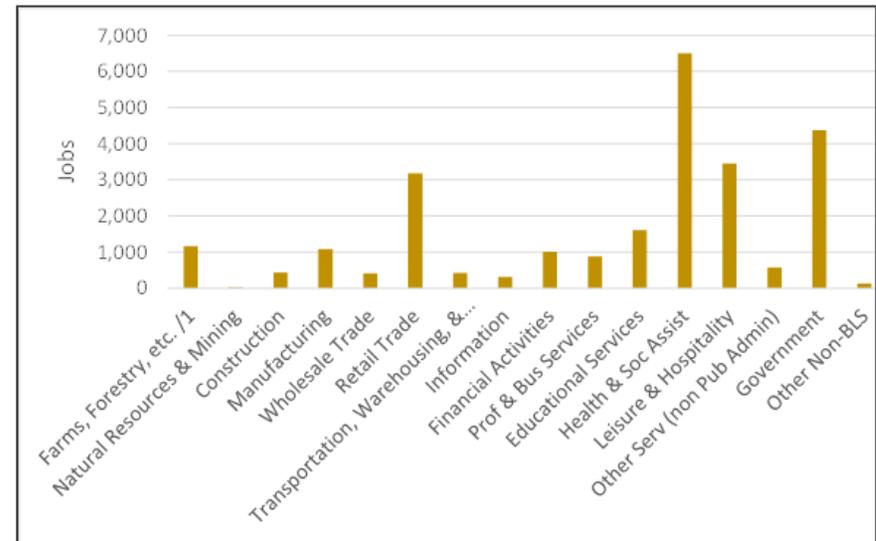
*Employment Trends Observations:* With Bassett Healthcare Network and Medical Center and the Fox Memorial Hospital located in Otsego County, one quarter of jobs in Otsego County are in the healthcare industry.

Figure 24: Share of Jobs by Industry, Oneonta City & Town to County



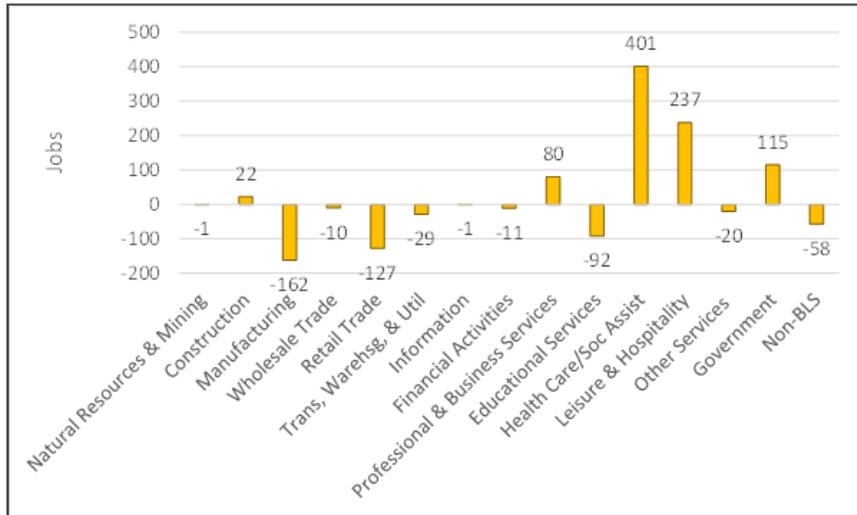
Source: US Census OnTheMap Application; W-ZHA

Figure 25: Jobs by Industry, Otsego County 2015



Source: Moody's Analytics; W-ZHA

Figure 26: Projected Jobs by Industry Otsego County, 2015



Source: Moody's Analytics; W-ZHA

### Employment Projections

Moody's Analytics, a capital market analysis service, predicts that the number of jobs in Otsego County will increase between 2015 and 2025. Those industries with the highest projected growth are: healthcare and social services, which will contribute approximately 400 jobs; leisure and hospitality, 240 jobs; government, 115 jobs, and professional and business services, approximately 80 jobs (figure 26).

### Existing Commercial Space Conditions

A downtown space inventory conducted for the Focus on the Future of Main Street: An Economic Development Strategy indicates that non-medical office-inclined industries occupy 202,900sf of space in the downtown or 26% of the downtown's business space.

A majority of this space is classified as other services (except public administration). Non-profit organizations proliferate in this industry sub-sector. Businesses in the finance and insurance industries occupy 31% of the downtown office space. Businesses in the professional, scientific, and technical service industries only occupy 7% of the office space downtown.

Downtown lacks advertised office space for lease on commercial brokerage sites. Interviews reveal that there is space available downtown that could be used as office space, but the space would need to be renovated significantly. Interviews conducted indicate that office lease rates are \$8-10 per square foot per year. Office rents do not justify the cost to fit-out space for office users. Investors cannot build new general office use and achieve a reasonable investment return. Since both residential and retail pay more rent than office, land use economics inhibit office development.

### Future Office Market Demand

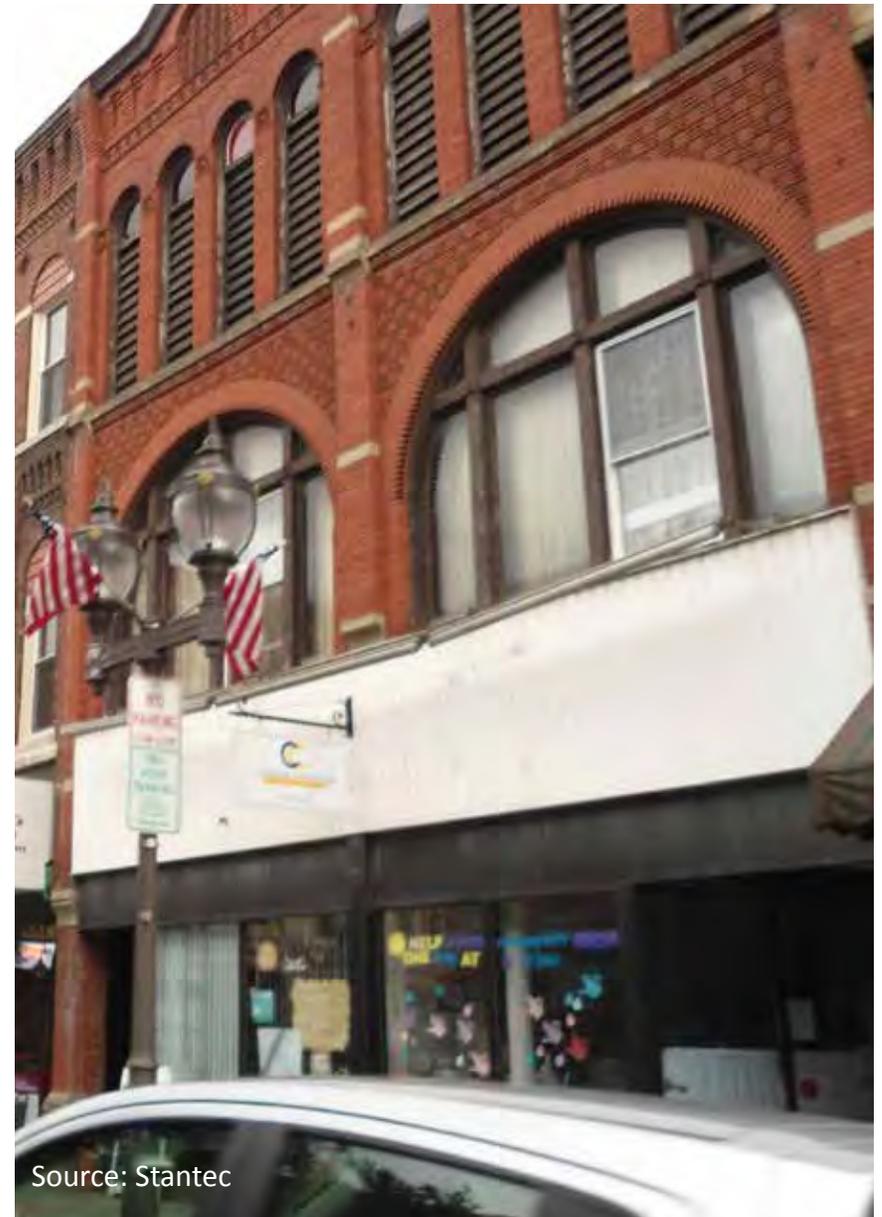
Demand for office space in Oneonta is projected to be small over the next decade. The downtown may capture a portion of Otsego County's growth due to its desirable location for medical office space. At 40% capture rate of the County's growth over next 10 years, the City could accommodate 3,000sf of general office space and 12,000sf of medical space.

*State of the Art Industrial Space:* Despite the access to rail, interstate and available land adjacent to transportation infrastructure, the City's share of employment in transportation and warehousing is low. State-of-the-art industrial space with access to the rail and highway network would help to strengthen this existing weakness in the economy.

*Office Recommendations:* Oneonta and the region must grow its own professional, technical and scientific businesses. The students and future professionals at Hartwick College and SUNY Oneonta present an excellent opportunity for fostering small business growth. This could include shared office space, or a small business incubator program.

New connections between Main Street and Market Street are very important to create and invigorate the central business district and to attract local businesses. The concept of developing an industrial park at the D&H Rail Yard is supported by regional strength in light industrial uses and the site's proximity to highway, rail, and to downtown.

Figure 27: Commercial Uses on Main Street



Source: Stantec

### 1.6.2 Retail Market Place Assessment

A Retail Marketplace Assessment was prepared for the DRI Program by Larisa Ortiz Associates (2016). Downtown Oneonta has approximately 300,000sf of retail focused space. According to the International Council of Shopping Centers (ICSC) definition of commercial areas, downtown Oneonta corresponds to a mix of 'Large Neighborhood Center' and 'Lifestyle Center' and pulls customers typically from 6 to 12 miles.

- Downtown retail anchors and destinations are concentrated on Main Street and include dining establishments, clothing, crafts, banks and civic functions. The Green Earth Health Food Store on Market Street provides a full array of organic, pesticide free eating options.

Figure 28: Highlights of downtown establishments



- During stakeholder interviews, a real estate broker indicated that typical downtown rents range from \$10 to \$15 Sf/Yr. One developer indicated retail rents at his Main Street property begin at \$9 Sf/Yr, and are ramped up over time. In addition, stakeholders indicated that there are fewer vacant storefronts than at any time in the past 20 years.

Downtown storefronts are in good condition overall but many would benefit from renovation. The continuous street-level retail wall along Main Street makes the corridor attractive and favors browsing and cross-shopping opportunities. Several storefronts have visible signs of deferred maintenance. In terms of retail visibility, current signage of many retailers make it difficult for pedestrians to identify them (figure 29). These retailers would benefit from having signs installed that are perpendicular to the façade (blade signs). Additionally, a number of businesses cover their storefront windows with posters, curtains or other visual barriers that block transparency and prevent visual exchange between the street and inside the store, which detracts from the pedestrian experience.

Figure 29: Lack of retail signage, Main Street



There are two main retail competitive districts and they include Cooperstown, located 25 miles north and Southside Mall, located about a mile south of downtown Oneonta.

- Cooperstown is a visitor destination, with museums including the National Baseball Hall of Fame and the Fenimore Art Museum and dining establishments serving as anchors. It has less than 200,000sf of retail (gross estimate) and it exhibits a seasonal economy (many retailers close during winter months). This presents an opportunity for downtown Oneonta to become a year-round destination.
- Southside Mall is a major retail destination for goods and groceries in the region with over 650,000sf of retail distributed along the north and south sides of routes 28 and 23. This presents an opportunity for downtown Oneonta to attract the same customer base with complementary retail offerings and entertaining.

**Retail Leakage:** An analysis of retail leakage compares the discretionary income of residents within the trade area against the total sales estimated for local businesses, also within the same trade area. A look at the leakage numbers by retail categories reveals that with the exception of lawn, garden equipment and supply stores, specialty food stores, clothing stores and special food services, all other retail categories show a surplus, indicating that residents from outside these trade areas are supporting local businesses and that Oneonta is a retail destination. Leakage numbers indicate that there's opportunity to increase lawn, garden equipment and supply and specialty food stores. Despite leakage in clothing stores, this category is likely already being met by Southside Mall that is located within a mile of downtown.

Figure 30: Unrenovated storefronts, Main Street



Figure 31: Retail leakage and surplus for 3-5-15 mile radii

Industry Summary	3 mile radius	5 mile radius	15 mile radius
Furniture & Home Furnishings Stores	-\$6,905,475	-\$6,158,736	\$3,106,459
Furniture Stores	-\$1,240,176	-\$1,029,448	\$3,593,295
Home Furnishings Stores	-\$5,665,300	-\$5,129,288	-\$486,836
Electronics & Appliance Stores	-\$2,566,472	-\$8,801,800	\$2,762,099
Bldg Materials, Garden Equip. & Supply Stores	-\$26,131,929	-\$27,230,309	-\$26,269,545
Bldg Material & Supplies Dealers	-\$27,089,829	-\$28,224,305	-\$26,780,887
Lawn & Garden Equip & Supply Stores	\$957,901	\$993,996	\$512,342
Food & Beverage Stores	-\$51,344,978	-\$43,793,879	-\$5,927,058
Grocery Stores	-\$52,477,863	-\$46,657,497	-\$15,590,804
Specialty Food Stores	\$3,228,937	\$4,401,329	\$8,451,663
Beer, Wine & Liquor Stores	-\$2,096,053	-\$1,537,711	\$1,212,085
Health & Personal Care Stores	-\$37,405,409	-\$33,856,177	-\$6,782,079
Clothing & Clothing Accessories Stores	-\$481,164	\$3,232,252	\$26,879,318
Clothing Stores	\$2,365,021	\$4,930,953	\$21,125,939
Shoe Stores	-\$1,249,044	-\$825,866	\$2,091,897
Sporting Goods, Hobby, Book & Music Stores	-\$13,225,456	-\$12,464,927	-\$18,082,585
Sporting Goods/Hobby/Musical Instr Stores	-\$10,629,322	-\$9,981,982	-\$15,151,197
Book, Periodical & Music Stores	-\$2,596,134	-\$2,482,944	-\$2,931,388
General Merchandise Stores	-\$143,146,656	-\$143,396,873	-\$112,032,300
Office Supplies, Stationery & Gift Stores	-\$2,646,970	-\$2,242,437	\$132,323
Food Services & Drinking Places	-\$32,621,323	-\$29,599,217	-\$9,213,444
Full-Service Restaurants	-\$12,113,374	-\$10,145,570	\$2,400,424
Limited-Service Eating Places	-\$17,858,700	-\$16,969,412	-\$9,399,196
Special Food Services	\$247,616	\$370,581	\$752,052
Drinking Places - Alcoholic Beverages	-\$2,896,863	-\$2,854,816	-\$2,966,723

Source: ESRI, Business Analyst, 2016

### 1.6.3 Housing Demand Assessment

Oneonta suffers from a lack of market rate housing options, and new residents, whether they are college faculty, hospital employees, or other professionals, often end up finding housing outside the City. A Residential Market Demand Analysis was prepared by Zimmerman/Volk Associates for the DRI Program. The housing market is on a moderate pace of growth in downtown Oneonta.

**Existing Housing:** A review of existing housing options within the downtown core indicates that most housing is rented to students and low income residents. The upper floors of most buildings on Main Street and its adjacent streets are rented to students. The students often share apartments and therefore have the ability to pay a relatively higher cost per square foot than a single professional. In addition, the students have a more moderate standard of apartment design and maintenance than the professional market. Currently, there is no financial incentive for building owners to renovate their upper story housing due to the high cost of historic building renovations (figure 32).

The Bresee's Building, a former department store, was renovated into housing for professionals in recent years. In total, the City leveraged over \$3.4 million in outside funding, and contributed \$529,000 in community development funds towards the \$6.18 million project. The newly restored building, now named Parkview Place, houses three commercial businesses on the first floor and market rate, loft-style apartments on the upper floors (see figure 33). These are some of the best quality rental units in the City. When opened, it had a wait list of applicants which included young professionals.

Housing adjacent to downtown is single family detached. Much of the housing stock predates 1960 and a substantial portion dates from the late 19th and early 20th centuries. Many homes are rented to students as group housing. A new development, Hillside Commons for students, is located outside of downtown adjacent to SUNY Oneonta and has some of the highest rental rates in the area. It has 117 units that are fully leased.

Figure 32: Upper stories with deferred maintenance, Main Street



Figure 33: Parkview Place, Main Street



As new housing stock emerges, such as the Hillside Commons, some less maintained rental housing is going unleased.

**Existing Demand:** Based on field investigation, as well as analysis of migration and mobility data—obtained from the most recent taxpayer records compiled by the Internal Revenue Service and the most recent American Community Survey—the target markets for new housing units within the Downtown Study Area are currently living in the City itself; the balance of Otsego County; a regional draw area comprised of Delaware, Chenango, and Herkimer Counties; and a national draw area representing all other United States counties found in Otsego County migration.

As derived from migration, mobility and target market analysis, the draw area distribution of market potential (those households with the potential to move to the Study Area) is as follows:

Table 7: Annual Market Potential by Draw Area-Downtown Study Area

City of Oneonta (Local Draw Area):	29.4%
Balance of Otsego County (County Draw Area):	31.4%
Delaware, Chenango, and Herkimer Counties (Regional Draw Area):	15.7%
Balance of US (National Draw Area):	<u>23.5%</u>
Total:	100.0%

Note: Draw Area denotes locations where prospective residents of Oneonta are currently residing

Source: Zimmerman/Volk Associates, Inc., 2016

As determined by the target market methodology, approximately 255 households in target market groups with median incomes above \$45,000 a year represent the annual potential market for all types of new housing units in the Downtown Study Area each year over the next five years. At the forecast absorption of 16 to 20 rental units per year, three to four condominium units per year, and four to six townhouses per year, 150 dwelling units would be leased and sold in five to seven years.

Table 8: Downtown Study Area Local Draw Area for Housing

NUMBER	HOUSING TYPE	RENT RANGE	SIZE RANGE	RENT PER SQ. FT.
<b>MULTI-FAMILY RENTAL—61.5% of total market</b>				
40	Upper-floor Lofts*	\$800-\$1,150/month	500-800 sf	\$1.44-\$1.60 psf
	Weighted Averages:	\$950/month	635 sf	\$1.50 psf
60	Apartments	\$1,000-\$1,750/month	600-1,150 sf	\$1.52-\$1.67 psf
	Weighted Averages:	\$1,343/month	840 sf	\$1.60 psf
<b>MULTI-FAMILY FOR-SALE—15.4% of total market</b>				
20	Condominiums	\$135,000-\$225,000	800-1,400 sf	\$160-\$169 psf
	Weighted Averages:	\$184,000	1,120 sf	\$164 psf
<b>SINGLE-FAMILY ATTACHED FOR-SALE—23.1% of total market</b>				
30	Townhouses	\$195,000-\$250,000	1,250-1,650 sf	\$152-\$156 psf
	Weighted Averages:	\$218,500	1,423 sf	\$154 psf
150 dwelling units				
* Lofts: Unit interiors typically have high ceilings, are fully finished and partitioned into individual rooms. Units may also contain architectural elements reminiscent of hard lofts.				

Source: Zimmerman/Volk Associates, Inc., 2016

The tenure and housing preferences of these 150 households are shown in table 8.

From the development perspective, the initial projects should be limited to rental housing due to higher rental absorption rates, the greater willingness of renters to populate emerging neighborhoods, and the opportunity for the conversion of upper floors of Main Street buildings to residential. Rentals are also the most efficient way to incorporate additional units affordable to a greater range of households with varying incomes.

- The largest group of target renters are younger singles and couples, at almost 69 percent of the annual market for new rental units within the Downtown Study Area. Approximately 36 percent of the younger households comprise the market for new units with rents between \$1,250 and \$1,750 per month. The remaining 64 percent would only be able to support rents between \$750 and \$1,250 per month. Over 40 percent of the younger households would be moving

to the Study Area from elsewhere in Otsego County, 27 percent from the regional draw area, and the remaining 32 percent from elsewhere in the country, primarily other counties in New York State.

- The next largest general market segment consists of older households (empty nesters and retirees) who account for 38 percent of the market for new housing units in the Study Area. Over 39 percent of those older households would likely be moving from elsewhere in the City; 30 percent would likely be moving from elsewhere in Otsego County; less than nine percent from the regional draw area, and the remaining 22 percent from outside the region.
- The target market has been driven by the convergence of the preferences of the two largest generations in the history of America: the Baby Boomers (currently estimated at 74 million), born between 1946 and 1964, and the estimated 88 million Millennials, who were born from 1977 to 1996, and, in 2010, surpassed the Boomers in population.

Recommended unit types include the following:

- **Hard Lofts:** Unit interiors typically have high ceilings and commercial windows and are minimally finished (with minimal room delineations such as columns and fire walls), or unfinished (with no interior partitions except those for bathrooms).
- **Soft Lofts:** Unit interiors typically have high ceilings, are fully finished and partitioned into individual rooms. Units may also contain architectural elements reminiscent of “hard lofts,” such as exposed ceiling beams and ductwork, concrete floors and industrial finishes, particularly if the building is an adaptive re-use of an existing industrial structure.
- **Apartments:** Fully-finished and partitioned units.

## 1.7 LOCAL ORGANIZATIONAL FRAMEWORK

### 1.7.1 Regulatory

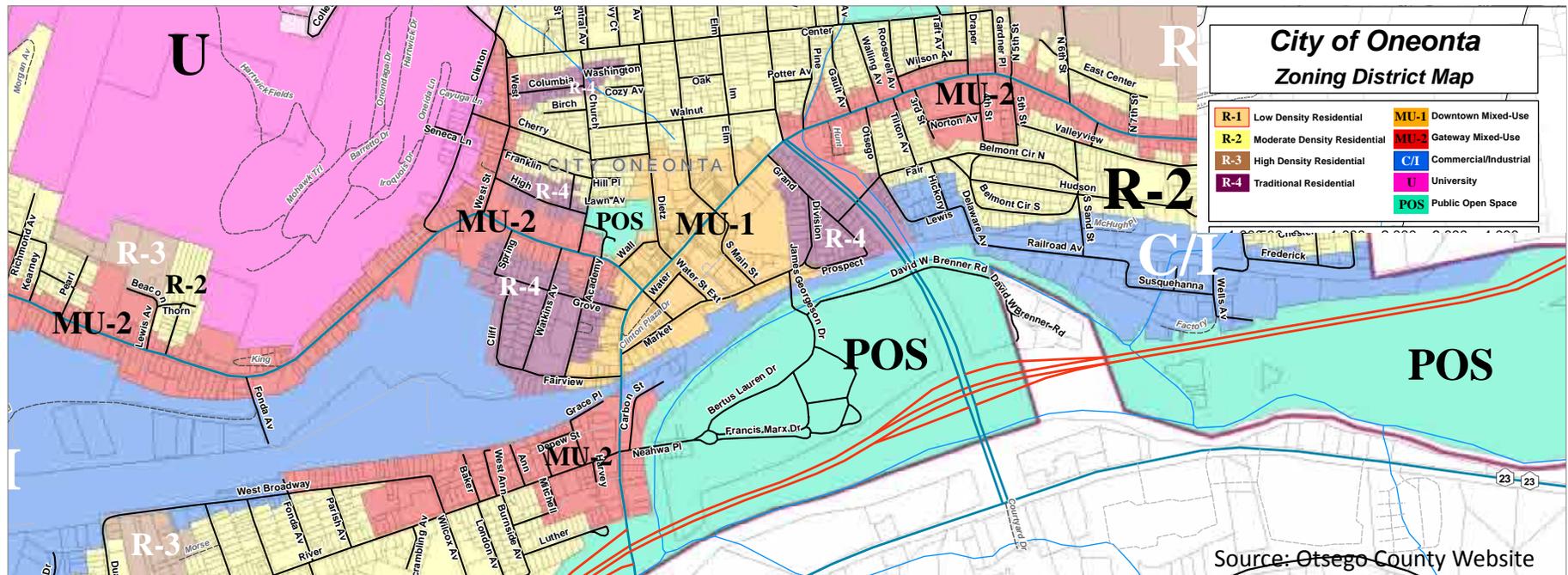
The City of Oneonta's most recent Zoning Ordinance was adopted in 2011 and furthers Smart Growth principles. The Zoning Ordinance contains design guidelines to ensure the City's unique sense of place. The Zoning Ordinance includes Mixed Use Zoning Districts, as well as detailed parking requirements, and parking design requirements for these zones as well. The ordinance encourages mixed-use development, and contains helpful guidelines for citizens to follow in order to maintain the authentic characteristics of the downtown, as well as create a safe and desirable place for people to visit and live. Zoning also requires ADA accessibility, and contains general design concepts that promote sustainability, use

integration, streetscape and the pedestrian environment, as well as architectural and massing considerations.

The zoning in the DRI core study area is primarily MU-1, Downtown Mixed-Use. This district encourages mixed-use development that is consistent with historic downtown. Design guidelines for the area encourage high density, buildings facing sidewalks and concealed parking locations. They do not have extensive guidelines for new development on underutilized lots or for signage.

**Additional regulatory frameworks.** The City of Oneonta also has two historic districts indicated on the cultural asset map (figure 7). These are the Oneonta Downtown Historic District and the Walnut Street Historic District.

Figure 32: Zoning Map, Oneonta



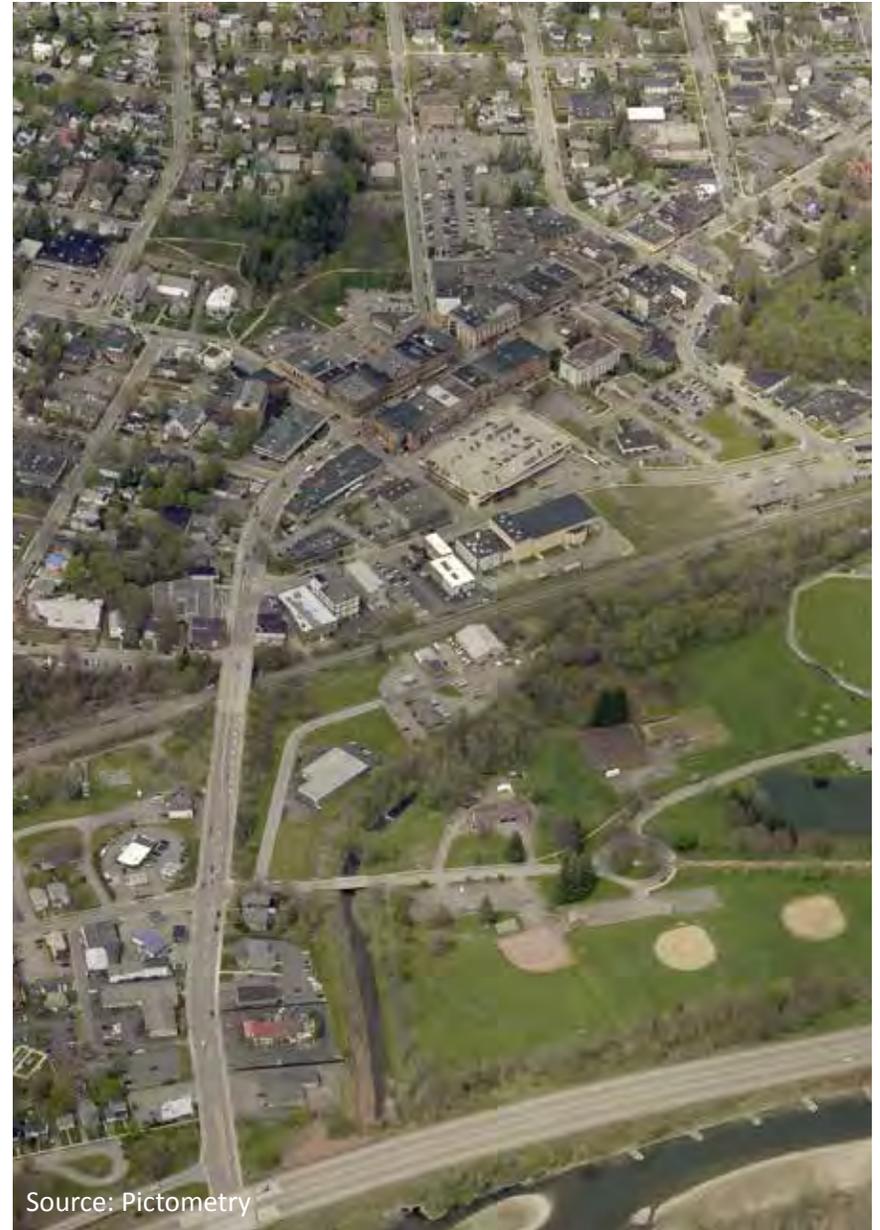
### 1.7.2 Organizational and Management Capacity

The City is surrounded by the Town of Oneonta, a separate municipal and political jurisdiction. A Mayor heads the City. It has a City Manager – Council form of government, but has not had a City Manager in place since 2015. City personnel participating directly in the DRI program include head of Financial Planning, Department of Public Transit, and Community Development.

The City has limited resources to apply for grants, or examine financial and physical ramifications of potential development opportunities. The City partners with Otsego Now to apply for grants. Collectively they are successful at grant applications, but require additional outside support to evaluate financial pro forma for development projects, construction costs, and architectural concepts.

The City does not have a Business Improvement District. Local partner organizations such as Destination Oneonta have worked to establish branding, but lack resources to establish a combined branding program, marketing strategy, and signage strategy and media management strategy.

Figure 33: Aerial, Oneonta



Source: Pictometry

## I.8 SUMMARY OF KEY ISSUES

An assessment of the downtown was developed using both the public involvement process, and physical site analysis. The consultant team also performed commercial, retail and residential market demand analysis. Through this assessment process the following key issues emerged for the Downtown Revitalization Initiative.

**Job Growth:** Job growth remains a critical issue. While the Chamber of Commerce has indicated that several businesses are considering adding to their staff, the growth remains at a moderate pace. For major employers, a qualified candidate may not accept a new position because there is lack of employment offerings for the candidate's partner.

**Small Business Support:** Local small businesses need support. Lack of signage, lack of visibility, poor parking facilities, and lack of financial resources to upgrade retail venues, are among the factors that hinder small businesses. While the retail marketplace analysis prepared for the DRI does not indicate substantial opportunity for retail growth, it also indicates retailers lack resources to compete with national chains. Strength in sales during warmer months is often tempered by limited sales in colder months.

**Housing:** The majority of residents voiced support for improved housing alternatives and improvements to the underutilized upper stories of many buildings in downtown. The residential market demand analysis prepared for the DRI, as well as statements by local employers, indicated a shortage of housing for young professionals and early retirees and a potential demand of 100-150 apartments and townhouses over the next five years. In public meetings, support was expressed to address deferred maintenance of existing buildings in the DRI area and renovate them to provide a broader choice of housing alternatives.

**Walkable Connections:** Connecting the City through an increased number of walkable connections and improving the character of existing walkable routes was cited as a top priority in public meetings. Oneonta was

reconfigured in the urban renewal program of the 1970's and lost several blocks of mixed use buildings as well as several cross-City connections. Residents indicated the need for correcting the loss of these connections and improving those that currently exist.

**Public Infrastructure:** Public infrastructure needs include refurbishment of the City's public parking structure, located within steps of local businesses and downtown apartments, improvements to its transit system, and improvements to Market Street. The parking structure is a valuable asset for local businesses, but its deteriorated state discourages use. The transit stations, a portion of which are housed adjacent to the parking structure, have poor transfers between buses and poor facilities. Market Street has no pedestrian infrastructure.

**Sustainability:** Sustainable business models and sustainable building practices were considered important considerations for all future investments.

**Public Space and Art:** Oneonta has had limited investment in its public spaces over the past decades. The central plaza, Muller Plaza, lacks activities and amenities. Oneonta's downtown could attract more residents and tourists if strategic improvements were made. The public indicated strong support for performing arts venues as well as visual arts. Financial issues face most of the venues and arts organizations.

**D&H Rail Yards:** While not located in the DRI boundary, the vacant rail yard site is well connected to rail and highway and could support new light industry. The Commercial Demand study prepared for the DRI indicates growth of light industry within the region. The rail yard's location adjacent to downtown could attract future employers.

## 2. COMMUNITY VISIONS, GOALS AND STRATEGIES

### Developing the Vision Statement

The Vision Statement, Goals, and Strategies were developed through collaboration of the Oneonta Local Planning Committee and the general public. Draft vision statements, goals and strategies were reviewed by the Local Planning Committee and their comments were incorporated into the final version. The draft vision statement was also shared at public workshops in which residents were asked to comment through hand written survey forms. A word cloud was generated from the public's comments made at the December 13, 2016, public meeting (figure 34).



Figure 34: Word Cloud generated from survey forms at Oneonta DRI Public Meeting 1, December 13, 2016

Source: Stantec

## VISION STATEMENT:

The resulting vision statement is as follows:

*“Oneonta is an authentic urban center of commerce, higher education, and culture. It is ideally situated as a regional center for economic growth, the local food and beverage industry, tourism, heritage, and the arts. The DRI plan builds upon our walkable historic core to create high quality jobs, a diverse range of housing options, and a broad variety of amenities that will serve current and future generations.”*

### GOALS AND STRATEGIES:

Goals and strategies were also reviewed with the Local Planning Committee and reflect comments obtained at public meetings.

#### Goal: Foster economic growth:

- *Strategy:* Create jobs for a diverse population including high paying jobs for a skilled workforce
- *Strategy:* Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses
- *Strategy:* Grow local property tax base

#### Goal: Be a regional center of culture, heritage, and education:

- *Strategy:* Create more opportunities for arts, culture, entertainment
- *Strategy:* Establish strong ties between the colleges and downtown
- *Strategy:* Become more widely recognized as a tourism destination in the region
- *Strategy:* Create a sense of identity that will appeal to both the current and next generations

#### Goal: Provide a high quality physical environment:

- *Strategy:* Create more housing options in downtown
- *Strategy:* Support local retail with small business assistance and improvements to retail spaces
- *Strategy:* Reclaim underutilized land along Market Street
- *Strategy:* Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment
- *Strategy:* Provide adequate infrastructure to support new development
- *Strategy:* Integrate sustainable practices in the downtown core

# 3. ONEONTA DOWNTOWN ACTION PLAN

## 3.1 INTRODUCTION

The overall approach for Oneonta’s Downtown Revitalization is defined by three general concepts: Strengthen existing assets, Expand downtown on underutilized land, and Connect the assets of downtown to each other.

### Strengthen / Expand / Connect

**A. Strengthen** pertains to building upon the downtown’s remarkable assets. These include its historic Main Street, long-time residents and business owners, two colleges, walkable character, and position in a region of growing tourism. The projects that help strengthen downtown include:

- **Establish Oneonta Revolving Loan Program**
- **Implement Oneonta Downtown District Signage**
- **Develop Oneonta Downtown Individual Signage Project**
- **Develop Oneonta Upper Story Housing**
- **Develop Westcott Lot Mixed-use Development**

**B. Expand** pertains to growing the downtown to encompass the underutilized land directly adjacent to the Main Street core. This strategy focuses on the Market Street spine and redeveloping some of the underutilized parcels in that area. Preliminary plans for the area which include The Food and Beverage Innovation District, were described in the City’s DRI Application. The projects developed during the DRI planning process that help expand the downtown are:

- **Establish Mohawk Valley Food and Beverage Innovation Center**
- **Develop Oneonta Parking Garage Renovation and New Transit Hub**
- **Develop Oneonta Design Guidelines**

### A. Strengthen



### B. Expand



**C. Connect** pertains to increasing the interconnections between various portions of downtown. One of the benefits of any downtown is the variety of experiences anyone can have by walking between different portions of the City. In Oneonta these could be going to a baseball game at Damaschke Field and then walking up to Main Street through a new pedestrian passage to a local eatery, coffee shop or brewery. Increased passages through the City's superblock could create enhanced opportunities to visit the Farmer's Market in Muller Plaza and Foothills Theater. The projects that help connect downtown are:

- **Develop Branding and Marketing for Downtown Oneonta**
- **Improve Market Street and South Main Street**
- **Connect Muller Plaza Passage**
- **Develop Water Street Boardwalk**
- **Develop Oneonta Public Space and Art Projects**

## C. Connect



# Key Plan of Priority Projects

Figure 35: Key Plan of Priority Projects 2016



Source: Stantec

- |   |   |
|---|---|
| <p><b>Support for Main Street</b></p> <ul style="list-style-type: none"> <li>Establish Oneonta Small Business Revolving Loan Fund</li> <li>Develop Oneonta Downtown Individual Signage Project</li> <li>Implement Oneonta Downtown District Signage Project,</li> <li>Develop Oneonta Upper Story Housing</li> </ul> <p><b>Develop Westcott Lot Mixed-use Development</b></p> <p><b>Establish Mohawk Valley Food and Beverage Innovation Center</b></p> | <ul style="list-style-type: none"> <li><b>Develop Oneonta Parking Garage Renovation and New Transit Hub</b></li> <li><b>Connect Muller Plaza Passage</b></li> <li><b>Develop Water Street Boardwalk</b></li> <li><b>Improve Market Street and South Main Street</b></li> <li><b>Develop Oneonta Public Space and Art Project</b></li> </ul> |
|---|---|

## 3.2 ACTION PLAN PROJECT SUMMARIES

The following are summaries of each project recommended for DRI funding by the Local Planning Committee.

### A. Projects that Strengthen Downtown

#### **Establish Oneonta Revolving Loan Program, DRI Funding \$600,000**

The initiative provides small loans to owners of existing buildings within the DRI area who demonstrate a commitment to renovate existing retail and commercial storefronts and spaces. Many existing properties located along Main Street do not accommodate contemporary tenant needs, or are not in a condition that attracts customers. The cost of renovation of these older structures to meet contemporary standards is not fully covered by the current rental rates of the Oneonta marketplace. This initiative will provide a gap financing measure in the form of a revolving loan fund to allow necessary renovations to occur. Revolving Loan Funds (RLFs) are self-replenishing pools of money that rely on interest and principal payments on existing loans to issue additional new ones.

#### **Implement Oneonta Downtown District Signage Project, DRI Funding \$320,000**

The project is designed to improve the visibility of small businesses in Oneonta's downtown and advertise Oneonta to a broad region. Currently, Oneonta's downtown has limited signage and wayfinding. There is very little information available to orient visitors and limited advertisement for retailers, small businesses, historic features, institutions, and public facilities. The signage project addresses two scales of wayfinding: Regional Signage and Downtown District Signage. Regional Signage will include placement of markers along major regional roads and at other regional destinations. The Downtown District Signage places signage and wayfinding downtown and includes directional signage for groupings of stores, wayfinding for public parking, public venues, and historic

district signage. The two components of this signage project will increase awareness of Oneonta's offerings and visitation to local businesses. The project will result in increased retail sales and improved perception of downtown.

#### **Develop Oneonta Downtown Individual Signage Project, DRI Funding \$60,000**

The project is designed to improve the visibility of individual small businesses in Oneonta's downtown. Currently, there is very little signage on the storefronts of the many small businesses that exist. Current retail profits do not allow small businesses to invest in much needed signage. The Individual Signage Project addresses signage on individual commercial establishments. A parallel signage project addresses signage at two larger scales: Regional Signage and Downtown District Signage. The Individual Signage project will provide micro-grants to stores for blade and awning signs. The project will result in increased retail sales and improved perception of downtown.

#### **Develop Oneonta Upper Story Housing, DRI Funding \$2,000,000**

The project provides grants to owners of existing buildings within the DRI area who demonstrate commitment to renovate upper stories to accommodate Oneonta's unmet housing needs. The Residential Market Demand Analysis prepared by ZVA demonstrates a current market demand for approximately 100 units of apartments geared to young professionals and early retirees. Many existing residential properties located along Main Street do not accommodate a variety of potential tenants, and the cost of renovation of these older structures to meet new housing demand is not fully covered by the current rental rates of the Oneonta marketplace. This project will allow necessary renovations to occur.

#### **Develop Westcott Lot Mixed-use Development, DRI Funding \$3,200,000**

The project is a new building at 226-236 Main Street with retail and residential uses. The new building includes Main Street level retail or commercial space, three levels of housing above, and a recessed level of parking accessed from South Main Street. The new building will include

approximately 27-30 one and two bedroom dwelling units and 4,000-6,000sf of new retail or commercial space. The project responds to the Residential Market Demand Analysis prepared by ZVA (2016), which indicates a current demand for approximately 100 units of apartments geared to young professionals and early retirees. The design for the site also includes a small public plaza on Main Street and a linear public pedestrian passageway that connects Main Street to South Main Street and to multiple destinations in the southern portion of downtown.

## B. Projects that Expand Downtown

### **Establish Mohawk Valley Food and Beverage Innovation Center, DRI Funding \$1,975,000**

The Mohawk Valley Food and Beverage Innovation Center is a planned six-story building that will provide mixed-income housing on the upper four floors, with the two lower floors dedicated to public use. The proposed mix of public uses integrates brewing, research and development around food and beverage, brew master training, nutritional education, community cooking, related retail, and workforce training.

The goals of the public use space include:

- Innovation and education center for all agriculture sector activities and economic development
- Center of activity for food and beverage product development, training, entrepreneurship, and education
- Centralized connection to regional craft products and retail
- Strategically identify Oneonta/Otsego County as center of craft food and beverage in Upstate New York

### **Develop Oneonta Parking Garage Renovation and New Transit Hub, DRI Funding \$2,500,000**

The project comprises renovations to Oneonta's existing public parking garage that will improve visitation to Oneonta's local businesses and accommodate a new transit facility. The parking structure currently provides 480 public parking spaces on three levels and a bus station (Trailways) for interCity buses. While it was constructed 40 years ago, an engineering assessment suggests its structure has an additional 50 years of life expectancy if it receives proper maintenance. Its current condition and façade are a blight on adjacent properties. Improvements include long-term maintenance and exterior renovations. The project also includes implementation of the new Transit Hub facility on the south side of the parking structure. The facility will strengthen downtown Oneonta's position as a regional destination. While multiple studies were prepared during the DRI planning process to insert additional mixed-uses such as residential on the garage site, they proved structurally challenging and not highly cost effective.

### **Develop Oneonta Design Guidelines, DRI Funding \$100,000**

The project will develop new design guidelines for urban development. During the past four decades, new development in Oneonta has been inconsistent with the character of its downtown core. The guidelines will ensure that new development, renovations to existing structures, streetscape improvements, and new signage will be consistent with urban planning principles that give downtown Oneonta its identity.

## C. Projects that Connect Downtown

### **Develop Branding and Marketing for Downtown Oneonta, DRI Funding \$250,000**

The project is designed to improve the visibility of Oneonta's downtown and small businesses. Currently, there is very little information available about Oneonta's offerings to visitors to the region and limited advertisement of retailers, small businesses, historic features, institutions, and public facilities. The Branding Project will develop a marketing theme for the

City, and a network within which to regularly disseminate the marketing materials for the downtown. The project will result in increased retail sales, commercial business opportunities, and improved perception of downtown.

#### **Improve Market Street and South Main Street, DRI Funding \$1,750,000**

The project provides renovations to existing streets in downtown Oneonta, Market Street, and South Main Street. Market Street, located one block from historic Main Street, has a character completely inconsistent with Oneonta's downtown. It has underutilized land along many portions of it, limited pedestrian facilities, a wide pavement width, and low vehicular use. Renovations to this street are designed to increase pedestrian activity, provide an urban character consistent with Oneonta's downtown, and incentivize development of underutilized properties. Renovations may be constructed in two phases. Phase 1 includes pedestrian improvements such as bulb-outs, improved cross walks, parallel parking, bike lanes, and potted plants that can each be implemented within a short time frame for relatively low cost. Phase 2 includes construction of new sidewalks, curb realignments, street lights, green infrastructure, and street furniture.

#### **Connect Muller Plaza Passage, DRI Funding \$250,000**

The project will establish a public pedestrian passageway between Muller Plaza, Oneonta's central public space, and Water Street. The passageway will provide an important connection between Oneonta's most important public space and other points of the City. Muller Plaza currently lacks activity since it has access only along one side. The project will introduce an additional point of entry from Water Street to help activate the plaza as a central destination for the City. The connection will allow access to the plaza from the City's public parking garage, existing shops on Water Street, and ultimately to the new Transit Hub, Foothills Theater, future "Innovation District" at Market Street, and the Mohawk Valley Food and Beverage Innovation Center.

#### **Develop Water Street Boardwalk, DRI Funding \$500,000**

The project will establish a public pedestrian passageway between Water Street and Market Street. The passageway, constructed of a boardwalk, will provide an important connection between Oneonta's most important public space, Muller Plaza, and other points of the City. The connection will allow access between the City's public parking garage and transit hub, existing shops on Water Street, Foothills Theater, the future "Innovation District" at Market Street, and the Mohawk Valley Food and Beverage Innovation Center. With the parallel project of Muller Passage, a complete pedestrian connection will be made between Main Street, Muller Plaza and Market Street.

#### **Develop Oneonta Public Space and Art Projects, DRI Funding \$490,000**

The project includes renovation of four public spaces located in the heart of the Oneonta's downtown. The spaces include Muller Plaza, the City's principal town square; the linear park in front of the Foothills Theater; the gateway spaces at Main Street and Market Street; and the gateway to Damaschke Field at Market Street and James Georgeson Avenue. The project includes improved landscaping, public furniture, improved surfaces, improved lighting, and public art installations. These upgrades will provide pleasant and safe public spaces for the residents and visitors of downtown Oneonta.

### 3.3 ADDITIONAL PROJECTS (NON DRI FUNDING)

The following projects, while not recommended for DRI funding, are important to achieving the vision for downtown Oneonta. The City of Oneonta will work with local, regional and NYS partners to advance these projects through other funding sources and programs.

#### Rehabilitation of Downtown Anchor Institutions

Key components of Oneonta's downtown include anchor institutions such as the Foothills Theater, Oneonta Theatre, and the YMCA. Plans for improving their venues and services are in development. The plans will require further engagement of their owners and governing bodies.

#### Tap Room

The Tap Room project includes replacement of the Stella Luna restaurant on Market Street in the historic Train Station. The existing restaurant will close when the owner retires. The Tap Room is a potential replacement use.

#### Trolley: Southside to Main Street

This project proposes a trolley to connect downtown Oneonta to the Southside strip mall area. The Southside area is a regional mall located adjacent to I-88 and attracts many shoppers from far distances. The trolley would allow those visitors to easily access historic downtown, located only 10 minutes away.

#### Damaschke Field Renovation

Historic Damaschke Field is located within Neahwa Park, and is the home field of the Oneonta Outlaws of the Perfect Game Collegiate Baseball League. The historic grandstand requires replacement. Additionally, both the park and downtown will benefit from improved pedestrian connections between the grandstand and Market Street.

#### Oneonta Hotel Renovation

The former Oneonta Hotel on Main Street is a privately-owned 40 unit apartment building. The building is of historic significance as Oneonta's principal hotel at the turn of the century. It has fallen into disrepair and requires significant renovations. The current owner has limited capacity to undertake large scale renovations.

#### Downtown Business Incubator/ Makerspace

This project proposes a Makerspace for area craftsman and start-up businesses. Makerspaces combine manufacturing equipment, and education for the purposes of enabling community members to design, prototype and create manufactured works that wouldn't be possible with the resources available to individuals working alone. The location of the space and an operator for the facility have yet to be determined.

#### Small Business Technical Support

The goal of this project is to provide much needed technical assistance to the area's small businesses. It would work in partnership with an existing organization, Destination Oneonta. The program would include enhanced ongoing 365 day support to downtown merchants, business owners and visitors including:

- Expanded and combined marketing efforts and downtown events;
- Educational and networking opportunities to the business community;
- Leveraging the Lighter, Quicker, Cheaper concepts through Downtown Design Committee.

Program would include a mentorship/business corporations program. Tasks include:

- Develop a community-based mentorship program;
- Work with existing providers (Chamber, SBDC, CADE, local Venture Capital) to enhance services / expertise;

- Collaborate with the Colleges, K-12;
- Support existing businesses;
- Support development of incubator / makerspace environment.

Program would include a retail consultant. Tasks include:

- Provide assistance to existing retail businesses who have an opportunity to diversify product offerings and outlets (top priority);
- Market and recruit identified targeted retail operators that are compatible to Main Streets;
- Provide trend analysis;
- Provide merchandising, window display assistance.

Sports Commission Program.

The goal of this project is to coordinate the recreation offerings in Oneonta. The project would:

- Inventory and aggregate all sports assets and facilities;
- Coordinate with owners (City/private) to expand usage of the sites;
- Market Oneonta to groups, teams and individuals;
- Work with hotels and potential area conference center organizers to increase overnight stays.

### **New Grocery Store**

Residents expressed the need for a locally run grocery store. One possible location is a vacant lot along Market Street. An existing green grocery store is interested in expanding in the area and may be a potential operator.

### **Develop Food Aggregation and Distribution Center**

The proposed Aggregation Center will collaborate with the Farmers' Market to support distribution of local agricultural products. It will also provide a source for industry-grade food preparation equipment. It will enhance sustainable, year-round production opportunities and promote job creation.

### **Boutique Hotel**

This project proposes a boutique hotel on a vacant lot adjacent to the Foothills Theater.

### **Downtown Broadband Wi-Fi**

This project proposes Wi-Fi spots in Downtown Oneonta. Wi-Fi would enable digital connectivity for residents and visitors. A matching grant for installation has been awarded to Otsego Now.

### **Support for Regulatory Adjustments**

The City requires continued work on regulatory requirements. These include:

- Examine street food vendor permitting process and align with streetscape design and predesignated spaces like a food truck area near Foothills Theater;
- Streamline outdoor café permits;
- Examine City liabilities for outdoor seating and service.

### **Repurpose County Office Building**

The historic County Office Building is located on Main Street, directly adjacent to the Westcott Lot Mixed-use Development priority project. This project will allow the County Office Building to be incorporated into the redevelopment of the Westcott Lot site. Redevelopment may include new housing and commercial space.

### 3.4 ACTION PLAN CHART OF PROJECTS

Table 9: Action Plan Chart of Projects

Project Title	Description	Responsible Party	Estimated Cost	Timeframe for Implementation	DRI Funding
<b>Goal: Foster Economic Growth</b>					
<b>Strategy: Create jobs for a diverse population including high paying jobs for a skilled workforce</b>					
<b>Establish Oneonta Small Business Revolving Loan Project</b>	Establish RLF for owners of existing buildings to renovate existing retail storefronts and spaces	ESD, City of Oneonta	\$600,000	Starts year 1	\$600,000
<b>Implement Oneonta Downtown District Signage Project</b>	Improve the visibility of small businesses and advertise Oneonta to a broad region	City of Oneonta	\$320,000	Construction starts year 1, 18 months to complete	\$320,000
<b>Develop Oneonta Downtown Individual Signage Project</b>	Improve the visibility of small businesses	City of Oneonta	\$600,000	Construction starts year 1, 2 years to complete	\$600,000
<b>Develop Branding and Marketing for Downtown Oneonta</b>	Develop a marketing theme for the City, and a network within which to regularly disseminate marketing materials for the downtown	City of Oneonta	\$250,000	Starts year 1, lasts 5 years	\$250,000
<b>Downtown Business Incubator/ Makerspace</b>	Develop makerspace for area craftsman and start-up businesses	Unknown	Unknown	Unknown	\$0,00

Project Title	Description	Responsible Party	Estimated Cost	Timeframe for Implementation	DRI Funding
<b>Strategy: Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses</b>					
<b>Establish Mohawk Valley Food and Beverage Innovation Center</b>	Establish new building with mixed-income housing and two floors dedicated to public use	Otsego Now (IDA) Private Developer	\$21,000,000	1-2 Years	\$1,975,000
<b>Develop Food Aggregation and Distribution Center</b>	Develop Aggregation Center will collaborate with Farmer's Market to support distribution of local agricultural products, and will enhance sustainable year-round production	Unknown	Unknown	Unknown	\$0,00
<b>Goal: Be a Regional Center for Culture, Heritage, and Education</b>					
<b>Strategy: Create more opportunities for arts, culture, entertainment</b>					
<b>Rehabilitation of Downtown Anchor Institutions</b>	Improve anchor institutions such as Foothills, Oneonta Theatre, and the YMCA.	City of Oneonta	Unknown	Unknown	\$0,00
<b>Damaschke Field Renovation</b>	Renovate the historic grandstand and improve pedestrian connection to the Downtown	City of Oneonta	Unknown	Unknown	\$0,00

Project Title	Description	Responsible Party	Estimated Cost	Timeframe for Implementation	DRI Funding
<b>Strategy: Become more widely recognized as a tourism destination in the region</b>					
<b>Tap Room</b>	Develop Tap room as potential replacement use for Stella Luna	Unknown	Unknown	Unknown	\$0,00
<b>Boutique Hotel</b>	Develop Boutique Hotel	Unknown	Unknown	Unknown	\$0,00
<b>Goal: Provide a High Quality Physical Environment</b>					
<b>Strategy: Create More Housing Options in Downtown</b>					
<b>Develop Oneonta Upper Story Housing</b>	Provide grants to owners of existing buildings to renovate upper stories to accommodate Oneonta's unmet housing needs	Property owners as listed in profile	\$6,000,000	1-2 years	\$2,000,000
<b>Develop Westcott Lot Mixed-use Development</b>	Develop new building at 226-236 Main Street with retail, commercial, residential and public spaces.	City of Oneonta, Private developer	\$8,500,000	2 years to complete	\$3,200,000
<b>Repurpose of County Office Building</b>	Repurpose the County Office Building to be incorporated into the redevelopment of the Westcott Lot site. Redevelopment may include new housing and commercial space	City of Oneonta	Unknown	Unknown	\$0,00
<b>Oneonta Hotel Renovation</b>	Renovate apartment building on Main Street	Unknown	Unknown	Unknown	\$0,00

Project Title	Description	Responsible Party	Estimated Cost	Timeframe for Implementation	DRI Funding
<b>Strategy: Support local retail with small business assistance and improvements to retail spaces</b>					
<b>New Grocery Store</b>	Establish new locally owned grocery store within downtown	Unknown	Unknown	Unknown	\$0,00
<b>Small Business Technical Support</b>	Provide much needed technical assistance to the area's small businesses	Unknown	Unknown	Unknown	\$0,00
<b>Strategy: Provide adequate infrastructure to support new development</b>					
<b>Develop Oneonta Parking Garage Renovation and New Transit Hub</b>	Renovate Oneonta's existing public parking garage to improve visitation to Oneonta's local businesses. Renovations include new Transit Hub and internal spaces	City of Oneonta, Possible private capital	\$4,800,000	1-3 years	\$2,500,000
<b>Improve Market Street and South Main Street</b>	Improve streets to increase pedestrian activity, provide an urban character consistent with Oneonta's Downtown, and incentivize development	City of Oneonta, NYS DOT Otsego Now	\$3,000,000	1-2 years	\$1,750,000
<b>Trolley: Southside to Main Street</b>	Establish a trolley to connect Downtown Oneonta to the Southside strip mall area	Unknown	Unknown	Unknown	\$0,00
<b>Downtown Broadband Wi-Fi</b>	Develop Wi-Fi spots in Downtown Oneonta	City of Oneonta	Unknown	Unknown	\$0,00

Project Title	Description	Responsible Party	Estimated Cost	Timeframe for Implementation	DRI Funding
<b>Strategy: Establish a Cohesive Downtown with a Wide Variety of High Quality Urban Spaces and Places for Entertainment</b>					
<b>Connect Muller Plaza Passage</b>	Establishes a public pedestrian passageway between Muller Plaza and Water Street	City of Oneonta Clarion Hotel	\$250,000	1 Year	\$250,000
<b>Develop Water Street Boardwalk</b>	Establish a public pedestrian passageway between Water Street and Market Street	City of Oneonta	\$500,000	2 Years	\$500,000
<b>Develop Oneonta Public Space and Art Project</b>	Develop physical improvements to a series of public spaces and public art installations located in the Oneonta DRI area	City of Oneonta	\$490,000	2 Years	\$490,000
<b>Develop Oneonta Design Guidelines</b>	Enhance current design guidelines to create more cohesive urban development	City of Oneonta	\$100,000	1 Year	\$100,000
<b>Support for Regulatory Adjustment</b>	Support continued work on the City's regulatory requirements	City of Oneonta	Unknown	Unknown	\$0,00

# 4. MANAGEMENT STRUCTURE

## 4.1 INTRODUCTION

A clear and efficient management structure will be required to implement the wide variety of DRI funded projects and affiliated non-DRI funded projects. The management structure will necessitate coordination among various City departments, commissions and boards, as well as collaboration between the City and other public/private entities. Following is a summary of City management support for DRI and additional recommended support.

## 4.2 ADMINISTRATION OF PUBLIC PROJECTS

The City of Oneonta will serve as grant administrator for many DRI projects, including all public infrastructure and public space projects, signage projects, marketing and branding, and implementation of design standards. Additionally, the revolving loan fund, which will benefit private property owners, will be managed by the City of Oneonta. All projects will involve coordination with a designated NYS agency. The following City offices and departments have participated in the DRI planning process and may be involved in the implementation of these projects:

- Mayor’s Office
- Finance Office
- Department of Public Transit
- Community Development
- While not part of City government, the LPC provided guidance on new and renovated buildings, streetscape and public space design, and business support through three subcommittees. They are likely to contribute to DRI implementation efforts.

Additional oversight, support will be provided by several of the City’s Boards and Commissions, including:

- City Council
- Planning Commission
- Zoning and Housing Board of Appeals
- Environmental Board
- Parks and Recreation Commission
- Public Service Board

Several of the City-led projects will require coordination with entities such as the following:

- Otsego County
- Otsego Now
- Local Businesses
- Arts and Cultural Organizations

Projects such as the parking structure renovation and new transit hub will require a City project manager representative. The project manager’s responsibilities will include assembling RFP’s for consultants, contractor procurement and construction management. They will monitor progress of the projects to ensure the City receives the quality of work it has commissioned.

### 4.3 ADMINISTRATION OF PRIVATE PROJECTS

Projects that involve construction and rehabilitation of privately owned properties will be managed by the local project sponsor through direct contract with an overseeing NYS agency such as Empire State Development or Homes and Community Renewal. As noted previously, the revolving loan fund will be managed by the City of Oneonta. Private development projects will need to obtain all required local, State and other permits and approvals.

Several projects will require technical assistance. The City and Otsego Now lack capacity to develop financial pro forma, building designs, and financial strategies and will require outside support to develop complex projects.

### 4.4 PROJECT IMPLEMENTATION TIMELINE

Table 10 is chart of anticipated DRI project timeframes for both public and privately led projects. While projects such as branding and marketing can be initiated immediately, efforts are expected to continue over the course of several years. Many projects have inter-related components and will need to be closely coordinated. Such coordination requirements are noted in the project profiles contained in Part Two.

Table 10: Anticipated project time frames

<b>1 Year</b>
<ul style="list-style-type: none"> <li>Establish Oneonta Small Business Revolving Loan Fund</li> <li>Connect Muller Plaza Passage</li> <li>Develop Water Street Boardwalk</li> <li>Implement Oneonta Downtown District Signage Project</li> </ul>
<b>1 to 3 years</b>
<ul style="list-style-type: none"> <li>Develop Oneonta Upper Story Housing</li> <li>Develop Westcott Lot Mixed-use Development</li> <li>Develop Oneonta Public Space &amp; Art Project</li> <li>Establish Mohawk Valley Food and Beverage Innovation Center</li> <li>Develop Oneonta Downtown Individual Signage Project</li> <li>Develop Oneonta Parking Garage Renovation &amp; New Transit Hub</li> <li>Develop Oneonta Design Guidelines</li> </ul>
<b>1 to 5 years</b>
<ul style="list-style-type: none"> <li>Improve Market Street &amp; South Main Street</li> <li>Develop Branding and Marketing for Downtown Oneonta</li> </ul>

# 5. PUBLIC INVOLVEMENT

## 5.1 INTRODUCTION

The DRI planning process engaged the Oneonta community through stakeholder interviews, public meetings, collaboration with the Local Planning Committee, and online forums. Key stakeholders were interviewed either individually or in small groups. The general public was invited to participate in a series of three public meetings. Six Local Planning Committee public meetings offered opportunities for detailed discussion of various revitalization strategies and allowed for public input. The input from these meetings was incorporated into the DRI Plan on an ongoing basis.

## 5.2 STAKEHOLDER DEBRIEFS

At the beginning of the planning process, the consultant team met with stakeholders one-on-one or in small groups. Key stakeholders included land owners, developers, business and community leaders, public officials, and downtown residents. The list of interviewees was assembled with City leadership and the Local Planning Committee (LPC). The meetings commenced in early October. Members of the planning team were the interviewers.

## 5.3 LOCAL PLANNING COMMITTEE

Six public meetings of the Local Planning Committee (LPC) were held during the DRI planning process. The LPC included representatives from business, academia, healthcare, non-profit organizations, government, the downtown residential community, development groups and other local stakeholders. The LPC provided comments on the consultant team's work to guide the formation of the plan. The LPC also shared information about the DRI with their networks and communities. In addition, the LPC formed three subcommittees to address topics such as buildings, streetscape/infrastructure needs, and business support. Members of the

LPC donated their professional expertise and knowledge of Oneonta to ensure that the DRI plan was grounded in the values and aspirations of the Oneonta community.

## 5.4 PUBLIC MEETINGS

There were three public events during the DRI planning process. Each of these events was open to residents, stakeholders, and anyone else interested in learning more about the DRI.

### **Public Meeting 1: DRI Workshop**

Date: December 13, 2016

Location: Foothills Theater

In the first public meeting, the consultant team reviewed the overall DRI Program with the community, worked with the community to confirm the vision, goals and strategies, and presented initial feedback and trends heard during preliminary stakeholder interviews and site visits. The planning team presented initial results of the housing market, retail market, and commercial real estate market studies and a general summary of initial opportunities for downtown revitalization in Oneonta.

After an initial presentation, the public was asked to meet in a series of smaller break-out groups at separate tables (figures 36-37). Each table was equipped with a map of downtown and a worksheet for discussing questions. Participants used colored adhesive dots to identify locations that represented their vision of the future (figures 38-39). They expressed their interest in initial revitalization strategy alternatives and wrote a list of priorities. The top priorities that emerged from the breakout groups are shown in table 11.

**Table 11: Breakout Session Priority Lists**

List of number of breakout groups that cited similar priorities

**Breakout Session Priority Lists**

Connectivity, improve pedestrian access	11 times
Renovate upper stories	8 times
Improve signage	6 times
Increase recreational activities	5 times
Westcott lot development	4 times
Food hub	4 times
Sustainable design	3 times
New grocery store	3 times
Parking structure renovation/transit hub	3 times
Farmers market venue	2 times
Public art	2 times
Support performing arts venues	2 times
Job creation, incubator	2 times

Figures 36- 37: Public Meeting 1



In general, the public requested strategies to help the existing downtown core. As a result, the DRI plan includes support for small business in the form of improved signage, renovation support for small business, and support for renovation for upper story housing. The public also indicated support for improvements to the City's parking structure, improved streets that are located in areas of underutilized land such as Market Street, improved walkable connections throughout the City, and improved public spaces.

Figure 38: Public Meeting 1, break-out group exercise map. Red dots indicate preferred location for new stores, dining.



Source: Stantec

Figure 39: Public Meeting 1, break-out group exercise map. Yellow dots indicate preferred location for new development.



Source: Stantec

**Public Meeting 2: Update on the DRI**

Date: January 24, 2017

Location: Foothills Theater

The second public meeting provided an opportunity for the planning team to present a draft version of the DRI plan framework to the public (figures 40-41). The event included a presentation, followed by questions in a town hall format, and a public survey. Display boards were provided of each potential project and a written survey regarding the projects was provided to each participant. The survey was intended to generate discussion as well as quantify public opinion regarding the projects. The ranking of priority projects according to the survey results are shown in table 12.

The survey revealed a preference for strategies that support existing developed areas of downtown and all projects that contributed to making the City more walkable and more connected to its region (table 12). Support for small businesses, renovation of upper story housing, new public pedestrian walking routes, and the new transit hub were among the highest ranked projects. New development projects such as the Mohawk Valley Food and Beverage Center were ranked as a medium priority. Renovations to the parking structure which involved demolition of portions to create new mixed uses were poorly ranked.

Table 12: Public Meeting 2, ranking of priority projects

	Project Title
HIGH PRIORITY	Prj. 1 Support for Small Business: Downtown Business Support Team
	Prj. 2 Support for Small Business: Program for Retail & Commercial Tenant Improvement Fund
	Prj. 3 Support for Small Business: Signage
	Prj. 4 Upper Storey Housing Support
	Prj. 15 Muller Plaza Passage
	Prj. 16 Public Walkway from Water Street to Market Street
	Prj. 18 Art & Culture Support
MEDIUM	Prj. 12 Parking Structure Alternative: Transit Hub
	Prj. 5 Westcott Lot Mixed-use Development
	Prj. 6 Mohawk Valley Food & Beverage Innovation Center
	Prj. 10 Parking Structure Alternative: Green Screen Renovation
	Prj. 17 Market Street Improvements
LOW	Prj. 7 Makerspace and Small Scale Manufacturing
	Prj. 14 Multifamily Building, Typical
	Prj. 9 Parking Structure Alternative: Retail Renovation
	Prj. 8 Parking Structure Alternative: Partial Demolition and New Residential
	Prj. 11 Parking Structure Alternative: Re-cladding with Brick
	Prj. 13 Parking Structure Alternative: Complete Demolition/ New Mixed-use

Source: Stantec

Figures 40- 41: Public Meeting 2



Source: Stantec



Source: Stantec

### **Public Meeting 3: Presentation of the DRI Strategy for Oneonta**

Date: March 2017, TBD

Location: TBD

The Local Planning Committee held its final meeting on February 7th to discuss the draft DRI strategic investment plan and recommended projects. The final public event will be held in March. The event will feature a presentation on the final Downtown Revitalization Initiative Plan submitted to NYS on March 10, 2017.

### **5.5 ONLINE ENGAGEMENT**

In addition to the stakeholder interviews, public events and LPC meetings, the planning team offered the Oneonta community online discussion opportunities. The project used “My Sidewalk” as an idea-sharing “electronic town hall” site. The public responded online and the discussion was visible to all.

New York State hosted a website for the DRI program that included information about the DRI program, including DRI applications, planning documents and presentations, and public meeting and event notices.



# Part Two: Strategic Investment Plan City of Oneonta

Mohawk Valley REDC

Downtown Oneonta

Downtown Revitalization Initiative

Existing Potential



# Statement of Community Vision

*Oneonta is an authentic urban center of commerce, higher education, and culture. It is ideally situated as a regional center for economic growth, the local food and beverage industry, tourism, heritage, and the arts. The DRI plan builds upon our walkable historic core to create high quality jobs, a diverse range of housing options, and a broad variety of amenities that will serve current and future generations.*

## Priority Project Selection Process

The City of Oneonta Local Planning Committee developed its list of projects recommended for DRI funding through a process that included subcommittee review, stakeholder interviews, public engagement and technical evaluation. This process resulted in 26 projects recommended for inclusion in the plan, 14 of which are recommended for DRI funding. Projects were evaluated based on their potential to transform downtown into a vibrant place to live, work and visit. Projects were weighed against DRI criteria that would lead to an active downtown with a strong sense of place, diversity in housing and employment opportunities, and amenities to support and enhance downtown living and quality of life. The list of projects recommended by the LPC for funding include a balance of public and private investments within a targeted area of the City's downtown. The profiles presented in this section provide details of projects recommended for DRI funding.

## Outline of Selection Criteria

- Transformative potential
- Catalytic potential
- Alignment with existing local and regional plans and ongoing activities
- Complementary mix of uses
- New types of housing choices and improvements to existing buildings
- Support for existing small businesses
- Improvements to existing public spaces and creation of new spaces
- Potential to leverage additional private and/or public funds
- Ability to provide a sustainable impact on downtown
- Project readiness

# Key Plan of Priority Projects

Figure 1: Key plan



- |   |   |
|---|---|
| <p><b>Support for Main Street</b></p> <ul style="list-style-type: none"> <li>Establish Oneonta Small Business Revolving Loan Fund</li> <li>Develop Oneonta Downtown Individual Signage Project</li> <li>Implement Oneonta Downtown District Signage Project,</li> <li>Develop Oneonta Upper Story Housing</li> </ul> <p><b>Develop Westcott Lot Mixed-use Development</b></p> <p><b>Establish Mohawk Valley Food and Beverage Innovation Center</b></p> | <ul style="list-style-type: none"> <li><b>Develop Oneonta Parking Garage Renovation and New Transit Hub</b></li> <li><b>Connect Muller Plaza Passage</b></li> <li><b>Develop Water Street Boardwalk</b></li> <li><b>Improve Market Street and South Main Street</b></li> <li><b>Develop Oneonta Public Space and Art Project</b></li> </ul> |
|---|---|

# List of Priority Projects

## Priority Projects Proposed for DRI Funding

- Establish Oneonta Small Business Revolving Loan Fund
- Implement Oneonta Downtown District Signage Project
- Develop Oneonta Downtown Individual Signage Project
- Develop Branding and Marketing for Downtown Oneonta
- Establish Mohawk Valley Food and Beverage Innovation Center
- Develop Oneonta Upper Story Housing
- Develop Westcott Lot Mixed-use Development
- Develop Parking Garage Renovation and New Transit Hub
- Improve Market Street and South Main Street
- Connect Muller Plaza Passage
- Develop Water Street Boardwalk
- Develop Oneonta Public Space and Art Project
- Develop Oneonta Design Guidelines

## Projects Proposed without DRI Funding

- Rehabilitation of Downtown Anchor Institutions
- Tap Room
- Trolley: Southside to Main Street
- Damaschke Field Renovation
- Oneonta Hotel Renovation
- Downtown Business Incubator/Makerspace
- Small Business Technical Assistance
- New Grocery Store
- Develop Food Aggregation and Distribution Center
- Boutique Hotel
- Downtown Broadband Wi-Fi
- Support for Regulatory Adjustments
- Repurpose of County Office Building

# Establish Oneonta Small Business Revolving Loan Fund

## 1. Project Title

Establish Oneonta Small Business Revolving Loan Fund

## 2. DRI Funding

Project is recommended for \$600,000 for DRI Funding.

## 3. Summary Description

The initiative provides small loans to owners of existing buildings within the DRI area who demonstrate a commitment to renovate existing retail and commercial storefronts and spaces. Many existing properties located along Main Street are not suitable for several types of tenants, or are not in a condition that attracts customers. The cost of renovation of these older structures to meet contemporary standards is not fully covered by the current rental rates of the Oneonta marketplace. This initiative will provide a gap financing measure in the form of a revolving loan fund to allow necessary renovations to occur. Revolving Loan Funds (RLFs) are self-replenishing pools of money that rely on interest and principal payments on existing loans to issue additional new ones.

## 4. Location

Loans would be provided to eligible renovation projects to enhance retail/office space located within the boundary of the DRI area.

## 5. Identification of Responsible Parties

City of Oneonta: Role of City will be to establish the program administrative structure, marketing plan and financing structure for the revolving loan fund and comply with all program requirements set forth by NYS.

Responsible Entity (RE): The City of Oneonta or other local entity (e.g., local 501(c)(3) or LDC) will serve as RE for administering the RLF.

Figure 1: Small Business Revolving Loan Fund-Key Plan



Property owners: Role of property owners will be to complete application according to established term sheet and demonstrate capacity to execute renovations.

## 6. Capacity

The City of Oneonta has capacity to initiate the DRI RLF Program. The City of Oneonta may require additional administrative aid to assist individual owners and comply with State program requirements.

## 7. Project Partners

The primary project partner will be private building owners. Building owners will apply individually to proceed with eligible renovations.

The City of Oneonta will provide loan application guidelines to property owners to facilitate applications for the initiative. The owners apply for loans, execute the improvements, and make loan payments.

## 8. Strategies

The project aligns with several of Oneonta's DRI strategies. These include:

### **Goal: Foster economic growth:**

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

**Strategy:** Grow local tax base

### **Goal: Provide a high quality physical environment:**

**Strategy:** Support local retail with small business assistance and improvements to retail spaces

- Strengthening of its Main Street
- Increasing retail and small business opportunities downtown

### ***Alignment with prior Strategies from REDC:***

The Mohawk Valley Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. The URI plan for Mohawk Valley REDC includes support for vibrant downtown communities.

## 9. Description

### **Project Type:**

The project includes retail/ commercial space improvements.

Retail establishments in downtown Oneonta are hindered by lack of maintenance, limited signage, un-renovated storefronts, and interior utility services that do not suit contemporary needs. Current retail lease rates of approximately \$6-10/sf do not cover the cost of renovation by either the building owner or the tenants. Due to the historic nature of many of the structures, the cost of renovations can be very high. The program provides gap financing to allow necessary renovations by individual building owners and tenants. The Revolving Loan Fund (RLF) is a way to ensure that small business owners and property owners have greater access to non-traditional capital in order to take on such improvement work. The importance of these improvements to local businesses can be reflected in increased sales, jobs, and in overall perception of the downtown. The DRI RLF may be used for: interior/ exterior renovations, machinery/equipment, working capital, rent subsidies, soft costs and signage ancillary to the preceding activities. Terms of the RLF Project are to be set by NYS.

### **Catalytic/ transformative nature:**

Research shows that by simply addressing and rectifying visible signs of physical degradation, a commercial district can benefit from decreased perception of crime and increased perceptions of vibrancy - boosting visitorship and retail sales. The improvements could also attract more residential development of downtown. The Residential Market Demand Analysis prepared by ZVA (2016) indicates a need for approximately 100 units of apartments geared to young professionals and early retirees. These would be more readily developed in downtown if commercial establishments were renovated

### **Financial and economic benefits:**

The project cost of \$600,000 is described in item 11. The project will leverage private capital as described in item 12. It will increase tax revenue. Addressing and rectifying visible signs of physical degradation,

a commercial district can benefit retail sales, jobs, and in overall perception of the downtown.

**Implementation actions needed:**

- NYS: establish RLF Management Structure
- City: identify local Responsible Entity (RE)
- Owner Application: The City will facilitate applications by individual owners to the Initiative.
- Owner pre-development activities: Owners must complete designs for renovations and apply for loans. Partner funding such as New York Main Street to be applied for as needed.
- Building Approvals: The owner will submit building renovation plans for building permits and NYS SHPO approval or SEQRA if required. Zoning actions are not anticipated.
- Construction: by building owner or tenant

**Maintenance and management required:**

The RE will maintain the fund. The management of each individual building will be by the private owner.

**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of retail in downtown.

**Site images:** See Figures 2 and 3 on following pages

**10. Renderings**

None

**11. Estimated Costs**

The estimated cost of the project is \$600,000 of DRI Funds. The cost is composed of the following elements:

Development Cost	\$
Fund	\$540,000
RE Administration	\$60,000
Total	\$600,000

**12. Funding Sources**

The project will be funded by private capital and DRI funds. The program may leverage additional grants such as NY Main Street.

- Private funds
- Main Street NYS
- DRI funds

**13. Site Ownership/Legal Jurisdiction**

The properties are to be determined at the time of loan application. Each property is under individual private ownership. The location of the renovation projects is within the Oneonta DRI boundary.

**14. Regulatory Requirements**

The loans will be given to private owners for eligible renovation projects. With each loan application, the owner of the building must submit certified copies of construction documents pursuant to local regulations. The owners must meet design guidelines of NY Main Street program when applicable and other design guidelines the City of Oneonta.

## 15. Public Support

The proposal for renovation of retail spaces was supported in two public meetings held during the DRI planning process. The project was listed as a priority project by multiple break-out groups in a public meeting held December 13, 2016. The proposal was supported by a survey of attendees at a public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

## 16. Anticipated Revitalization Benefits

The fund will support improvements to local business that can be reflected in increased sales, jobs, and in overall perception of the downtown. The improvements could also attract more residential development of downtown.

## 17. Beneficiaries

Local retailers and small business will benefit from increased spending in local stores. The downtown's overall appearance will improve and benefit all area residents.

## 18. Cost-Benefit Analysis

The terms of RLF for renovation of retail and commercial spaces are included below. The project's fiscal cost and benefit analysis indicates ability to leverage some private capital. The RLF could benefit a large portion of the stores on Main Street. The proposed terms of the project include:

- Initial source of capital: NYS \$600,000
- Lenders of RLF: Community-based lending organization in New York State. Participating lenders make all credit decisions and determine interest rates and applicable fees.
- Loan sizes: Micro loans <\$25,000
- Interest rates on loan: 3-5%
- Debt Coverage Ratio: 125%
- Loan to Value Ratio: 75%

- Equity injection: 15%
- Eligibility: The program is targeted to small businesses within the DRI Boundary that have had difficulty accessing traditional credit markets.
- Commitment to Design Guidelines: These guidelines will be consistent with the requirements of the State Historic Preservation Office, Housing Trust Fund Corporation (HTFC). The DRI Community will enforce the standards throughout the development process.
- Formal written Scope of Work including:
  - Immediate health and safety concerns;
  - The correction of existing code violations;
  - Environmental hazards;
  - Installation of energy conservation measures;
  - Accessibility for persons with disabilities;
  - Consistency with any other local program design guidelines;
  - Preservation of historical elements of the building;
  - Machinery / equipment; and
  - Working capital.

Figure 2: Existing Storefronts Oneonta



Figure 3: Existing Storefronts Oneonta



### 19. Jobs Created

Permanent jobs may be created through expanded/enhanced businesses in downtown Oneonta. We anticipate at least 10 jobs will be created.

### 20. Timeframe for Implementation and Project Readiness

The City of Oneonta can initiate the Revolving Loan Program in 2017. The City will coordinate with property owners during 2017 through 2025.

Establish RLF	Month 2
Identify Administrator: RE	Month 2
Initiate outreach to local storefront owners/ tenants	Month 3
Owners/Tenants submit renovation plans	Month 7
Proceed with Construction	Month 9

### 21. Project Metrics

- Number of loans made
- Store spaces renovated
- Amount of private equity invested in retail store spaces and commercial spaces
- Increased retail sales per square foot
- Jobs created

# Implement Oneonta Downtown District Signage Project

## 1. Project Title

Implement Oneonta Downtown District Signage Project

## 2. DRI Funding

The project is recommended for \$320,000 in DRI Funding.

## 3. Summary Description

The project is designed to improve the visibility of small businesses in Oneonta's downtown and advertise Oneonta to a broad region. Currently, Oneonta's downtown has limited signage and wayfinding. There is very little information available to orient visitors and limited advertisement for retailers, small businesses, historic features, institutions, and public facilities. The signage project addresses two scales of wayfinding: Regional Signage and downtown District Signage. Regional Signage will include placement of markers along major regional roads and at other regional destinations. The downtown District Signage places signage and wayfinding downtown and includes directional signage for groupings of stores, wayfinding for public parking, public venues, and historic district signage. The two components of this signage project will increase awareness of Oneonta's offerings and visitation to local businesses. The project will result in increased retail sales and improved perception of downtown.

## 4. Location

The project includes multiple locations. District signage includes placement of signage along City streets, public walkways, and public plazas. Regional locations include placement of signage in public rights-of-way (ROW) on regional roads.



Figure 1: District Signage - Locator Map

## 5. Identification of Responsible Parties

The City of Oneonta will develop and manage the signage project. The City will contract with a signage firm(s) to design and manufacture individual signs. The City will work with regional transportation agencies and NYS DOT, as necessary, to implement the signage project.

## 6. Capacity

The City has capacity to contract with a signage firm(s) and to coordinate with the project partners.

## 7. Project Partners

The City of Oneonta will develop and manage the signage program. The City may coordinate with NYS DOT to add signage on state controlled roads.

## 8. Strategies

The project aligns with several of Oneonta's DRI strategies. These include:

### **Goal: Foster economic growth:**

**Strategy:** Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses

**Strategy:** Grow local tax base

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

### **Goal: Be a regional center of culture, heritage, and education:**

**Strategy:** Become more widely recognized as a tourism destination in the region

**Strategy:** Create a sense of identity that will appeal to both the current and next generations

### **Alignment with prior Strategies from REDC:**

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities.

## 9. Description

### **Project Type:**

The project includes new signage to support local retail and small businesses.

Oneonta's downtown has very little wayfinding information available to visitors and limited advertisement for retailers. While extensive signage exists for suburban-style strip shopping centers in the vicinity such as the Southside Area, there is no comparable signage for Oneonta's historic center. Professionally managed malls pay for some of the signage of their tenants; however, there is no comparable financial support for

individual retailers on Main Street. While there is significant regional visitation to the Southside Area, visitors bypass the downtown area due to lack of signage.

### **Catalytic/ transformative nature:**

The project will bring new visitors to downtown Oneonta. It will make downtown Oneonta visible to the more than 300,000 tourists who attend area baseball camps and Cooperstown each summer. It will allow travellers on I-88 to be aware of Oneonta's historic center. The signage project will orient visitors once they arrive to the area's shops and to its many offerings. There are many parking lots that go unused because there is no wayfinding to direct visitors to them, even though some residents have stated there is a shortage of parking spaces. The project will provide wayfinding for these existing parking areas and improve the experience of visitors. The project will increase patronage to local small businesses.

### **Financial and economic benefits:**

The project cost of \$320,000 is described in item 11. The funding will be from DRI item 12. By increasing patronage of the City's businesses, the project will increase tax revenue, jobs, and economic health of downtown Oneonta.

### **Implementation actions needed:**

- City to identify a project manager
- City to retain signage design consultant
- City to complete sign location plan and signage designs. The City controls locations for the portions of the project for District Signage. It may need to coordinate with the County to place District Signage with the public right of way.
- The City must coordinate with NYS DOT to locate some portions of the Regional Signage
- The City must engage a signage manufacturer and a signage installer

**Maintenance and management required:**

The signage project will require limited maintenance. Maintenance and updating of the signage will be coordinated by the City of Oneonta in collaboration with local businesses, the County and NYS DOT, as appropriate.

**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of small business in downtown. The project is closely aligned with the Branding Project.

**Site images:** See figures 2,3

**10. Renderings**

Concept plans for Regional and District Signage Project are located in figures 5-7.

**11. Estimated Costs**

The estimated cost of the project is \$320,000. The cost is composed of the following elements:

Development Cost	\$
Regional Signs: (5-8)	\$95,000
District Signs: Retail (5-10)	\$70,000
District Signs: Parking (10-15)	\$50,000
District Signs: Historic (5)	\$20,000
Soft Costs: Design consultant	\$80,000
Total Cost	\$320,000

**12. Funding Sources**

The project will be funded by DRI funds.

**13. Site Ownership/ Legal Jurisdiction**

The project includes multiple locations. Regional locations include placement of signage in public ROW on regional roads. District Signage includes placement of signage along City streets, public walkways, and public plazas. The Regional Signage may require coordination with county and NYS DOT.

**14. Regulatory Requirements**

The proposed project will meet Local and/or NYS Department of Transportation regulations.

**15. Public Support**

The Signage Project was strongly supported in two public meetings held during the DRI Planning process. The project was listed as priority project by multiple break out groups in a public meeting held December 13, 2016. The proposal was supported by a survey of attendees at a public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

**16. Anticipated Revitalization Benefits**

The Signage Project will change the perception of downtown. It will elevate the perception of the downtown in a region in which tourism is increasing. It will generate an increase in spending in local stores and indirectly increase the City’s tax base.

**17. Beneficiaries**

The area’s small employers will benefit directly from improved signage. Large employers such as SUNY Oneonta, Hartwick College, Bassett Healthcare Network, A.O. Fox Hospital and others will benefit indirectly through the improved perception of downtown.

## 18. Cost-Benefit Analysis

The Oneonta Downtown Signage Project costs \$320,000. The project could bring increased visitation to the downtown’s small businesses for years to come. The short-term investment could return benefits to area businesses for decades. Studies from signage programs installed in other cities indicate measurable increase in visitation to local stores.

## 19. Jobs Created

Oneonta Downtown Signage Project will result in job growth for downtown retail and small business.

## 20. Timeframe for Implementation and Project Readiness

The City of Oneonta can implement the signage project within a short timeframe. The DRI Plan includes conceptual planning for sign locations and types. The sign locations for District signage are within City jurisdiction and can be implemented within one year.

Retain design consultant	Month 3
Finalize sign plan and types	Month 7
Retain contractor	Month 8
Installation	Month 11

## 21. Project Metrics

- Increase retail sales
- Increase tourism
- Decrease congestion on Main Street through improved parking signage
- Increase jobs in the DRI area

Figure 2: Lack of Signage



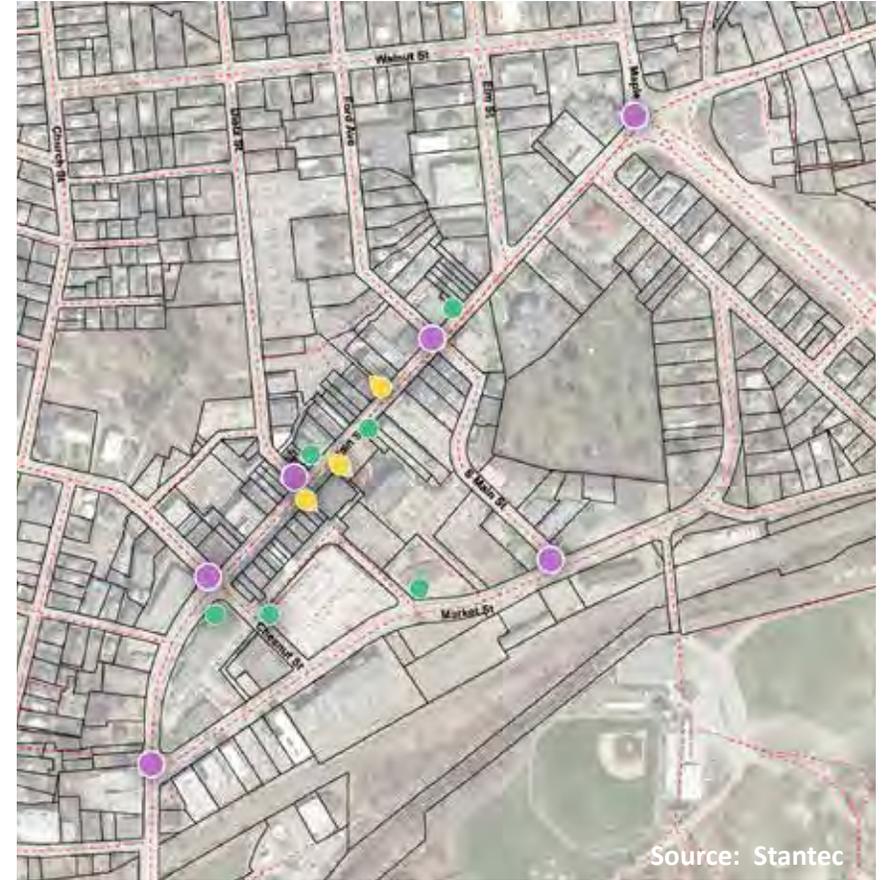
Figure 3: Lack of Signage



Figure 4: Precedent District Signage



Figure 5: District Signage Plan



- Retail District Signage
- Parking: Pedestrian Oriented Signage
- Parking: Car Oriented Signage

Figure 5: Oneonta Regional Signage

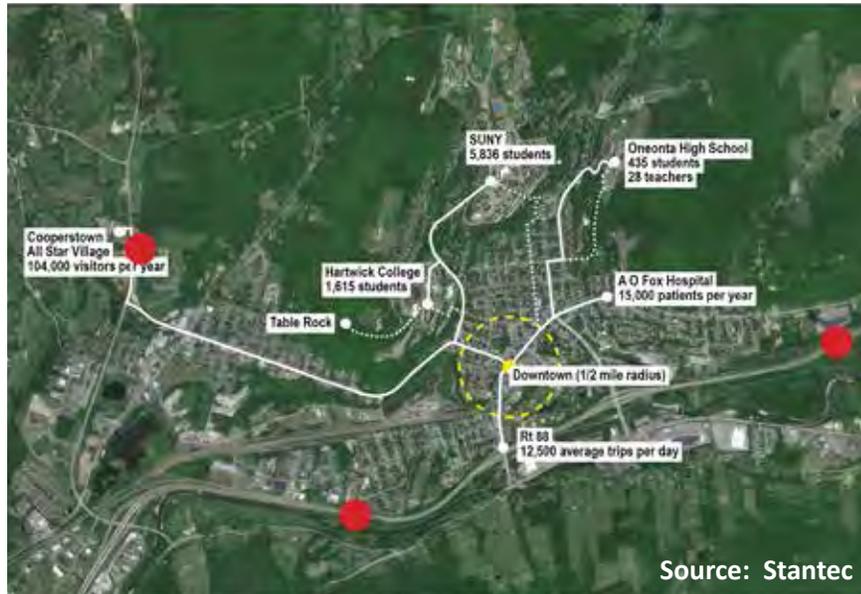


Figure 7: Oneonta District and Individual Signage



Figure 6: Oneonta Gateway Signage



Figure 8: Oneonta Gateway Signage at Exit 15



# Develop Oneonta Downtown Individual Signage Project

## 1. Project Title

Develop Oneonta Downtown Individual Signage Project

## 2. DRI Funding

The project is recommended for \$60,000 in DRI Funding

## 3. Summary Description

The project is designed to improve the visibility of small businesses in Oneonta’s downtown and advertise Oneonta to a broad region. Currently, Oneonta’s downtown has limited signage and wayfinding. There is very little information available to orient visitors to the many small businesses that exist. Current retail profits do not allow small businesses to invest extensively in much needed signage. The Individual Signage Project addresses signage on individual commercial establishments. A parallel signage project addresses signage at two larger scales: Regional Signage and downtown District Signage. The Individual Signage project will provide micro-grants to stores for blade and awning signs. The project will result in increased retail sales and improved perception of downtown.

## 4. Location

The project includes multiple locations within the DRI Boundary.

## 5. Identification of Responsible Parties

The City of Oneonta will develop and administer the signage project.

## 6. Capacity

The City has capacity to manage the project and coordinate with local establishments.

## 7. Project Partners

The City of Oneonta will coordinate with individual property owners to facilitate applications for signage. The owners will execute the improvements.

## 8. Strategies

The project aligns with several of Oneonta’s DRI strategies. These include:

### Goal: Foster economic growth:

**Strategy:** Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses

**Strategy:** Grow local tax base

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

### Goal: Be a regional center of culture, heritage, and education:

**Strategy:** Become more widely recognized as a tourism destination in the region

**Strategy:** Create a sense of identity that will appeal to both the current and next generations

### Alignment with prior MV REDC Strategies:

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta’s Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities.

## 9. Description

### Project Type:

The project includes new signage to support local retail and small business.

Oneonta's downtown has very little signage on storefronts to inform visitors of local retail offerings. While extensive signage exists for suburban-style strip shopping centers in the vicinity such as the Southside Area, there is no comparable signage for Oneonta's historic center. Professionally managed malls pay for some of the signage of their tenants; however, there is no comparable financial support for individual retailers on Main Street. The project will provide micro-grants to individual owners for blade signs, awning signs, and other limited types of signs.

### Catalytic/ transformative nature:

The project will bring new visitors to downtown Oneonta. The Individual Signage project will orient visitors once they arrive to the area's shops and many other offerings. The program will increase patronage of local small businesses.

### Financial and economic benefits:

The project cost of \$60,000 is described in item 11. The funding will be from DRI item 12. By increasing patronage of the City's businesses, the program will increase tax revenue, jobs, and the economic health of downtown Oneonta.

### Implementation actions needed:

- City to identify a project manager
- City to establish limited signage design standards, which including blade signs and awning signs
- City to monitor signage installment

### Maintenance and management required:

The signage project will require limited maintenance by individual retailers.

### Relationship to other projects/ initiatives:

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of small business in downtown.

**Site Images:** None

## 10. Renderings

Photographic precedents, see figures 4-5.

## 11. Estimated Costs

The estimated cost of the project is \$60,000. The cost is composed of the following elements:

Development Cost	
Individual Signage grants	\$2,000
Number of grants	30
Total Cost	\$60,000

## 12. Funding Sources

The project will be funded by DRI funds.

## 13. Site Ownership/ Legal Jurisdiction

Each property is under individual private ownership. The location of the renovation project is within the Oneonta DRI boundary.

## 14. Regulatory Requirements

The proposed improvements must meet existing zoning regulations, design standards and project guidelines. The property owners must apply for and obtain all required permits.

## 15. Public Support

The Individual Signage Project was strongly supported in two public meetings held during the DRI Planning process. The project was listed as a priority project by multiple break-out groups in a public meeting held December 13, 2016. The proposal was supported by a survey of attendees at a public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

## 16. Anticipated Revitalization Benefits

The signage program will change the perception of downtown. It will elevate the perception of the downtown in a region in which tourism is increasing. It will generate an increase in spending in local stores and increase the City's tax base.

## 17. Beneficiaries

The area's small employers will benefit directly from improved signage. Large employers such as SUNY Oneonta, Hartwick College, Bassett Healthcare Network, A.O. Fox Hospital will benefit indirectly through the improved perception of downtown.

## 18. Cost-Benefit Analysis

The Oneonta Downtown Individual Signage Project costs \$60,000. The project could bring increased visitation to the downtown's small businesses for years to come. The short-term investment could return benefits to area businesses for decades. Some studies from signage programs installed in other cities indicate approximately 20% increases in visitation to local stores.

## 19. Jobs Created

The Oneonta Downtown Individual Signage Project will result in job growth for downtown retail and small business.

## 20. Timeframe for Implementation and Project Readiness

The City of Oneonta can implement the signage project within a short timeframe. The DRI Plan includes conceptual planning for sign locations and types.

## 21. Project Metrics

- Number of building owners participating in project
- Dollars of private investment: Private funds leveraged by DRI match to renovations
- Increase in retail sales: Track annual spending in downtown retail establishments
- Increase in signs installed on privately owned establishments

Figure 2: Lack of Signage



Figure 4: Signage Example



Figure 3: Lack of Signage



Figure 5: Signage Examples



# Develop Branding and Marketing for Downtown Oneonta

## 1. Project Title

Develop Branding and Marketing for Downtown Oneonta

## 2. DRI Funding

Project is recommended for \$250,000 in DRI Funding.

## 3. Summary Description

The project is designed to improve the visibility of Oneonta’s downtown and small businesses. Currently, there is very little information available about Oneonta’s offerings to visitors to the region and limited advertisement of retailers, small businesses, historic features, institutions, and public facilities. The Branding Project will develop a marketing theme for the City, and a network with which to regularly disseminate the marketing materials for the downtown. The project will result in increased retail sales, commercial business opportunities, and improved perception of downtown.

## 4. Location

The project includes Branding and Marketing initiatives throughout the Mohawk Valley and through online media.

## 5. Identification of Responsible Parties

The City of Oneonta will manage the branding project. The City will contract with a branding/ marketing firm(s) to deliver the services.

## 6. Capacity

The City has capacity to contract with a branding firm(s) and to coordinate with the project partners.

## 7. Project Partners

The City of Oneonta will manage the branding project. The City may coordinate with local, regional and NYS tourism agencies.

## 8. Strategies

The project aligns with several of Oneonta’s DRI strategies. These include:

### Goal: Foster economic growth:

**Strategy:** Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses

**Strategy:** Grow local tax base

### Goal: Be a regional center of culture, heritage, and education:

**Strategy:** Become more widely recognized as a tourism destination in the region

**Strategy:** Create a sense of identity that will appeal to both the current and next generations

### Alignment with prior Strategies from REDC:

The Mohawk Valley Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta’s Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities.

## 9. Description

**Project Type:** The project includes new branding and marketing strategies to support local retail and small business.

Oneonta's downtown has very little information available to visitors and limited advertisement for retailers. While many individuals and tourists in the region are familiar with retail offerings at the neighboring Southside Area, there is no comparable visibility for Oneonta's historic center. Professionally managed malls pay for some of the advertisement of their tenants; however, there is no comparable financial support for downtown Oneonta.

### **Catalytic/ transformative nature:**

The Branding and Marketing Project will bring new visitors to downtown Oneonta. It will make downtown Oneonta visible to the more than 300,000 tourists who attend area baseball camps and visit Cooperstown, less than 25 miles away. It will allow travelers on I-88 to be aware of Oneonta's historic center. The project will increase patronage of local small businesses as well as attract new residents and new businesses.

### **Financial and economic benefits:**

The project cost of \$250,000 is described in item 11. The funding will be from DRI (item 12). By increasing patronage of the City's businesses, the project will increase tax revenue, jobs, and economic health of downtown Oneonta.

### **Implementation actions needed:**

- City to identify a project manager
- City to retain branding consultant
- The branding consultant will establish a 5-year plan for marketing downtown Oneonta
  - Create maps and photos of key locations
  - Develop marketing strategy with complementary business and tourism clusters
  - Identify target markets

- Provide press coverage and testimonials highlighting success stories
- Coordinate with all community calendars
- Provide listing of financial incentives available
- Coordinate with Chamber of Commerce and other local organizations
- The City must coordinate with NY DOT to locate some portions of the Regional Signage

### **Maintenance and management required:**

The branding project will require limited maintenance.

### **Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of small business in downtown and will be coordinated with signage projects.

### **Site images:**

None

## 10. Renderings

There are no renderings for this project.

## 11. Estimated Costs

The estimated cost of the project is \$250,000. The cost is composed of the following elements:

<b>Development Cost</b>	<b>\$</b>
Soft costs: Design and execution of branding plan	\$250,000
Total Cost	\$250,000

## 12. Funding Sources

The project will be funded by DRI funds.

## 13. Site Ownership/Legal jurisdiction

The work is located within the public domain. The project does not include work on private property.

## 14. Regulatory Requirements

The proposed projects will meet licensing and media release requirements as necessary.

## 15. Public Support

The Branding and Marketing Project was supported as a means of strengthening the area's small businesses in two public meetings held during the DRI Planning process. These meetings were held December 13, 2016 and January 24, 2017. The Oneonta DRI Local Planning Committee indicated support for the project.

## 16. Anticipated Revitalization Benefits

The Branding Project will change the perception of downtown. It will elevate the perception of the downtown in a region in which tourism is increasing. It will generate an increase in spending in local stores and increase the City's tax base.

## 17. Beneficiaries

The area's small employers, retail establishments and community attractions will benefit directly from improved visibility. Large employers such as SUNY Oneonta, Hartwick College, Bassett Healthcare Network, A.O. Fox Hospital, will benefit indirectly through the improved perception of downtown.

## 18. Cost-Benefit Analysis

The Oneonta Downtown Branding Project costs \$250,000. The project could bring increased visitation to the downtown's small businesses and attract tourists, new businesses and residents for years to come. The short-term investment could return benefits to area business for decades. Studies from branding programs installed in other cities indicate measurable increase in visitation to local stores.

## 19. Jobs Created

The Oneonta Downtown Branding Project will result in job growth for downtown retail and small business.

## 20. Timeframe for Implementation and Project Readiness

The City of Oneonta can initiate the Branding and Marketing Project within one year and implement over a 5-year period.

Retain consultant	Month 5
Final branding and marketing plan	Month 9
Implement Phase 1	Month 12

## 21. Project Metrics

- Measure increase in locations where Oneonta is marketed
- Increase in retail sales - track annual spending in downtown retail establishments
- Increase in hotel visitation
- Increase in articles, media coverage of downtown Oneonta

# Establish Mohawk Valley Food and Beverage Innovation Center

## 1. Project Title

Mohawk Valley Food and Beverage Innovation Center

## 2. DRI Funding

The project is recommended for \$1,975,000 in DRI Funding.

## 3. Summary Description

The Mohawk Valley Food and Beverage Innovation Center is a planned six-story building that will provide mixed-income housing on the upper four floors, with the two lower floors dedicated to public use. The proposed mix of uses integrates brewing, research and development around food and beverage, brew master training, nutritional education, community cooking, related retail, and workforce training.

The goals of the public use space include:

- Innovation and education center for all agriculture sector activities and economic development
- Center of activity for food and beverage product development, training, entrepreneurship, and education
- Centralized connection to regional craft products and retail
- Strategically identify Oneonta/Otsego County as center of craft food and beverage in Upstate New York

## 4. Location

The Mohawk Valley Food and Beverage Innovation Center will be constructed at 27 Market Street on the corner of Market and Chestnut Streets across from the City-owned parking garage. The property is privately owned with purchase negotiations ongoing.



Figure 1: Food and Beverage Innovation Center- Key and Location Plan



Source: Stantec, Google

## 5. Identification of Responsible Parties

Otsego Now

City of Oneonta

Private developer for residential component

Non-profit partner for management of Innovation Center

## 6. Capacity

Otsego Now will be responsible for retaining the services of a multi-disciplinary team made up of planners, landscape architects, architects, engineers, and food industry specialists. Otsego Now will retain a private non-profit Local Development Corporation (LDC) for the space programming, and management (detail of which is described in item 9, maintenance and management section) and private developer for the housing. Otsego Now will require additional outside support to continue to develop the business model, enhance relationship with important stakeholders and hire leadership and management for the public space.

## 7. Project Partners

Operated by Otsego Now or other project partner, this space will be used for job readiness training for a variety of different sectors in Otsego County. The intent is to partner with local and regional companies, colleges, and the local school system (K-12) with state-of-the-art equipment to tailor job training classes for existing companies, entrepreneurs, and other start-ups. In addition, a potential private development partner, already identified, will develop the residential portion of the building.

## 8. Strategies

The project aligns with several of Oneonta's DRI Strategies. These include:

### **Goal: Foster economic growth:**

**Strategy:** Grow local tax base

- Increasing population density

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

**Strategy:** Create a unique destination that will support local healthy food, agribusiness, and other innovative businesses

### **Goal: Provide a high quality physical environment:**

**Strategy:** Create more housing options in downtown

### **Alignment with prior Strategies from REDC:**

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities. Food and Beverage Innovation Center project supports the strategic goals of Oneonta, which include establishing downtown as a regional destination and supporting agribusiness.

## 9. Description

### **Project Type:**

The project includes new mixed-income housing and center of activity for food and beverage product development.

### **Description:**

The Innovation Center will be a mix of uses that builds on 'new economies' of Otsego County, the City of Oneonta and the Mohawk Valley. The overall program for the building includes two levels of public-use space oriented to the food, beverage, and local agricultural trades. A detailed analysis of the project is provided in *The Mohawk Valley Food and Beverage Innovation Center Feasibility Study* (January 2017) prepared for Otsego Now. Detailed description of the space program is provided below with excerpts from the report. Four levels of mixed-income housing are located above the Food and Beverage Innovation Center. These include 40 new apartments. Parking is not provided on site and is intended to be provided in the public parking structure across the street.

**Programmatic Uses:**

- A center of learning for all that touches agriculture, food and beverage
- Commercial kitchen and related cooler/freezer area with USDA space
- Agriculture-based workforce training area, including certificate programs
- Shared-use entrepreneurial makerspace with public/private focus
- 3-Barrel Pilot/Training Brewing System/Incubator
- Regional craft food and beverage retail exchange/urban market
- Research and development, and agriculture industry support center
- Demonstration and education kitchen with classroom and lecture area
- Administrative space for agriculture, food and beverage organizations
- Educational space for colleges, hospital and community organizations
- Mixed-type residences

**Catalytic/ transformative nature:**

The project will support entrepreneurs and existing businesses in craft food and beverage. It will make Oneonta a regional destination for food and beverage initiatives. It will create jobs and bolster local agriculture and food production. It will strengthen the cultural identity and attract tourism.

**Financial and economic benefits:**

The project cost is approximately \$18,400,000 not including equipment and is described in item 11. The sources of funds are described in item 12. The project will improve the local economy, tourism and visitation to the downtown and local business. One of the primary goals of the project is job creation and job training. The project is projected to create 43 jobs.

**Mohawk Valley Food & Beverage Innovation Center Program of Uses**

	Size in Square Feet (S.F.)
<b>First Floor</b>	
Regional Craft Food & Beverage Retail Space <ul style="list-style-type: none"> <li>• Beer Cooler</li> <li>• 3 Barrel Pilot Brewery Training</li> <li>• Retail Offerings</li> </ul>	3,711
Commercial Kitchen <ul style="list-style-type: none"> <li>• Coolers</li> <li>• Cleaning Room</li> <li>• Office</li> <li>• Storage</li> <li>• Breakroom</li> <li>• Pastry Kitchen</li> <li>• Catering Kitchen</li> </ul>	3,764
Residential Lobby <ul style="list-style-type: none"> <li>• Staircase</li> <li>• Elevator</li> <li>• Residential storage</li> </ul>	1,520
<b>Second Floor</b>	
Food and Beverage Support Space <ul style="list-style-type: none"> <li>• 2 conference rooms</li> </ul>	4,393
Entrepreneurial Training Center/Administrative Offices	5,748
Event Room <ul style="list-style-type: none"> <li>• Demo Kitchen</li> <li>• Prep Area</li> <li>• Gallery</li> </ul>	3,250
<b>Floors 3-6</b>	
Residential per floor	10,884
Terrace	1,256

Figure 2: Program Chart: Source Otsego Now

**Implementation actions needed:**

- Site control: Project is contingent upon obtaining site control.
- Identify project manager: Otsego Now may require a project manager for implementation of the project.
- Secure design consultant: While concept designs are included within the DRI Plan, further design and construction documents will be required.
- Building approvals: Otsego Now or other partner will secure any required building permits. Zoning actions are not required.
- Secure contractor: Otsego Now will secure a contractor.



Floor 2

Figure 3-6: Food and Beverage Innovation Center- Floor Plans



Floor 1



Floors 3-6

Source: Elan Planning, Karen Karp & Partners

Figure 6: Food and Beverage Innovation Center-Rendering



Source: Elan Planning, Karen Karp & Partners

Figure 7: Existing Condition



Source: Stantec

**Maintenance and management required:**

- Creation of a private not-for-profit Local Development Corporation (LDC) to manage “all things food and beverage” for the Region
- Private developer will manage the residential component of project.

**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the local economy and support agribusiness and tourism.

**Site images:** See Figure 8

**10. Renderings** See figure 3-7

**11. Estimated Costs**

The estimated cost of the project is \$16,000,000 for exterior shell. Additional fees for site demolition and design consultant fees result in cost of approximately \$18,400,000. This does not include an estimated \$3,000,000 of equipment. The cost is composed of the following elements:

Development Cost	\$
Total Hard Costs	\$15M to \$16
Equipment and Furnishings	\$3M-3.5M
Total Soft Costs: Design Consultant	\$2.3M to \$2.4M
Total Construction Costs	\$20.3M to \$21.4M

## 12. Funding Sources

Sources	\$
CFA	\$3,000,000 Hard Costs - Shell
Restore NY	\$500,000
DRI	\$1,975,000 Mix of Hard Costs Shell and FFE Fit Up
URI, Other	\$750,000 FFE Fit Up
Public Subtotal	\$5,700,000

Tax credit syndication up-front: \$8,500,000, \$2.7+mm to be bridged.

Otsego Now is working with NYS Office of Homes and Community Renewal (NYS HCR) for housing support with grants and tax credits.

## 13. Site Ownership/ Legal Jurisdiction

Otsego Now does not control the site. An offer has been made to purchase property from the current owner. Project is contingent upon obtaining site control.

## 14. Regulatory Requirements

The project will require building permits. The proposed development is located within zoning district MU-1, Downtown Mixed-use. The proposed uses of the project are permitted. While the zoning ordinance requires a specific number of parking spaces by use (e.g., 3 spaces for 1,000 square feet of office space and additional spaces for each residential unit) it also discusses the opportunity to reduce the number of spaces needed based on adjacent public parking. This item will need to be addressed as the site plan process moves forward.

## 15. Public Support

This proposal was discussed in two public meetings held during the DRI planning process. The project was listed as potential project in a public meeting held December 13, 2016. The proposal was supported by 40% of the attendees at public meeting held January 24, 2017.

## 16. Anticipated Revitalization Benefits

The project will change the perception of blight in downtown Oneonta and will become an important tourist destination in the region. It will drive unique traffic to the City and enhance activity on Main Street. It will increase jobs and housing downtown.

## 17. Beneficiaries

The area's small businesses and residents will benefit.

## 18. Cost-Benefit Analysis

The cost of the project is approximately \$16,000,000 for exterior shell. Additional fees for site demolition and design consultant fees result in cost of approximately \$18,400,000. This does not include an estimated \$3,000,000 of equipment. A full proforma is being prepared. The benefit of the project will be:

- A center of learning for all regional food and beverage initiatives and expansion
- Job creation and job training
- Regional leadership and innovation
- Bolstered local agriculture and food and beverage production
- Strengthened cultural identity
- Removal of blight and improved character of Market Street
- Driver of unique traffic to City and enhanced activity on Main Street

## 19. Jobs Created

The mix of uses proposed will build on the region's "new economies," and will provide direct and indirect economic impacts through job creation, sector growth, tourism, a Maker Space, and unique traffic driven to downtown Oneonta. Otsego Now's Report estimates 43 jobs created in the long-term.

## 20. Timeframe for Implementation and Project Readiness

- If needed, pursue next round of CFA funding:
- NYS HCR Housing Awards 12/2017
- Site Control pending
- Deal finalized with financing in place Spring 2018
- Groundbreaking Spring 2018
- Occupancy Spring 2019

## 21. Project Metrics

- Increased workforce training
- Increased jobs
- Improved access and use of local agricultural products
- Increased residential units in downtown
- Increased tourism

# Develop Oneonta Upper Story Housing

## 1. Project Title

Develop Oneonta Upper Story Housing

## 2. DRI Funding

The project is recommended for \$2,000,000 in DRI Funding.

## 3. Summary Description

The project provides grants to owners of existing buildings within the DRI area who demonstrate commitment to renovate upper stories to accommodate Oneonta's unmet housing needs. The Residential Market Demand Analysis prepared by ZVA demonstrates a current market demand for approximately 100 units of apartments geared to young professionals and early retirees. Many existing residential properties located along Main Street are not suitable for a variety of potential tenants, and the cost of renovating these older structures to meet new housing demand is not fully covered by the current rental rates of the Oneonta marketplace. This project will allow necessary renovations to occur.

## 4. Location

Potential locations of the renovations include:

- Property 1: 250-256 Main Street-Upper Story renovation
- Property 2: 207-209 Main Street-Upper Story Housing, 2 apartments
- Property 3: 162-166 Main Street-Upper Story Housing, 6 apartments
- Property 4: 167-173 Main Street-Upper Story Housing, 8 apartments
- Property 5: 244-248 Main Street-Upper Story Housing, 10 apartments
- Property 6: 170-172 Main Street-Upper Story Housing, 8 apartments

- Property 7: 261-267 Main Street-Upper Story Housing, 6 apartments
- Property 8: 273-275 Main Street-Upper Story Housing, 4 apartments

Figure 1: Locator Map



Source: Stantec

## 5. Identification of Responsible Parties

**The City of Oneonta:** The City will assist with communication with owners and building permits.

**Individual property owners:** Property owners will enter into an agreement with the administering NYS agency according to established terms and demonstrate capacity to execute renovations.

**NYS (ESD, HCR or other):** Serve as administering agency for the building renovation projects.

## 6. Capacity

The City of Oneonta has capacity to assist with coordination of the project.

## 7. Project Partners

The primary project partners will be private building owners. Building owners, including those identified in item 4, will contract directly with the administering NYS agency for funding.

The City of Oneonta will coordinate with individual property owners and the administering NYS agency.

## 8. Strategies

The project aligns with several of Oneonta's DRI strategies. These include:

### **Goal: Foster economic growth:**

**Strategy:** Grow local tax base

- Increasing population density
- Increasing jobs on Main Street

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

### **Goal: Provide a high quality physical environment:**

**Strategy:** Create more housing options in downtown

### ***Alignment with prior Strategies from REDC:***

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for and growth of vibrant communities. The renovation of upper-story housing initiative supports the strategic goals of Oneonta which include providing a range of housing alternatives downtown.

## 9. Description

### **Project Type:**

The project includes renovations to existing buildings.

### **Catalytic/ transformative nature:**

The project will bring new housing options to downtown, and address the lack of diversity in its current housing stock. The Residential Market Demand Analysis prepared by ZVA demonstrates a current market demand for approximately 100 units of apartments geared to young professionals and early retirees. This project includes at least 8 properties and will provide approximately 44 units toward that need. The benefit of a larger and more diverse resident population in downtown Oneonta will include increased spending in local stores, support for jobs in downtown stores, and increased activity on downtown streets. The long-term increase in population will create a sustainable impact on downtown. The project will result in physical improvements to downtown buildings, many of which are historic.

While there are a few buildings in downtown Oneonta with vacant upper stories, most upper floors are occupied with housing. Tenants often consist of students and low-income tenants, and existing unit designs do not accommodate other types of tenants. The current fees for rental housing in downtown cover the cost of moderate maintenance for most existing buildings. The high cost of renovating existing buildings into newer unit types that correspond to those documented in the Market Study cannot be covered by existing rents. As a result, the existing owners have little incentive to renovate upper stories.

The DRI project will fill financial gaps that currently prevent renovations of upper story housing. The DRI project, combined with private funds and other loan programs, will allow individual property owners to renovate upper floors. The project provides incentives for the owners to undertake the required renovations that will accommodate the unmet housing need.

**Financial and economic benefits:**

The project cost of \$2,000,000 is described in item 11. The project will leverage substantial private capital as described in item 12. The proposed terms of the project include grants of up to 30% of renovation costs and a cap of \$300,000. It will increase tax revenue, details of which are provided in the cost benefit analysis (item 18).

**Implementation actions needed:**

- State: Identify project manager - Manager to assist owners with expediting financing options and applications.
- Owner: Individual owners will enter into agreement with NYS.
- Owner pre-development activities: Owners must complete designs for renovations and secure additional funding needed for project.
- Building approvals: The owner will submit the building for any required building permits. Zoning actions are not anticipated.
- Construction: by contractor retained by building owner

**Maintenance and management required:**

The management of each individual building will be by the private owner.

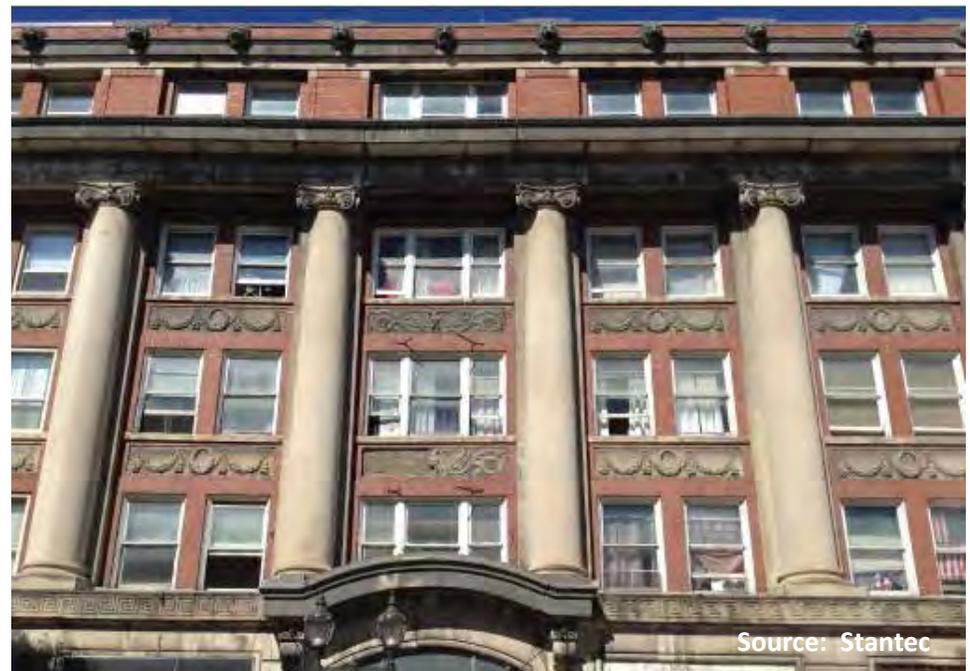
**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of housing options in downtown.

**Site images:**

See Figure 2

Figure 2: Existing Upper Stories of Buildings on Main Street



## 10. Renderings

No renderings for this project.

## 11. Estimated Costs

The estimated cost of the project is \$2,000,000 of DRI Funds. The cost is composed of the following elements:

Development Cost	\$
Building renovation cost	\$4,450,000
Soft costs, design consultants retained by owner	\$600,000
Total Cost	\$5,150,000

## 12. Funding Sources

The project will be funded by private capital, DRI funds, tax incentives, private loans. Additional funding sources may include the NYSERDA multifamily loan program, Historic Tax Credits, and/or the NYS Main Street program.

## 13. Site Ownership/ Legal Jurisdiction

The potential individual properties are under private ownership and may include the following:

- Property 1: 250-256 Main Street
- Property 2: 207-209 Main Street
- Property 3: 162-166 Main Street
- Property 4: 167-173 Main Street
- Property 5: 244-248 Main Street
- Property 6: 170-172 Main Street
- Property 7: 261-267 Main Street
- Property 8: 273-275 Main Street

## 14. Regulatory Requirements

The proposed developments are anticipated to meet existing zoning regulations. The property owners must obtain all required permits and approvals.

## 15. Public Support

The proposal for renovation of upper-story housing was supported in two public meetings held during the DRI planning process. The project was listed as priority project by multiple break out groups in the public meeting held December 13, 2016. The proposal was indicated as a high priority by 60% of respondents in a survey of attendees at the public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

## 16. Anticipated Revitalization Benefits

The project will bring a larger and more diverse residential population into downtown and will improve the condition of the City's existing building stock on Main Street. This will change the perception of downtown as an area currently dominated by students and low income housing. The increased residential population will increase the City's tax base, and increase the households with disposable income living adjacent to downtown stores and businesses.

## 17. Beneficiaries

Young professionals and early retirees who have been unable to find housing options in Oneonta will benefit. The area's larger employers, including SUNY Oneonta, Hartwick College, Bassett Health and Fox Heath, who find their employees lack appropriate housing options, will benefit. Local retailers will benefit from increased spending in local stores.

## 18. Cost-Benefit Analysis

The project's fiscal cost and benefit analysis indicates it will leverage significant private capital. To allow building owners to overcome

financial obstacles, a subsidy of approximately \$2,000,000 is proposed. The proposed terms of the program offer matching grants toward cost of renovations. Proposed terms are a maximum grant of 30% toward renovation costs. As a result, the project could bring in over \$6,000,000 in private investment. Furthermore, the increase in housing population will support local business and translate into increased revenue in local stores.

### 19. Jobs Created

Jobs are created indirectly through the increase in residential population in downtown Oneonta. Increased housing will result in spending in local businesses throughout the seasons.

### 20. Timeframe for Implementation and Project Readiness

The City of Oneonta will coordinate with property owners during 2017 and 2018 to participate in the Upper-story Housing project.

Project initiation	Month 4
Coordinate with individual owners on funding needs	Month 6
Identify financial plans	Month 8
Designs by owner complete	Month 11
Construction start	Month 13

### 21. Project Metrics

- Number of building owners participating in program
- Dollars of private investment- Private funds leveraged by DRI match to renovations
- Number of apartments created/ renovated
- Number of apartments occupied
- Increase in retail sales- track annual spending in downtown retail establishments

# Develop Westcott Lot Mixed-use Development

## 1. Project Title

Develop Westcott Lot Mixed-use Development

## 2. DRI Funding

Project is recommended for \$3,200,000 in DRI Funding

## 3. Summary Description

The project is a new building at 226-236 Main Street with retail and residential uses. The new building includes Main Street level retail, three levels of housing above, and a level of parking beneath the building accessed from South Main Street. The new building will include approximately 27-30 one and two bedroom dwelling units and 4,000-6,000sf of new retail. The project responds to the Residential Market Demand Analysis prepared by ZVA (2016), which indicates a current demand for approximately 100 units of apartments geared to young professionals and early retirees. The design for the site also includes a small public plaza on Main Street and linear public pedestrian passageway that connects Main Street to South Main Street and to multiple destinations in the southern portion of downtown.

## 4. Location

The proposed development site is located at 226-236 Main Street on the site of a public parking lot. The parking spaces are located one story below the level of Main Street and are accessed from the rear of the lot along South Main Street. The change in site elevation allows for a new structure to be placed above the parking.



Figure 1: Westcott Lot Mixed-use Development Key and Location Plan



## 5. Identification of Responsible Parties

The City of Oneonta controls the property and will identify a private development partner. The private development entity will construct the public plaza, walkway, and new mixed-use development. The private entity will manage the development and be responsible for long-term sustainability of the project. The City of Oneonta may issue a developer RFP to secure a development partner. If issued, the RFP will include design criteria for the building and site, and identification of DRI funds.

## 6. Capacity

The City has the capacity to issue a developer RFP and award. The City may require a project manager to monitor the implementation of the project.

## 7. Project Partners

The primary project partner will be a private developer. While the development partner has not been identified, there are development firms who have expressed interest. The City of Oneonta or other appropriate entity may issue a developer RFP to secure a development partner. If issued, the RFP will include design criteria for the building and site, and identification of DRI funds.

## 8. Strategies

The project aligns with several of Oneonta's DRI strategies. These include:

### **Goal: Foster economic growth:**

**Strategy:** Grow local tax base

- Increasing population density

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

### **Goal: Provide a high quality physical environment:**

**Strategy:** Create more housing options in downtown

### **Alignment with prior Strategies from REDC:**

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities.

## 9. Description

### **Project Type:**

The project includes new housing, retail, and public space.

### **Catalytic/ transformative nature:**

The project will bring new housing options to a downtown that currently lacks diversity in its housing types. The Residential Market Demand Analysis prepared by ZVA demonstrates a current demand for approximately 100 units of apartments geared to young professionals and early retirees. The Westcott Lot Mixed-use Development will provide approximately 27-30 units toward that demand. The benefit of a larger and more diverse resident population in downtown Oneonta will include increased spending in local stores, support for jobs in downtown businesses, and increased activity on downtown streets. The long-term increase in population will create a sustainable impact on downtown. The project will achieve this and maintain parking spaces on the ground level. The project will include further study to accommodate public parking on site. The building will incorporate sustainable design practices.

The public space associated with the development, located above the parking level, will provide new outdoor seating, dining, and activities. It will also provide a much needed public walkway between Main Street, South Main Street, the Market Street "Innovation District," and Neahwa Park. The project will address the separation of the Market Street area from Main Street that has deterred development of several underutilized parcels along Market Street. The public walkway and plaza

Figure 2: Wescott Lot Existing



Figure 4: Wescott Lot Existing



Figure 3: Wescott Lot Existing



Figure 5: Wescott Lot Existing



Figure 6: Wescott Lot Mixed-use Development Site Map



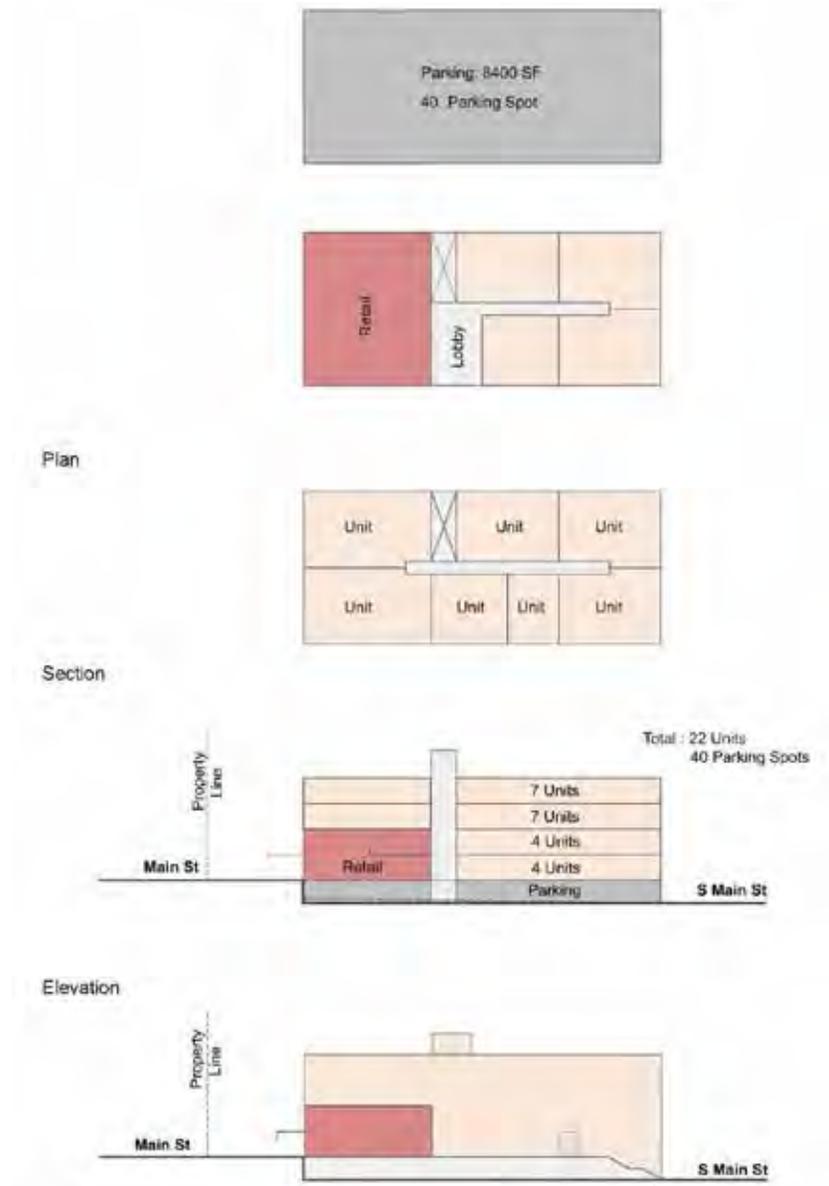
Source: Stantec

Figure 7: Example of public passageway



Source: Stantec

Figure 8: Wescott Lot Mixed-use Development Programming



Source: Stantec

will improve the perception of interconnections within the City and opportunities for additional development.

**Financial and economic benefits:**

The project costs of \$7,692,225 are described in item 11. The majority of funding will be private capital as described in item 12. The project will increase tax revenue, details of which are provided in the cost benefit analysis (item 18).

**Implementation actions needed:**

- Site control: The City is in the process of transferring site ownership from a public agency to the City of Oneonta. This transfer can be accomplished with relatively simple letter agreement and is mutually agreeable by both parties.
- Secure developer: The City will procure a developer. This may be accomplished through a developer RFP process (item 7).
- Project manager: The City may require a project manager to ensure its goals are implemented during the construction of the project.
- Building approvals: The developer will submit the building for typical building permits. Site review is required as a standard practice by City Zoning.
- Maintenance and management required: The management of the building and public space will be by the private developer.

**Relationship to other projects/ initiatives:**

The project is not dependent on other proposed DRI projects or on other non-DRI projects being approved or executed. This project is part of an overall strategy to improve the quality and quantity of housing options in downtown.

**Site images:**

See Figures 2-5

Figure 9: Example of public passageway



**10. Renderings**

See Figures 6-9

**11. Estimated Costs**

The estimated cost of the project is \$7,692,225. The cost is composed of the following elements:

Development Cost	\$
Building cost	\$4,989,495
Elevated plaza cost	\$1,711,050
Soft costs	\$804,065
Financing cost	\$187,615
Total Cost	\$7,692,225

## 12. Funding Sources

The majority of the project will be funded by private capital. A private developer will construct the project after award through a Developer RFP process.

Private Funds: Developer:	\$4,500,000-5,300,000
DRI Funds- Mixed-use development:	\$1,500,000
DRI Funds- Public plaza:	\$1,700,000

There may be additional private funds by adjacent property owner. (TBD)

The summary of the pro forma for the project is located in Cost Benefit Section (item 18).

## 13. Site Ownership/ Legal Jurisdiction

The City can easily obtain jurisdiction over the Westcott Lot from the current public agency which controls it. The transfer of ownership between these two public agencies is a relatively simple short letter agreement process and is agreeable to both parties.

## 14. Regulatory Requirements

The proposed development is located within zoning district MU-1, Downtown Mixed-use. The proposed uses of the project are permitted. According to existing zoning regulations, a project of this size will require site plan review as part of standard practice.

## 15. Public Support

Development of project was supported in two public meetings held during the DRI Planning process. The project was listed as priority by multiple break out groups in the public meeting held December 13, 2016. The proposal was supported by a survey of attendees at the public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated support for the project.

## 16. Anticipated Revitalization Benefits

The Westcott Lot Mixed-use Development project will bring a larger and more diverse residential population into downtown. This will change the perception of downtown as an area currently dominated by student and low income housing. The added residential population will increase the City's tax base, and increase households with disposable income living adjacent to downtown stores and businesses.

## 17. Beneficiaries

Young professionals and early retirees who have been unable to find housing options in Oneonta will benefit. This includes staff of the area's larger employers, including SUNY Oneonta, Hartwick College, Bassett Healthcare, and A.O. Fox Hospital, who find their employees lack attractive housing options. Local retailers will benefit from increased spending in local stores.

## 18. Cost-Benefit Analysis

A summary pro forma for the Westcott Lot Mixed-use Development is located below. The project's fiscal cost and benefit analysis indicates a financial return, but not at a sufficient rate to attract a private investor. To achieve a reasonable return would require a subsidy of \$1,500,000. An additional \$1,700,000 in subsidy is required to construct the elevated public plaza. The project will leverage nearly \$5,000,000 in private investment. The new residents will increase retail sales on Main Street and other area establishments.

### Proforma Summary:

Project cost	\$7,692,225
Net operating income	\$226,975
Property tax	\$90,408
Supportable debt	\$2,662,428
Tax incentives	(\$301,302)
Gap funding	\$3,200,000

**19. Jobs Created**

The Westcott Lot Mixed-use Development will result in jobs created in the retail space. At 300-700sf per employee, the retail development may provide 8-11 jobs. Jobs will also result from building maintenance. Existing jobs in adjacent retail establishments are likely to become more secure and may also increase as a result of the project.

**20. Timeframe for Implementation and Project Readiness**

The City of Oneonta may issue a developer RFP to secure a development partner. If issued, an RFP will include design criteria and identification of DRI funds. With award of development rights in 2017, construction could be completed by early 2019.

Issue Developer RFP	Month 3
Secure private developer	Month 6
Developer to complete Construction Documents	Month 13
Permit Review Complete	Month 15
Construction Start	Month 16

**21. Project Metrics**

- Increase in apartments in Downtown
- Leverage of Private investment
- Jobs created in retail space
- Increase in retail sales in local establishments

# Develop Parking Garage Renovation and New Transit Hub

## 1. Project Title

Develop Oneonta Parking Garage Renovation and New Transit

## 2. DRI Funding

The project is recommended for \$2,500,000 in DRI Funding.

## 3. Summary Description

The project comprises renovations to Oneonta’s existing public parking garage that will improve visitation to Oneonta’s local businesses and accommodate a new transit facility. The parking structure currently provides 480 public parking spaces on three levels and a bus station (Trailways) for intercity buses. While it was constructed 40 years ago, an engineering assessment suggests the structure has an additional 50 years of life expectancy if it receives proper maintenance. Its current condition and façade are a blight on adjacent properties however. Improvements include long-term maintenance and exterior renovations. The project also includes implementation of the new Transit Hub facility on the south side of the parking structure. The facility will strengthen downtown Oneonta’s position as a regional destination.

## 4. Location

The garage is located at 47 Market Street, at the corner of Chestnut Street. Its proximity to downtown businesses allows any improvements to translate into benefits for downtown businesses and residents.



Figure 1: Parking Garage Renovation and Transit Hub Key and Location Plan



## 5. Identification of Responsible Parties

The City of Oneonta will manage the renovation project. The City of Oneonta Office of Public Transit will operate and maintain the Transit Hub. The Transit Hub will coordinate management with Otsego County Transit, Intercity bus service provider (Trailways), and other local shuttle buses.

## 6. Capacity

The City of Oneonta will manage the parking structure renovation project. The City's Office of Public Transit will operate the new adjacent Transit Hub facility. This office successfully operates the Oneonta Public Transit Center on Main Street and has the capacity to manage and operate a new transportation facility. The City may require assistance for the management of implementation funds from multiple sources pertaining to this complex project. The City will likely have to retain a project manager to oversee the implementation of the plan.

## 7. Project Partners

The City's Office of Public Transit will be the primary project partner. Other partners include Otsego County Transit, the regional intercity bus service provider (Trailways), and the City of Oneonta. Should optional components be added to the project, a private developer could be an additional project partner.

## 8. Strategies

The project aligns with several of Oneonta's DRI Strategies. These include:

### **Goal: Provide a high quality physical environment:**

**Strategy:** Provide adequate infrastructure to support new development

- Increasing access to public parking
- Increasing access to Transit, bike, and taxi services
- Making City more walkable

- Increasing visitation to Main Street
- Increasing activities on Market Street

### **Alignment with prior Strategies from REDC:**

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for tourism, and growth of vibrant communities.

## 9. Description

**Project Type:** The project includes public improvements.

### **Description:**

Downtown Oneonta's public parking structure has fallen into disrepair and many individuals do not use it. Its aging façade is a blight on the downtown. Local business and residents are dependent upon parking for visitation. While many area residents complain there is insufficient parking to support existing business and residential uses, this parking structure is often partially vacant due to its disrepair. The proximity of the structure to local businesses allows it to be a valuable facility that can serve both local business and area residents.

Downtown Oneonta's central transit facility is located on Main Street. While it functions well, it is separated from the regional transit facility located at the Market Street parking structure. The Main Street station necessitates extensive bus movements on Main Street. The waiting facilities at both local and regional bus facilities are unwelcoming. Residents and travelers who transfer between a local bus and regional bus must walk one block to the other facility.

The proposed Parking Garage Renovation and New Transit Hub project will unify local and regional buses into one facility, provide taxi area, bike parking, shared car parking, electric vehicle charging stations, elevator, roof top solar panels, and new central waiting room. The Transit Hub will be attached the existing parking structure on Market Street where the regional bus facility is located. While the parking structure was constructed 40 years ago, an engineering assessment suggests its structure has an additional 50 years of life expectancy if it

receives proper maintenance as described in Foit Albert Report (2016). Improvements include long-term maintenance to the garage and replacement of aging exterior. Initial work also includes dedication of specific spaces for reserved overnight residential parking. The Transit Hub portion of the project could be constructed along with exterior renovations to the garage or constructed as a second phase. The facility will include seven bus bays and eliminate the need for buses to back up. An architectural structure will screen the Transit Hub from Market Street and provide a pedestrian-oriented character. Potential additional program elements included enclosed, mixed-uses.

**Catalytic/Transformative nature:**

The project will improve visitation to local businesses. The project will consolidate and facilitate connections between multiple types of transit. The improvements will make Oneonta easier to access and make it a regional destination.

**Financial and economic benefits:**

The project cost of \$4,850,000 is described in item 11. Funding is anticipated from DRI and NYS DOT item 12. The project will improve visitation to local businesses, and increase tax revenue generated from local businesses.

**Implementation actions needed:**

- Site Control: The City owns the site
- City to Identify Project Manager: The City may require a project manager to monitor the implementation of the project
- Secure Design Consultant: While concept designs are included within the DRI Plan, further design and construction documents will be required.
- Building Approvals: The City will submit the building for typical building permits. Zoning actions are not anticipated.
- Secure Contractor: The City of Oneonta will secure a contractor.

**Maintenance and management required:**

The management of the building will be by the City of Oneonta and the City's Office of Public Transit.

Figure 2: Parking Structure and Proposed Transit Hub: Alternate view



**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of connections throughout downtown.

**Site images:**

See Figures 5-8

**10. Renderings**

See Figures 2,3,8,9



Source: Stantec

Figure 3: Parking Structure and Proposed Transit Hub

Figure 4: Existing Parking Structure



Figure 6: Existing Parking Structure



Figure 5: Existing Parking Structure



Figure 7: Existing Parking Structure

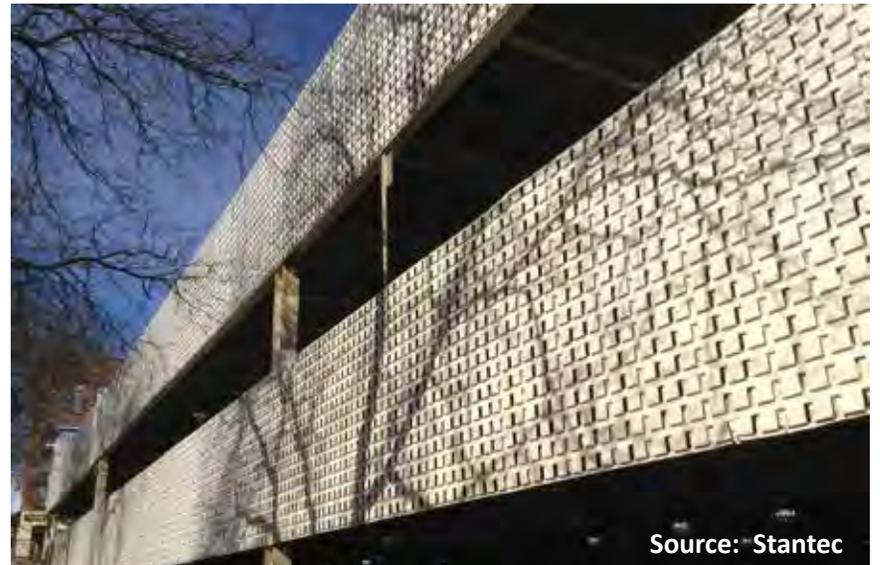


Figure 8: Parking structure brick recladding alternative and proposed Transit Hub



Figure 9: Parking structure alternative with metal mesh and glass recladding and proposed Transit Hub



**11. Estimated Costs**

The estimated cost of the project for the parking garage renovation and transit hub is \$4,850,000. Additional costs will be incurred if additional project elements such as enclosed mixed-use development are included. The cost is composed of the following elements:

Development Cost	\$
Demolition	\$200,000
Structural repairs	\$750,000
Façade renovation	\$900,000
Transit Hub	\$2,350,000
Soft cost: design consultant	\$650,000
Total Cost	\$4,850,000

**12. Funding Sources**

DOT Funds: \$2,350,000 to \$3,500,000

DRI Funds: \$2,500,000

Private Developer Financing: TBD if added to project

**13. Site Ownership/Legal Jurisdiction**

The City owns the site.

**14. Regulatory Requirements**

The project will require building permits and require NYS DOT review if awarded DOT funds. The proposed development is located with zoning district MU-1, Downtown Mixed-use. The proposed uses of the project are permitted. According to existing zoning regulations, the Transit Hub portion of this project will likely necessitate site plan review.

**15. Public Support**

The Parking Garage Renovation and New Transit Hub Project was supported in two public meetings held during the DRI Planning process. The project was listed as potential project in a public meeting held December 13, 2016. The proposal for the Transit Hub was a high priority for 58% of respondents in a survey of attendees at a public meeting held January 24, 2017. Additional proposals to include a variety of mixed-uses as part of the project were identified as a high priority by 7% of respondents. The Oneonta DRI Local Planning Committee indicated support for the project.

**16. Anticipated Revitalization Benefits**

The project will change the perception of blight in this portion of downtown Oneonta and become an important transit gateway for the City. The Transit Hub, used by area residents and tourists, will portray Oneonta as a vibrant City center. The Transit Hub will establish Oneonta as a regional destination and facilitate multimodal transit connections. It will also provide needed high quality parking for local retailers and small businesses. The dedication of portions of the garage for reserved residential parking will facilitate residential development in the downtown. Redesigned stair towers and lighting will improve safety and circulation.

## 17. Beneficiaries

The area's small businesses and residents will benefit from the greatly improved quality of parking and transit access. Local retailers will benefit from increased spending in local stores. Adjacent sites will benefit from the removal of blight. The new Transit Hub will benefit all residents and businesses by improving connections to the region.

## 18. Cost-Benefit Analysis

The cost of the project is \$4,850,000. The benefit of the project will be improved transit connections within the City and to the region. It will also provide needed high quality parking for local retailers and small businesses. The dedication of portions of the garage for reserved residential parking will facilitate residential development in the downtown. While these benefits are not readily quantifiable in dollar amounts, these types of improvements can improve the overall business environment.

## 19. Jobs Created

The Oneonta Parking Structure and Transit Hub will contribute indirectly to job growth in Oneonta. Improved parking facilities within downtown Oneonta are directly tied to the health of retail and small business in Oneonta. Improved transit will position downtown Oneonta to be the center for the region, a stronger center for business, and a center for tourism.

## 20. Timeframe for Implementation and Project Readiness

The City of Oneonta can implement recladding of garage and long-term maintenance within one and a half years. Concept designs are included with the DRI Plan, and design and construction documents for garage renovation are feasible within short a time frame. The new Transit Hub implementation is included in the funding and can be implemented with the parking structure renovation or possibly as a second phase. The Transit Hub will require additional design and a construction timeframe of two to three years. If additional enclosed mixed-use spaces are incorporated, the project could require a longer timeframe.

Timeframe for Early Start Renovations :

Retain design consultant	Month 4
Complete construction documents	Month 12
Retain contractor	Month 14
Construction start	Month 16

## 21. Project Metrics

- Increase parking usage
- Increase visitation to Main Street businesses
- Increased use for residential parking
- Increased transit ridership
- Increased pedestrian activity on Market Street

# Improve Market Street and South Main Street

## 1. Project Title

Improve Market Street and South Main Street

## 2. DRI Funding

Project is recommended for \$1,750,000 in DRI Funding.

## 3. Summary Description

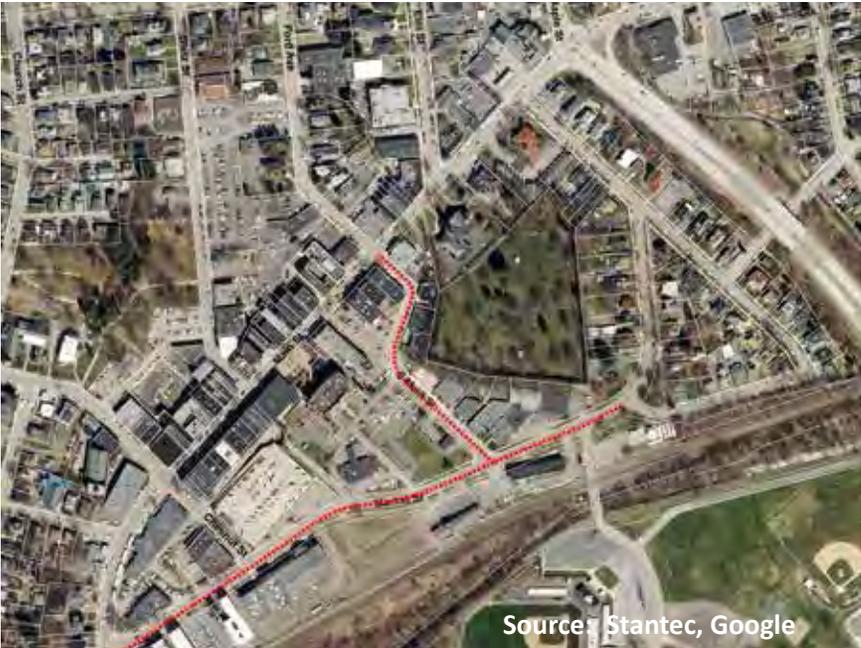
The project provides renovations to existing streets in downtown Oneonta, Market Street and South Main Street. Market Street, located one block from historic Main Street, has a character completely inconsistent with Oneonta’s downtown. It has underutilized land along many portions of it, limited pedestrian facilities, a wide pavement width, and low vehicular use. Renovations to this street are designed to increase pedestrian activity, provide an urban character consistent with Oneonta’s downtown, and incentivize development of underutilized properties. Renovations may be constructed in two phases. Phase 1 includes pedestrian improvements such as bulb-outs, improved cross walks, parallel parking, bike lanes, and potted plants that can each be implemented within a short time frame for relatively low cost. Phase 2 includes construction of new sidewalks, curb realignments, street lights, green infrastructure, and street furniture.

## 4. Location

The proposed development site is Market Street from the intersection at Main Street to James Georgeson Ave. Portions of South Main Street extending from Market Street to Westcott Lot are also included. The project also includes the intersection of Main Street and Chestnut Street.



Figure 1: Market Street and South Main Street Key and Location Plan



## 5. Identification of Responsible Parties

The City of Oneonta will manage the project.

## 6. Capacity

The City has the capacity to manage the project.

## 7. Project Partners

Potential project partners are NYS DOT. The Phase 2 portion of the project may involve below grade infrastructure improvements. These will require additional funding through CHIP funds or other NYS DOT programs.

## 8. Strategies

The project aligns with several of Oneonta's DRI strategies. These include:

### **Goal:Foster economic growth:**

#### **Strategy:** Grow local tax base

- Encourages long-term development of Market Street

**Strategy:** Create jobs for a diverse population including high paying jobs for a skilled workforce

### **Goal: Provide a high quality physical environment:**

**Strategy:** Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment.

- Increasing pedestrian and biking connections throughout downtown
- Access to Transit, in association with proposed Market Street Transit Hub

### ***Alignment with prior Strategies from REDC:***

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities.

## 9. Description

**Project Type:** The project includes street improvements, pedestrian and bike improvements.

### **Description:**

Market Street is located one block from Main Street yet has a character completely inconsistent with Oneonta's downtown. Its width, which varies from 60 to 70 feet, only carries two travel lanes and has very little on-street parking. It handles a relatively small number of vehicle trips of 2,900 cars per day. It has relatively few crosswalks and no street trees. Due to the wide width, cars travel very fast, at speeds inconsistent with a pedestrian environment. The project also includes the intersection of Main Street and Chestnut Street, where an accident involving a pedestrian occurred.

Renovations may be constructed in two phases. Phase 1 includes pedestrian improvements such as bulb-outs, improved cross walks, parallel parking, bike lanes, potted plants, and areas for food trucks, and lane realignments at new Transit Hub. All of these can each be implemented within a short time-frame. These are similar to low cost improvements installed in New York City. The project will implement pedestrian safety improvements to the intersection of Main Street and Chestnut Street. Phase 2 includes construction of new sidewalks, curb realignments, street lights, street trees, green infrastructure, and street furniture. These improvements will elevate the character of the street to one that matches Oneonta's historic Main Street. Components also include replacement of head-in parking with a sidewalk in front of the Foothills Theater along Market Street. Also Included are gateways at Main Street and Market Street and at James Georgeson Avenue.

**Catalytic/ transformative nature:**

The proposed improvements will result in streets that are consistent with the walkable urban character of downtown Oneonta and establish the street as the next place for development. Market Street and the proposed Food and Beverage Innovation District that runs along its length was the focal point of Oneonta’s DRI application. In the long-term, the street is intended to have new mixed-use buildings, residential buildings, a new transit hub, a Food and Beverage Innovation Center, and improved Foothills Theater. The area branded the “Innovation District” will be a walkable, active area. Recreating Market Street as its center spine is an essential component of this long range plan.

**Financial and economic benefits:**

The project cost of Phase 1 with low-cost and quickly implemented painted improvements is \$1,000,000. The cost of Phase 2 reconstruction improvements is \$2,000,000. These are described in item 11. The project will change the perception this portion of downtown Oneonta. The project is intended to incentivize redevelopment of underutilized properties in the downtown.

**Implementation actions needed:**

- Design completion: Conceptual plans for Market Street and South Main Street are included with the DRI Plan. Further engineering and construction documents for both Phase 1 and Phase 2 will be required.
- Project manager: The City may require a project manager to ensure its goals are implemented during the construction of the project.
- Building approvals: Approvals will be required.

**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or on other non-DRI projects being approved or executed. Other projects in the DRI program are dependent on the transformation of Market Street and South Main Street. The Transit Hub will require new lane designs along Market

Street. The “Innovation District”, Food and Beverage Innovation Center, future multifamily or mixed-use developments are also dependent upon these improvements. This project is an integral part of an overall strategy to increase locations for new housing options in downtown.

**Site images:**

See Figures 2, 3

**10. Renderings**

See Figures 4-7

**11. Estimated Costs**

Development Cost	\$
Phase 1 cost	\$900,000
Phase 1 soft costs: design consultant	\$100,000
Phase 2 cost	\$1,800,000
Phase 2 soft costs: design consultant	\$200,000
Total Cost	\$3,000,000

**12. Funding Sources**

Funding is provided by multiple sources. These include DRI, previously awarded CFA, and future grant application to NYS DOT. It is intended that DRI Funds and already award CFA funds be used for Phase 1 activities, design services for Phase 2, and construction start for Phase 2.

CFA Funds: already awarded	\$ 500,000
DRI Funds: Phase 1	\$1,750,000

DRI Funds: Phase 2 \$ 0  
 DRI Funds for Phase 2 include design services for engineering and landscape and construction start  
 NYS DOT: \$ 750,000  
 NYS DOT Funds are to be applied for and used for later phases of scope such as construction

### 13. Site Ownership/Legal Jurisdiction

The Market Street and South Main Street are City controlled streets. No work will be done on private property.

### 14. Regulatory Requirements

The street improvements will require regulatory approvals from the City’s regulatory authorities.

### 15. Public Support

This project was supported in two public meetings held during the DRI Planning process. The project was listed as priority project by multiple break out groups in a public meeting held December 13, 2016. The proposal was supported by a survey of attendees at a public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

### 16. Anticipated Revitalization Benefits

The Market Street and South Main Street Improvement project will change the perception of Market Street area from one that is separate from Oneonta’s downtown Core to one that is part of the downtown. The street will offer greater opportunities for new development and be the center of the new “Innovation District” of housing, new small business, food and beverage related education, transit hub, and more.

### 17. Beneficiaries

The area’s population will benefit from more convenient access across the City. Adjacent property owners will benefit from increased value of

the properties. Local retailers will benefit from increased “foot traffic” and spending in local stores. It will improve pedestrian safety.

### 18. Cost-Benefit Analysis

The cost of the project is \$3,000,000. The benefit of the project will be improved connections between the future “Innovation District”, Foothills Theater, Food and Beverage Innovation Center, and Transit Hub. Properties along these streets will increase in value and be perceived as redevelopment opportunities. While these benefits are not readily quantifiable in dollar amounts, national examples of walkable communities indicate this type of walkable strategy can improve overall business environment. It will improve pedestrian safety.

### 19. Jobs Created

Jobs are not directly created by this project. The repositioning of the streets will incentivize growth of new businesses and housing along these streets and within the downtown.

### 20. Timeframe for Implementation and Project Readiness

The City of Oneonta can implement Phase 1 during the first year and a half. The Phase 2 improvement can complete design within one year and may require more than one year to construct, depending upon partner funds.

Retain design consultant	Month 6
Complete planning for Phases 1 and 2	Month 8
Implement Phase 1	Month 12
Award of NYS DOT grants	Month 16
Implement Phase 2	Month 20

## 21. Project Metrics

- Linear feet of new crosswalks
- Increase in pedestrian foot traffic
- Reduced automobile traffic speeds through use of traffic calming measures
- Increased use of transit along Market Street
- Redevelopment of underutilized lots

Figure 2: Market Street existing condition



Figure 3: Market Street existing condition



Figure 4: Market Street Plan modification



Figure 5: Market Street Plan modification



Figure 6: Main and Chestnut Street Intersection modification

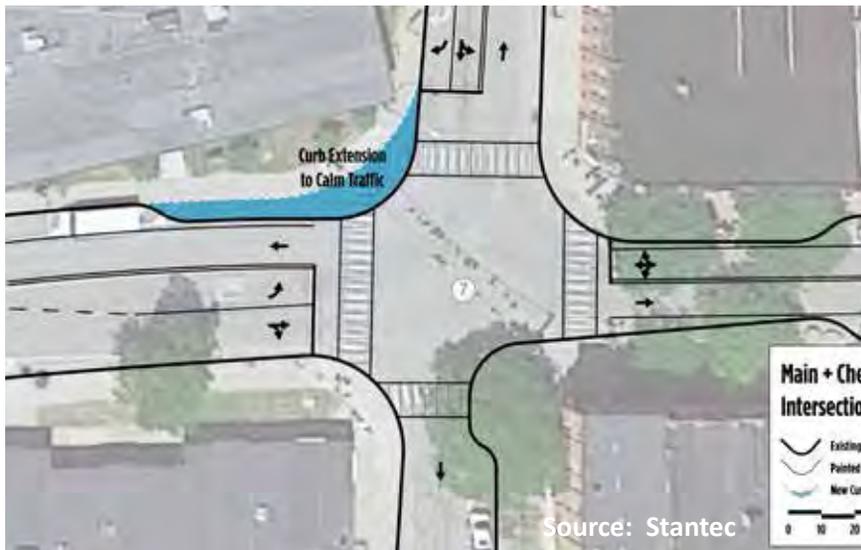


Figure 7: Intersection precedent



# Connect Muller Plaza Passage

## 1. Project Title

Connect Muller Plaza Passage

## 2. DRI Funding

The project is recommended for \$250,000 in DRI Funding.

## 3. Summary Description

The project will establish a public pedestrian passageway between Muller Plaza, Oneonta's central public space, and Water Street. The passageway will provide an important connection between Oneonta's most important public space and other points of the City. Muller Plaza currently lacks activity since it has access only along one side. The project will introduce an additional point of entry from Water Street to help activate the plaza as a central destination for the City. The connection will allow access to the plaza from the City's public parking garage, existing shops on Water Street, and ultimately to the new Transit Hub, Foothills Theater, future "Innovation District" at Market Street, and the Food and Beverage Innovation Center.

## 4. Location

The proposed development site is located between Muller Plaza and Water Street. It is an "L" shaped lot of approximately 1,200sf that is connected to Water Street on its southwest end and to Muller Plaza at the northeast end.



Figure 1: Location Map



## 5. Identification of Responsible Parties

The City of Oneonta will obtain an easement from the current owner.

## 6. Capacity

The City of Oneonta has capacity to facilitate this transaction and retain design consultants to implement the design.

## 7. Project Partners

There are no anticipated project partners if the City acquires the parcel. In the case of an easement, the current property owner will be a project partner.

## 8. Strategies

Alignment with Oneonta’s DRI strategies:

### Goal: Provide a high quality physical environment:

**Strategy:** Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment:

- Increasing activities on Main Street
- Increasing connectivity between various parts of City

**Strategy:** Provide adequate infrastructure to support new development:

- Increasing access to public parking
- Making City more walkable

### Alignment with prior MV REDC Strategies:

The Mohawk Valley Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta’s Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities. The passageway provides access for tourists as well as for

residents to central facilities, such as parking, the farmer’s market, and the future transit hub.

## 9. Description

### Project Type:

The project includes new public space.

### Alignment:

The Muller Passage supports the strategic goals of Oneonta, which include expanding connections between downtown and the future “Innovation District” along Market Street.

### Catalytic/Transformative nature:

The project will change the perception of distances between various portions of downtown Oneonta. Currently, the block bounded by Main Street, Chestnut Street, Market Street, and South Main Street is a superblock. A superblock is an urban block large enough to prohibit convenient pedestrian or vehicular connections across the City. Oneonta’s superblock is 950 feet long and over 650 feet wide, whereas a conventional walkable urban block is 400 to 500 feet long by 250 feet wide. This superblock configuration was created during the urban renewal program of the 1970’s in which a historic street on the site, Broad Street, was eliminated. Because of the separations it creates, the superblock configuration stifles development along Market Street and the proposed “Innovation District.”

The Muller Passage is one portion of a new mid-block pedestrian passage through the superblock. A second portion is located on City-owned land. Once completed, the new pedestrian passage will reconnect Market Street to Main Street and allow new development along Market Street to support Main Street businesses.

A walkway currently exists on the proposed site and it once allowed public access. The Clarion Hotel acquired the parcel and restricted access. The DRI funds will allow acquisition or the creation of an easement on the parcel, construction of a new fence and other

Figure 2: Existing passageway

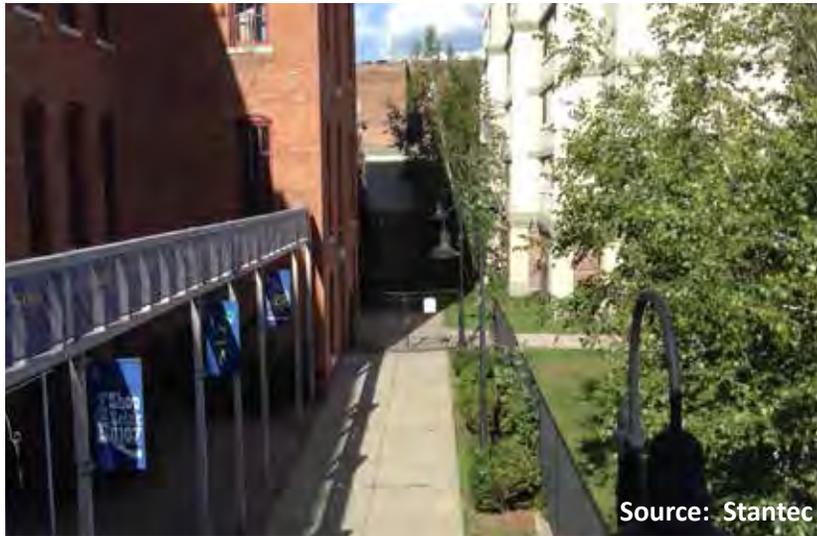


Figure 4: Muller Plaza Passage: Existing passage with locked gates

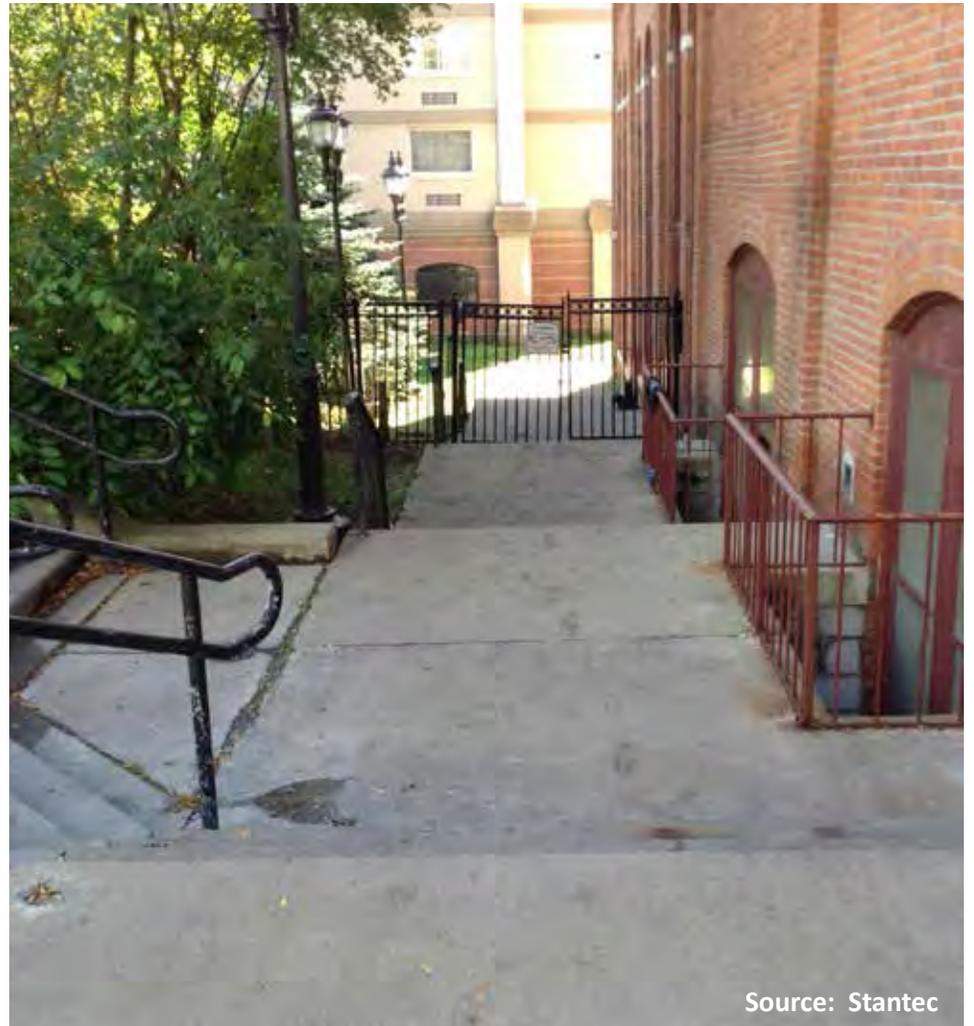


Figure 03: Precedent of public passageway



measures to create a buffer between the passage and the Clarion Hotel, and provide improved landscaping and lighting along the passage. The improved activity of the plaza will elevate the hotel’s central location in downtown Oneonta.

**Financial and economic benefits:**

The project cost of \$250,000 is described in item 11, with funding from the DRI program. The connection of various parts of the City will shorten walking distances, increase viability of underutilized properties on Market Street, and increase visibility of the area’s prime venues.

**Implementation actions needed:**

- Site control: The City is in the process of discussing use of property and acquisition with owner.
- Complete design: The passage can be functional from the moment access is obtained, since a sidewalk already exists on the site. Additional design should be completed to improve site lighting and landscape.
- Building approvals: Building permit will be required for new site lighting. Zoning actions are not required.

**Maintenance and management required:**

Maintenance will be provided by City of Oneonta. Limited maintenance required.

**Relationship to other projects/ initiatives:**

Muller Passage is part of an overall strategy to improve the quality of walkable connections downtown. The project is not dependent on other DRI projects or other projects being approved or executed. It is useful as a connection from the parking structure and shops on Water Street to Muller Plaza. When joined to the Water to Market Street Boardwalk Project, a complete pedestrian connection will be established from Main Street to Market Street.

**Site images:** See Figures 2, 4.

**10. Renderings:** See figure 5.

**11. Estimated Costs**

The estimated cost of the project is \$250,000. The cost is composed of the following elements:

Development Cost	\$
Site acquisition	\$20,000
Hard cost	\$180,000
Soft costs: design consultant	\$50,000
Total Cost	\$250,000

**12. Funding Sources**

The project will be funded by DRI.

**13. Site Ownership/ Legal Jurisdiction**

The City is in the process of discussing use of property and acquisition with owner. Full acquisition of the property may not be a requirement of the project.

**14. Regulatory Requirements**

The proposed development meets existing zoning regulations.

**15. Public Support**

This proposal was supported in two public meetings held during the DRI Planning process. Improvements to walkable connections were listed as top priority initiative by multiple break out groups in a public meeting held December 13, 2016. The proposal was ranked as a high priority by 64% of attendees at a public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

## 16. Anticipated Revitalization Benefits

The project will change the perception of downtown. While many individuals perceive Main Street as downtown, the project will allow underutilized land adjacent to Main Street to be better activated and integrated with downtown. The project will facilitate walkable connections between multiple City facilities, institutions, and businesses.

## 17. Beneficiaries

The area's population will benefit from more convenient access throughout the downtown. Residents and visitors will also benefit from having a more active central plaza. Local retailers will benefit from increased "foot traffic" and spending in local stores.

## 18. Cost-Benefit Analysis

The cost of the project is \$250,000. The benefit of the project will be improved connections between parking and downtown retail, and ultimately improved connections to the future "Innovation District", Foothills Theater, Food and Beverage Innovation Center, and Transit Hub. While these benefits are not readily quantifiable in dollar amounts, this type of walkable strategy can improve the overall business environment.

## 19. Jobs Created

Jobs are not directly created by this project.

## 20. Timeframe for Implementation and Project Readiness

The City of Oneonta will likely be able to retain use of the property and make improvements in one year.

Attain property access	Month 4
Retain landscape architect	Month 6
Retain contractor	Month 10
Complete	Month 13

## 21. Project Metrics

- Increased activity in Muller Plaza
- Increased pedestrian traffic
- Increased visitation to retail spaces on Water Street

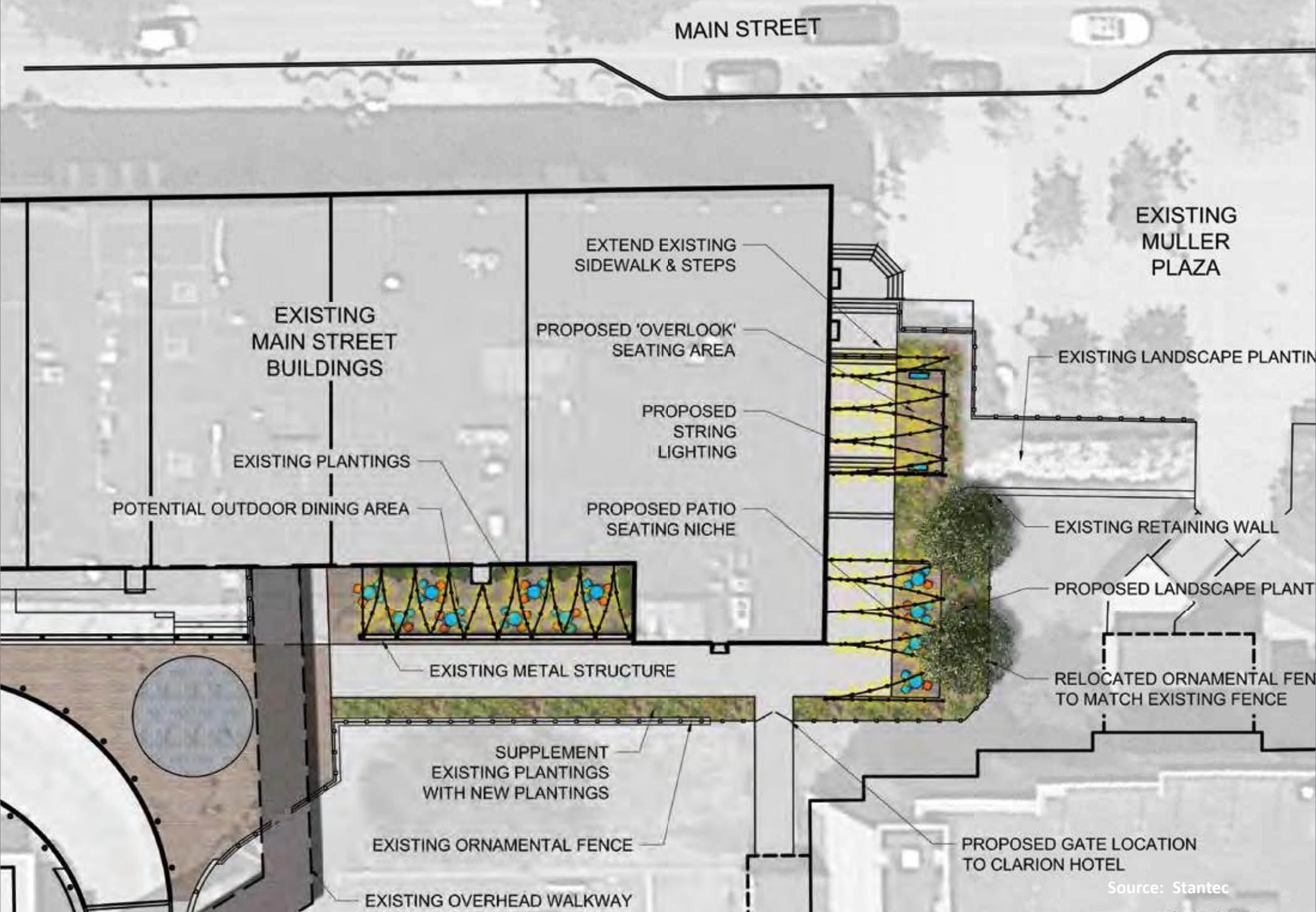


Figure 5: Muller Plaza Passage Plan, source Stantec

# Develop Water Street Boardwalk

## 1. Project Title

Develop Water Street Boardwalk

## 2. DRI Funding

The project is recommended for \$500,000 in DRI Funding.

## 3. Summary Description

The project will establish a public pedestrian passageway between Water Street and Market Street. The passageway, constructed of a boardwalk, will provide an important connection between Oneonta’s most important public space, Muller Plaza, and other points of the City. The connection will allow access between the City’s public parking garage, existing shops on Water Street, to the new transit hub, Foothills Theater, future “Innovation District” at Market Street, and the Mohawk Valley Food and Beverage Innovation Center. With the parallel project of Muller Passage, a complete pedestrian connection will be made between Main Street, Muller Plaza, and Market Street.

## 4. Location

The proposed development site is located at 47 Market Street on a vacant strip of land at the City’s public parking garage.



Figure 1: Develop Water Street Boardwalk Key and Location Plan



## 5. Identification of Responsible Parties

The City of Oneonta will manage the boardwalk project.

## 6. Capacity

The City of Oneonta has capacity to facilitate this project.

## 7. Project Partners

There are no anticipated project partners.

## 8. Strategies

The project aligns with several of Oneonta's DRI strategies. These include:

### **Goal: Provide a high quality physical environment:**

**Strategy:** Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment:

- Increasing activities on Main Street
- Increasing connectivity between various parts of City

**Strategy:** Provide adequate infrastructure to support new development:

- Increasing access to public parking
- Making City more walkable
- Increasing activities on Market Street
- Increasing access to public parking
- Increasing access to Transit

### **Alignment with prior MV REDC Strategies:**

The Mohawk Valley Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta's Downtown Revitalization Initiative. These include support for agribusiness, tourism, and growth of vibrant communities.

## 9. Description

**Project Type:** The project includes new public space.

### **Catalytic/ transformative nature:**

The project will change the perception of distances between various portions of downtown Oneonta. Currently, the block bounded by Main Street, Chestnut Street, Market Street, and South Main Street is a superblock. A superblock is an urban block large enough to prohibit convenient pedestrian or vehicular connections across the City. Oneonta's superblock is 950 feet long and over 650 feet wide, whereas a conventional walkable urban block is 400 to 500 feet long by 250 feet wide. This superblock configuration was created during the urban renewal program of the 1970's in which a historic street on the site, Broad Street, was eliminated. Because of the separations it creates, the superblock configuration stifles development along Market Street and the proposed "Innovation District." Pedestrians are currently forced to cut across privately-owned property to make the required connections.

The Water Street Boardwalk is one portion of a new mid-block pedestrian passage through the superblock. A second portion is the Muller Passage. Once completed, the new pedestrian passage will reconnect Market Street to Main Street and allow new development along Market Street to support Main Street businesses.

The site is vacant City-owned land adjacent to the City's parking structure. Residents currently walk up the parking structure driveway ramp on a sidewalk that is too narrow to meet current codes. The proposed boardwalk fills the vacant land with at 13ft wide ADA compliant walkway. Because of the change in grade between Market Street at the south end and Water Street at the north end of the proposed walkway, it must ramp up, become elevated above existing grade, and be constructed of boardwalk type materials. The boardwalk will include new lighting, signage, and public furniture.

### **Financial and economic benefits:**

The project cost of \$500,000 is described in item 11. Funding will be from DRI funds. The connection of various parts of the City will shorten

walking distances, increase viability of underutilized properties on Market Street, and increase visibility of area’s prime venues. While these benefits are not readily quantifiable in dollar amounts, this type of walkable strategy can improve the overall business environment.

**Implementation actions needed:**

- Site control: The City owns the site.
- City: City to retain design consultant. Water Street Boardwalk has concept planning complete in the DRI Plan. Additional design will be required to complete construction documents.
- Building approvals: Building permit will be required for new site lighting. Zoning actions are not required.
- City: to Retain Contractor

**Maintenance and management required:**

Maintenance will be provided by City of Oneonta. Limited maintenance required.

**Relationship to other projects/ initiatives:**

The Water Street Boardwalk project is part of an overall strategy to improve the quality of walkable connections downtown. The project is not dependent on other DRI projects or other projects being approved or executed. It is useful as a connection from parking structure and shops on Water Street to Muller Plaza. When joined to the Muller Passage Project, a complete pedestrian connection will be established from Main Street to Market Street. If the parking structure is renovated, the boardwalk design should be coordinated with the renovation.

**Site images:** Figure 3

**10. Renderings** Figures 2, 4

**11. Estimated Costs**

The estimated cost of the project is \$500,000. The cost is composed of the following elements:

Development Cost	\$
Site acquisition	0
Hard cost	\$430,000
Soft costs: design consultant	\$70,000
Total Cost	\$500,000

**12. Funding Sources**

The project will be funded by DRI.

**13. Site Ownership/ Legal jurisdiction**

The City owns the site.

**14. Regulatory Requirements**

The proposed development meets existing zoning regulations.

**15. Public Support**

This proposal was supported in two public meetings held during the DRI Planning process. Improvements to walkable connections was listed as top priority initiative by multiple break out groups in a public meeting held December 13, 2016. The proposal was ranked as a top priority by 62% of respondents in a survey of attendees at a public meeting held January 24, 2017. The Oneonta DRI Local Planning Committee indicated strong support for the project.

Figure 2: Water Street Boardwalk Concept Rendering



Figure 3: Existing: vacant City-owned land adjacent to the parking structure





Source: Stantec

Figure 4: Water Street Boardwalk Rendering

**16. Anticipated Revitalization Benefits**

The project will change the perception of downtown. While many individuals perceive Main Street as downtown, the project will allow underutilized land along Market Street to be incorporated into downtown. The project will facilitate walkable connections between multiple City facilities, institutions, and businesses.

**17. Beneficiaries**

The area’s population will benefit from more convenient access throughout the downtown. They will also benefit from having a more active central plaza that has access to a greater number of destinations. Local retailers will benefit from increased “foot traffic” and spending in local stores.

**18. Cost-Benefit Analysis**

The cost of the project is \$500,000. The benefit of the project will be improved connections between parking and downtown retail, and ultimately improved connections to the future “Innovation District,” Foothills Theater, Food and Beverage Innovation Center, and Transit Hub. While these benefits are not readily quantifiable in dollar amounts, national examples of walkable communities indicate this type of walkable strategy can improve overall business environment.

**19. Jobs Created**

Jobs are not directly created by this project.

**20. Timeframe for Implementation and Project Readiness**

The City of Oneonta will likely be able to start construction within one year and be complete in under two years.

Retain design consultant	Month 3
Issue construction documents	Month 8
Retain contractor	Month 10
Construction start	Month 11

**21. Project Metrics**

- Increased pedestrians walking from Market Street to Main Street
- Increased activity in Muller Plaza
- Reduced pedestrian traffic across privately-owned land
- Greater visitation to Water street retail establishments

# Oneonta Public Space and Art Project

## 1. Project Title

Oneonta Public Space and Art Project

## 2. DRI Funding

The project is recommended for \$490,000 in DRI Funding. Note: this project consists of two separate projects (Public Space Improvements and Public Art) that were recommended for funding by the LPC and consolidated into one unified project.

## 3. Summary Description

The project includes renovation of four public spaces located in the heart of the Oneonta’s downtown. The spaces include Muller Plaza, the City’s principal town square; the linear park in front of the Foothills Theater; the gateway spaces at Main Street and Market Street; and the gateway to Damaschke Fields at Market Street and James Georgeson Avenue. The project includes improved landscaping, public furniture, improved surfaces, improved lighting, and public art installations. These upgrades will provide pleasant and safe public spaces for the residents and visitors of downtown Oneonta.

## 4. Location

The locations are indicated on the following map.



Figure 1: Location Map

## 5. Identification of Responsible Parties

The City of Oneonta will have jurisdiction over these spaces.

## 6. Capacity

The City of Oneonta has the capacity to retain a design consultant and contractor for the project.

## 7. Project Partners

The primary project partner will be the City of Oneonta. The Community Arts Network of Oneonta (CANO), one of the City’s arts organizations, is also a partner for the project.

## 8. Strategies

Alignment with Oneonta's DRI strategies:

**Goal: Be a regional center of culture, heritage, and education:**

**Strategy:** Become more widely recognized as a tourism destination in the region

**Strategy:** Create a sense of identity that will appeal to both the current and next generations

**Goal: Provide a high quality physical environment:**

**Strategy:** Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment:

- Increasing activities on Main Street
- Increasing connectivity between various parts of City

## 9. Description

**Project Type:** The project includes renovation of a public spaces.

All four public spaces are located at important focal points, but are currently underutilized. Muller Plaza holds a popular Farmer's Market on weekends but is otherwise inactive. The grounds of the Foothills Theater at the end of Chestnut Street are centrally located but unused. The intersections of Market Street with other area roads are also significant focal points for the downtown. This series of public improvements will change the perception of downtown, encourage people to visit local businesses and attract new residents. Projects will include improved paving materials, lighting, landscape, public furniture, and include at least four public art installations as identified on the associated maps.

Figure 2: Location Map



**Financial and economic benefits:**

The project cost of \$490,000 is described in item 11. Located in the heart of the downtown, these projects have the potential to catalyze further investment in downtown Oneonta.

**Implementation actions needed:**

- Site control: The City of Oneonta owns these sites
- Selection: Secure design consultant - the City of Oneonta will retain a design consultant and contractor
- The City may hold a public art competition
- Approvals: The design consultant and contractor will submit the project for necessary permits.

**Maintenance and management required:**

The management of these public spaces will be by the City of Oneonta.

**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to make downtown Oneonta more vibrant and walkable.

**Site images:** Figures 3,4

**10. Renderings** Precedent photos Figures 5-13

**11. Estimated Costs**

The estimated cost of the project is \$490,000. The cost is composed of the following elements:

Development Cost	\$
Public space improvements	\$275,000
Public art installations	\$140,000
Soft costs: design consultant	\$75,000
Total Project Cost	\$490,000

**12. Funding Sources**

The project will be funded by DRI.

**13. Site Ownership/Legal Jurisdiction**

The City of Oneonta owns the designated sites.

**14. Regulatory Requirements**

The proposed development meets existing zoning regulations.

**15. Public Support**

The renovation of public space improvements was supported in two public meetings held during the DRI Planning process. The project was listed as a priority project by multiple break out groups at the public meeting held December 13, 2016. The proposal was supported by a survey of attendees at the public meeting held January 24, 2017. Oneonta DRI Local Planning Committee indicated strong support for the project.

**16. Anticipated Revitalization Benefits**

The public space improvements can attract visitors and customers from both the City of Oneonta and from a broader region to the heart of downtown. It encourages walking and brings greater vibrancy and safety downtown. It establishes additional recreational options that encourage visitors to prolong their stay.

**17. Beneficiaries**

Oneonta residents, college students, young professionals and visitors will benefit. Local retailers will benefit from an increase in foot traffic, leading to increased customers and spending in downtown.

Figure 3:Existing Muller Plaza, source Stantec



Source: Stantec

Figures 5-8: Public Space and art elements



Source: Stantec



Source: Stantec

Figure 04:Existing unused space, source Stantec



Source: Stantec



Source: Stantec

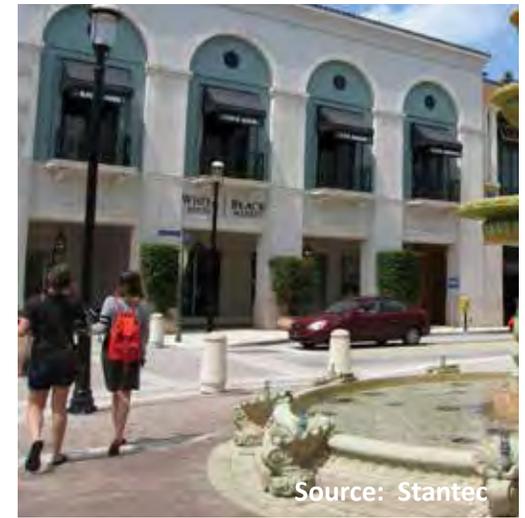


Source: Stantec

Figures 9-13: Public Space and art elements, source Stantec



Source: Stantec



Source: Stantec



Source: Stantec



Source: Stantec



Source: Stantec

**18. Cost-Benefit Analysis**

The cost of the project is \$490,000. The benefit of the project includes improved visitation to downtown anchor activities and businesses. Due to their proximity to existing and new business locations, the increased visitation created by this project can translate into increased patronage of local businesses and new jobs. While these benefits are not readily quantifiable in dollar amounts, this type of strategy can improve the overall business environment.

**19. Jobs Created**

The Public Space and Art project promotes retail density and continuity that will result in creating new jobs. Existing jobs in the adjacent retail establishments on Main Street may become more secure and may also increase.

**20. Timeframe for Implementation and Project Readiness**

The City of Oneonta will retain a design consultant and contractor within one year. Construction could be completed by late 2018.

Retain design consultant	Month 4
Set up art selection committee	Month 5
Complete public space renovation plans	Month 12
Select public art	Month 14
Construction start	Month 16

**21. Project Metrics**

- Increase usage of public space
- Increase in pedestrian activity on streets
- Number of new public art installations
- Increased media for commentary on new public art

# Develop Oneonta Design Guidelines

## 1. Project Title

Develop Oneonta Design Guidelines

## 2. DRI Funding

The project is recommended for \$100,000 in DRI funding.

## 3. Summary Description

The project will develop new design guidelines for urban development. During the past four decades, new development in Oneonta has been inconsistent with the character of its downtown core. The guidelines will ensure that new development and renovations to existing structures will be consistent with urban planning principals that give downtown Oneonta its identity.

## 4. Location

The location of the guidelines are bounded by the DRI area.

## 5. Identification of Responsible Parties

The City of Oneonta: The City will retain a consultant to prepare guidelines and the City will enforce guidelines.

## 6. Capacity

The City of Oneonta has capacity to facilitate this project.

## 7. Project Partners

The City of Oneonta will coordinate the Design Guideline project.

## 8. Strategies

The project aligns with several of Oneonta’s DRI strategies. These include:

### **Goal: Be a regional center of culture, heritage, and education**

**Strategy:** Create a sense of identity that will appeal to both the current and next generations

### **Goal: Provide a high quality physical environment:**

**Strategy:** Establish a cohesive downtown with a wide variety of high quality urban spaces and places for entertainment

### **Alignment with prior Strategies from REDC:**

The Mohawk Valley REDC Upstate Revitalization Initiative (URI) includes strategies that align with Oneonta’s Downtown Revitalization Initiative. These include support for and growth of vibrant communities.

## 9. Description

### **Project Type:**

The project includes new design guidelines for urban development.

The project will develop improved design guidelines for urban development. During the past four decades, new development in Oneonta has been inconsistent with the character of its downtown core. One story buildings, surface parking lots, and large building setbacks characterize the area along Market Street and contrast with the attached buildings and rear parking strategies of Main Street. While Oneonta revised its zoning and guidelines in recent years, some gaps in the current guidelines occur when addressing new infill development. The guidelines will ensure new development and renovations to existing structures will be consistent with urban planning principals that give downtown Oneonta its identity. The guidelines may also include façade renovation and signage standards. These guidelines may become part of the terms of the Revolving Loan Fund.

**Catalytic/ transformative nature:**

The Design Guidelines project will play an essential role in guiding any new long-term development along the underutilized Market Street area. They will ensure a walkable community.

**Financial and economic benefits:**

The project cost of \$100,000 are described in item 11.

**Implementation actions needed:**

- City: Identify project manager
- City: Retain design consultant
- Consultant: Prepare Design Guidelines ready for adoption by City

**Maintenance and management required:**

The management of the guidelines is required when enforcing them. These will be enforced through already existent building review process..

**Relationship to other projects/ initiatives:**

The project is not dependent on other DRI projects or other projects being approved or executed. It is part of an overall strategy to improve the quality of development projects and renovations in downtown.

**Site images:** None

**10. Renderings** None

**11. Estimated Costs**

The estimated cost of the project is \$100,000 of DRI Funds. The cost is composed of the following elements:

Development Cost	\$
Design consultant	\$100,000
Total Cost	\$100,000

**12. Funding Sources**

The project will be funded by DRI.

**13. Site Ownership/ Legal Jurisdiction**

The City has the authority to update its design guidelines and enforce their use.

**14. Regulatory Requirements**

The proposed guidelines will become regulation. The City will adopt the guidelines and amend their zoning code.

**15. Public Support**

The design guidelines project was supported by the Oneonta DRI Local Planning Committee.

**16. Anticipated Revitalization Benefits**

The project will create a more cohesive downtown. It will foster one of the top-rated priorities which emerged from community meetings: a walkable environment throughout downtown.

**17. Beneficiaries**

Area residents, visitors, employers, and local retailers will all benefit from the cohesive urban environment that will be generated by the design guidelines.

**18. Cost-Benefit Analysis**

The project’s fiscal cost is \$100,000.

**19. Jobs Created**

Jobs are not created by this project.

**20. Timeframe for Implementation and Project Readiness**

The City of Oneonta will retain a consultant and manage the design guideline development process.

Project initiation	Month 4
Retain consultant	Month 6
Draft guidelines	Month 10
Adoption	Month 12

**21. Project Metrics**

- Number of new buildings following urban patterns consistent with urban center
- Façade renovations consistent with strong urban character
- Increase in walkable environment
- Increase in retail sales- track annual spending in downtown retail establishments

## Section II: Project Profiles Proposed for Other Funding

The following projects, while not recommended for DRI funding, are important to achieving the vision for downtown Oneonta. The City of Oneonta will work with local, regional and NYS partners to advance these projects through other funding sources and programs.

### **Rehabilitation of Downtown Anchor Institutions**

Key components of Oneonta's downtown include anchor institutions such as the Foothills Theater, Oneonta Theatre, and the YMCA. Plans for improving their venues and services are in development. The plans will require further engagement of their owners and governing bodies.

### **Tap Room**

The Tap Room project includes replacement of the Stella Luna restaurant on Market Street in the historic Train Station. The existing restaurant will close when the owner retires. The Tap Room is a potential replacement use.

### **Trolley: Southside to Main Street**

This project proposes a trolley to connect downtown Oneonta to the Southside strip mall area. The Southside area is a regional mall located adjacent to I-88 and attracts many shoppers from far distances. The trolley would allow those visitors to easily access historic downtown, located only 10 minutes away.

### **Damaschke Field Renovation**

Historic Damaschke Field is located within Neahwa Park and is the home field of the Oneonta Outlaws of the Perfect Game Collegiate Baseball League. The historic grandstand requires replacement. Additionally, both the park and downtown will benefit from improved pedestrian connections between the grandstand and Market Street.

### **Oneonta Hotel Renovation**

The former Oneonta Hotel on Main Street is a privately-owned 40 unit apartment building. The building is of historic significance as Oneonta's principal hotel at the turn of the century. It has fallen into disrepair and requires significant renovations. The current owner has limited capacity to undertake large scale renovations.

### **Downtown Business Incubator/ Makerspace**

This project proposes a makerspace for area craftsman and start-up businesses. Makerspaces combine manufacturing equipment, and education for the purposes of enabling community members to design, prototype and create manufactured works that wouldn't be possible with the resources available to individuals working alone. The location of the space and an operator for the facility have yet to be determined.

### **Small Business Technical Support**

The goal of this project is to provide much needed technical assistance to the area's small businesses. It would work in partnership with an existing organization, Destination Oneonta. The program would include enhanced on-going 365 day support to downtown merchants, business owners and visitors including:

- Expanded and combined marketing efforts and downtown events;
- Educational and networking opportunities to the business community;
- Leveraging the Lighter, Quicker, Cheaper concepts through Downtown Design Committee.

Program would include a mentorship/business corporations program. Tasks include:

- Develop a community-based mentorship program;
- Work with existing providers (Chamber, SBDC, CADE, local Venture Capital) to enhance services / expertise;

- Collaborate with the Colleges, K-12;
- Support existing businesses;
- Support development of incubator / makerspace environment.

Program would include a retail consultant. Tasks include:

- Provide assistance to existing retail businesses who have an opportunity to diversify product offerings and outlets (top priority);
- Market and recruit identified targeted retail operators that are compatible to Main Streets;
- Provide trend analysis;
- Provide merchandising, window display assistance.

Sports Commission Program.

The goal of this project is to coordinate the recreation offerings in Oneonta. The project would:

- Inventory and aggregate all sports assets and facilities;
- Coordinate with owners (City/private) to expand usage of the sites;
- Market Oneonta to groups, teams and individuals;
- Work with hotels and potential area conference center organizers to increase overnight stays.

### **New Grocery Store**

Residents expressed the need for a locally run grocery store. One possible location is a vacant lot along Market Street. An existing green grocery store is interested in expanding in the area and may be a potential operator.

### **Develop Food Aggregation and Distribution Center**

The proposed Aggregation Center will collaborate with the Farmers' Market to support distribution of local agricultural products. It will also provide source for industry-grade food preparation equipment. It will enhance sustainable, year around production opportunities and promote job creation.

### **Boutique Hotel**

This project proposes a boutique hotel on a vacant lot adjacent to the Foothills Theater.

### **Downtown Broadband Wi-Fi**

This project proposes Wi-Fi spots in Downtown Oneonta. Wi-Fi would enable digital connectivity for residents and visitors. A matching grant to implement installation has been awarded to Otsego Now.

### **Support for Regulatory Adjustments**

The City requires continued work on regulatory requirements. These include:

- Examine street food vendor permitting process and align with streetscape design and predesignated spaces like a food truck area near Foothills Theater;
- Streamline outdoor café permits;
- Examine City liabilities for outdoor seating and service.

### **Repurpose of County Office Building**

The historic County Office Building is located on Main Street, directly adjacent to the Westcott Lot Mixed-use Development priority project. This project will allow the County Office Building to be incorporated into the redevelopment of the Westcott Lot site. Redevelopment may include new housing and commercial space.

## Section III: Summary Table

Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
Develop Westcott Lot Mixed-use Development	City of Oneonta, Private developer	\$8,500,000	DRI: \$3,200,000 Private: \$5,300,000	Month 3	Month 24	11 jobs directly created
Develop Oneonta Parking Garage Renovation and New Transit Hub	City of Oneonta, Possible private capital	\$4,800,000	DRI: \$2,500,000 NYS DOT: \$2,300,000, Private funds	Month 4	Month 24 for Initial phase	yes
Develop Oneonta Upper Story Housing	NYS, Property owners as listed in profile	\$6,000,000	DRI: \$2,000,000 Private: \$4,000,000	Month 4	Month 36	yes
Establish Mohawk Valley Food and Beverage Innovation Center	Otsego Now (IDA), Private Developer	\$21,000,000	DRI: \$1,975,000 CFA Awarded: \$3,000,000 URI: \$750,000	Month 4	Month 24	43 directly created
Improve Market Street and South Main Street	City of Oneonta, NYS DOT, Otsego Now	\$3,000,000	DRI: \$1,750,000 NYS DOT: \$1,250,000	Month 3	Month 24	yes
Establish Oneonta Small Business Revolving Loan Fund	NYS City of Oneonta	\$600,000	DRI: \$600,000	Month 2	unlimited	yes
Develop Water Street Boardwalk	City of Oneonta	\$500,000	DRI: \$500,000	Month 3	Month 19	0
Develop Oneonta Public Space and Art Project	City of Oneonta	\$490,000	DRI: \$490,000	Month 4	Month 29	0
Implement Oneonta Downtown District Signage Project	City of Oneonta	\$320,000	DRI: \$320,000	Month 3	Month 18	yes
Connect Muller Plaza Passage	City of Oneonta, Clarion Hotel	\$250,000	DRI: \$250,000	Month 4	Month 13	0

## Section III: Summary Table

Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
Develop Branding and Marketing for Downtown Oneonta	City of Oneonta	\$250,000	DRI: \$250,000	Month 5	Month 60	yes
Develop Oneonta Design Guidelines	City of Oneonta	\$100,000	DRI: \$100,000	Month 4	Month 12	0
Develop Oneonta Downtown Individual Signage Project	City of Oneonta	\$60,000	DRI: \$60,000	Month 4	Month 24	yes
Develop Food Aggregation and Distribution Center	unknown	unknown	unknown	unknown		yes
Rehabilitation of Downtown Anchor Institutions	City of Oneonta	unknown	unknown	unknown		yes
Tap Room	unknown	unknown	unknown	unknown		yes
Trolley: Southside to Main Street	unknown	unknown	unknown	unknown		0
Damaschke Field Renovation	City of Oneonta	unknown	unknown	unknown		0
Oneonta Hotel Renovation	unknown	unknown	unknown	unknown		yes
Downtown Business Incubator/ Makerspace	unknown	unknown	unknown	unknown		yes
Small Business Technical Support	unknown	unknown	unknown	unknown		yes
New Grocery Store	unknown	unknown	unknown	unknown		yes
Boutique Hotel	unknown	unknown	unknown	unknown		yes
Downtown Broadband Wi-Fi	City of Oneonta	unknown	unknown	unknown		0
Support for Regulatory Adjustments	City of Oneonta	unknown	unknown	unknown		0
Repurpose of County Office Building	City of Oneonta	unknown	unknown	unknown		yes