



## Downtown Revitalization Initiative

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# APPLICATION

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Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications should be submitted as Word documents and must be received by the appropriate Regional Council by 4:00 PM on June 1, 2018 at the email address provided at the end of this application. Application guidance is provided in the *Downtown Revitalization Initiative Guidebook* found on the DRI website at [www.ny.gov/dri](http://www.ny.gov/dri).

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### BASIC INFORMATION

Regional Economic Development Council (REDC) Region: Mid-Hudson

Municipality Name: City of Poughkeepsie

Downtown Name: Main Street Corridor

County Name: Dutchess

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

Our vision for the City of Poughkeepsie is one that honors and preserves its historical roots, while building a model 21<sup>st</sup> century economy that nurtures and welcomes makers, innovators and activists of every culture and background. With the support of the MHREDC and Governor Cuomo's DRI, the Main Street Corridor will reclaim its place as the center of commerce, living, and entertainment, with a strengthened focus on inclusive development that preserves all that is loved about Poughkeepsie. We aim to foster an innovative downtown by supporting existing shops and residents, encouraging new housing and businesses to activate our vacant spaces, and improving the public realm and pedestrian connections. Through these efforts we will create a place where visitors and residents can stroll and mingle, and where our adaptively re-imagined historic buildings host diverse opportunities for work, live, and play.

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### JUSTIFICATION

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

"Have you heard?" This question is a common utterance on the streets of Poughkeepsie these days. "Have you heard about First Friday? It's the place to be at the beginning of every month. The streets are alive with people and music like you've never seen before!" "Have you heard about the Poughkeepsie Underwear Factory? It's the go-to spot for art classes and community events. You're bound to run into someone interesting over coffee or lunch." "Have you seen that new construction on Main Street? Everybody is investing in Poughkeepsie."

There is a buzz in the City of Poughkeepsie and everyone can feel it. A recent article on MSN identified the city as the “Most Underrated Town” in the state of New York, noting that Poughkeepsie is “hard to spell but easy to love.” Poughkeepsie has always had great bones and is finally on the way to the revival we have long been working towards. Historic Main Street, stunning river views, locally owned shops and businesses, and an eclectic community have always been steadfast Poughkeepsie characteristics, but there is new movement in the air. Poughkeepsie is a city on the go. New buildings are going up, old favorites are getting renovated, partnerships strengthening, and new connections being made. Everybody is investing in Poughkeepsie.

With this movement comes a challenge. This is a critical time for our community to ensure that we grow and invest in an equitable manner. That’s why the City of Poughkeepsie, our organizational partners, and engaged residents have been working to ensure that our vision for the city is inclusive of all and that growing investment is multiplied and continues to be directed to opportunities for all residents.

The city still has challenges to overcome and vulnerable populations that we are dedicated to supporting. Almost a quarter of the population lives below the poverty line, a significant portion of which are the city’s youth and black and Latino families. Census data indicate that almost 15% of the population over 16 is unemployed, partially impacted by the city’s far-higher than average high school dropout rate. In a recent survey of the Middle Main neighborhood, 29% of respondents identified youth activities and job training as issues of greatest importance to them.

We have our challenges, but we are eager and prepared to address them. With increased staff capacity, stabilized finances, an improved bond rating, and reduced general fund deficit, we have reversed many negative trends and are now well positioned to be forward thinking and strategic about the city’s future development. Renewed faith in the city’s ability to lead and deliver has encouraged our residents and partners to step up like never before, and we welcome the DRI team to be one of those partners. With the infusion of DRI funds, we will build upon existing momentum by supporting local businesses, enhancing public spaces, and reactivating Poughkeepsie’s historic downtown as a center for live, work and play.

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## **DOWNTOWN IDENTIFICATION**

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

The Main Street Corridor encompasses 105 acres of walkable, compact, historic urban fabric in the heart of Poughkeepsie. The proposed area focuses on the city’s historic Central Business District (CBD ), while branching out along Main Street, connecting pockets of strength and activity at either end. To the west, the city’s train station and waterfront, and to the east, the Poughkeepsie Underwear Factory in the Middle Main district, one of the city’s most buzzing spots. The Main Street Corridor is bordered by three of Poughkeepsie’s cherished historic districts, with several buildings of significance located in the DRI area, including the iconic Bardavon Theatre and Main Mall Row. While this 1.2 mile stretch of Main Street encompasses three distinct but compact subdistricts – the waterfront, CBD, and Middle Main – the DRI area is easily walkable in 25 minutes from end-to-end.

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

The Main Street Corridor defines Poughkeepsie’s traditional commercial core and is the stage upon which its transformation into a 21<sup>st</sup> century city is playing out. While downtown mainstays such as the Bardavon Opera House, Cunneen-Hackett Arts Center and Mid-Hudson Civic Center continue to provide spaces for the creative community, historic structures such as the former Luckey Platt Department Store and Kings Court Hotel have been transformed into mixed-use developments to provide more opportunities for residents to live, work and play in the downtown.

Downtown is both the theoretical and physical space for the city to bridge socio-economic divides. With lower income and higher income populations in near proximity to the downtown, this is the place where everyone can come together. The vision for Main Street is that it serve as everyone’s neighborhood, like a long dinner table for the community, where everyone is welcome, a space where a diverse community can come together to eat, relax, and enjoy the sharing of ideas and experiences.

Poughkeepsie’s downtown not only serves as an economic hub for city residents but also residents and workers from surrounding communities, as well as faculty and student populations of neighboring educational institutions. The Main Street Corridor is best known as the place where everyone goes to take care of business that can’t be done elsewhere: taking your 16 year old to get her driver’s license at the DMV; participating in democracy at a Common Council meeting; and stopping by city hall to open your business, submit plans for your next development, or get “hitched.” The downtown is also where you go to find some of the best things in the region: exotic fruits and fish at Tropical Fresh Market; big name artists and local favorites at local performance venues; and see the streets come alive during First Friday and the O+ Festival.

Poughkeepsie more broadly welcomes a regular contingent of visitors due to recreation and transportation assets. Approximately 500,000 people annually enjoy the Walkway Over the Hudson for exercise, for civic expressions, and for celebrations, such as the annual 4<sup>th</sup> of July fireworks event. Poughkeepsie is also well served by local and regional transit services that connect with the Main Street Corridor and bring well over 300,000 riders annually to the city. The Poughkeepsie Train Station on lower Main Street is the terminus of Metro North’s Hudson Line, connecting Poughkeepsie to New York City, while Amtrak serves the broader region with stops to Albany and western New York. Nearly 30% of city residents travel more than 50 miles to get to work – half of whom commute to NYC – but can’t wait to come home to beautiful Poughkeepsie.

The Main Street Corridor is not just for visitors but is becoming its own residential enclave that will only help to further support local restaurants, shops, and event spaces. Buildings along Main Street are being adaptively reused to provide a variety of housing types for varying incomes. A few examples located directly in the DRI study area include the former Kings Court Hotel building at 40 Cannon Street (49 units), 407 Main Street (14 units), 560 Main Street (20 units), the former Dutchess County Public Health building at 387 Main Street (22 units), and 12 S. Hamilton Street (9 units).

While the downtown already provides opportunities for residents and visitors to work, live, and play, the dense nature of the area and ample underutilized space holds the opportunity for much more. As you will see in the following section, over 800 residential units will be coming online over the coming years. The city also has 50 vacant storefronts along Main Street. While Poughkeepsie may be on the move, we still have space for more, and initiatives such as the Poughkeepsie Innovation District and PKGO marketing campaign will work to attract residents, visitors, and businesses to the Main Street Corridor.

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

Poughkeepsie’s revitalization has been, and will continue to be, shepherded by a diverse mix of partners including a passionate and committed city administration, invested anchor institutions, dedicated non-profits

and public service providers, and thoughtful local developers. Over recent years, the city has experienced over 30 million in public infrastructure investment; nearly one billion in public and private investment in residential, commercial, and institutional development; and the strengthening of partnerships and models for equitable investment in the city's future. Everybody is investing in Poughkeepsie.

The city is committed and focused on partnerships in all forms in order to make sure that its strides forward into the 21<sup>st</sup> century are sustainable, collaborative and resilient. New York State and the MHREDC have aided significantly with this mission thus far, and the state's DRI investment will further expand and capitalize on the hard work already done. Past MHREDC investments are indicated with an asterisk (\*).

Poughkeepsie is dedicated to the improvement of **public infrastructure** in order to safeguard the health and happiness of its residents, build the foundation for future growth, and attract new businesses and residents to locate in the community. Major public infrastructure investments over the past five years include a city-wide water and sewer infrastructure upgrade (\$22 M), essential new vehicles for first responders and public works (\$1.5 M), and the upgrading of street lights with LED bulbs to improve energy efficiency and enhance security in the downtown (\$4.5 M). Upcoming improvements in the planning stage include Walkway over the Hudson East Side Visitor Center (\$3 M)\*, general parks improvements (\$1 M), College Hill Park restoration (>\$1 M), parking infrastructure and bus service improvements (\$2 M), and the coordination and improvement of youth programs (>\$1 M). To advance the vision of a safe and walkable downtown, the city has recently applied for funds through the NYS DOT Pedestrian Safety Action Plan (\$3.6 M).

In addition to infrastructure improvements, Poughkeepsie is experiencing a transformative wave of commercial, institutional and residential development that promises to generate jobs and economic resurgence in the coming decade. The recent surge of **public and private construction** in Poughkeepsie is just one of the many indicators of the city's growing market for return on investment. Over 20 redevelopment, expansion or new construction projects, collectively valued at more than \$1.1 billion, are either under review by local regulatory agencies or under construction. A survey of these projects indicates just under **800 new residential units and nearly 900,000 square feet of commercial space** are expected to come online city-wide in the next two years.

Below is a highlight of some of the more transformative projects recently completed, under construction, or moving through the approvals process in the City of Poughkeepsie. While some projects are located just outside the boundary, their scale and proximity will contribute significantly to the vitality of the Main Street Corridor.

- **Water Club (\$27 M / Completed 2016)** - luxury apartment building with 136 units overlooking the City of Poughkeepsie's southern waterfront, which is now completely rented.
- **Poughkeepsie Underwear Factory (\$7.2 M / Completed 2017)** - Adaptive reuse of a long vacant former factory along middle Main Street, including 22,000 square feet of mixed-use space, with two thirds consisting of loft apartments and artist studios, and one third as a commercial community hub. Within its first year of operation, the project boasts a 95% occupancy rate of residential units, is home to the offices of Art Effect (youth arts programming), and serves over 20 small businesses and individual operations through the Poughkeepsie Open Kitchen, a shared commercial kitchen space. The PUF redevelopment – a priority project of the MHREDC – was spearheaded by nonprofit housing advocacy organization Hudson River Housing, receiving nearly \$4 million in state and federal funding.
- **Vassar Brothers Medical Center Expansion Project (\$500 M / Expected Completion Spring 2019)** - Currently under construction in the City of Poughkeepsie, the project will retain 1,650 jobs and create 65 new positions. This ongoing project has received two ESD grant awards.
- **Queen City Lofts (\$22.6 M / Expected Completion Early 2019)**—A mixed-used development currently under construction on lower Main Street, Queen City Lofts will provide 70 residential units specifically designed to support artists and their work in the heart of the Main Street Corridor. One of three projects

chosen to participate in the state's new and highly-selective middle income program, Queen City Lofts was also awarded a \$300,000 ESD grant as a priority project in 2015.

- **One Dutchess Avenue (\$80 M / Phase 1 Expected Completion Fall 2018)**—A mixed-use development along the city's northern waterfront, currently under construction. The project will construct more than 300 residential units and approximately 14,000 square feet of commercial space.
- **Poughkeepsie Landing Development (\$30 M / Pre-Planning Stage)**—A mixed-use project to be located on a remediated brownfields site along the city's southern waterfront. The 15 acre transformative development by Bonura Hospitality Group proposes 50 residential units, 30,000 SF of commercial space for restaurants and retail, and roughly 3 acres of community-oriented open space, including riverfront pool area, outdoor amphitheater, and a walking path as part of the riverfront promenade. The project, awarded a \$2 million ESD grant in 2016, will generate approximately 140 full-time equivalent jobs once complete and an estimated 150 construction jobs.
- **Fallkill Commons on Rose (\$22 M / Expected Completion 2020)** - Fallkill Commons on Rose will consist of 78 units and is expected to break ground Fall 2018. Half of the units will be subsidized by Empire State Supportive Housing Initiative funding and will include robust services on-site, including care management and healthcare professionals. The project was awarded \$20.2 million in funding from the New York State LIHTC program and Supportive Housing Opportunity Program.
- **19 - 23 Academy Street (\$15 M / Planning Stage)**. The rehabilitation of these three existing buildings on one of the most distressed blocks in downtown Poughkeepsie will include 32 residential units and 8,610 SF of commercial space. The project leveraged private investment, city grant dollars, tax benefits recently granted by the Poughkeepsie Industrial Development Agency, and federal HOME funds to secure a \$2.4 M state grant to rehabilitate 23 Academy.

Key to the revitalization of Poughkeepsie is seamless collaboration between the city's many invested partners. While most projects in Poughkeepsie operate via a diverse funding stack, the following three collaborations shine as models of alliance and revival that the city hopes to leverage and replicate with the state's DRI investment.

**Trolley Barn Redevelopment & Textiles Initiative (\$5 M / Phase 1 Expected Completion Fall 2018)**. The Poughkeepsie Trolley Barn redevelopment, located at 489 Main Street, is the adaptive reuse of a vacant and blighted building as a catalyst to revitalize Poughkeepsie's Main Street. A major cornerstone of a more broadly envisioned innovation campus, the building is located two doors down from the Poughkeepsie Underwear Factory and adjacent to Art Centro, which provide spaces for the community to develop creative skills in ceramics and printmaking. The Trolley Barn, currently under development, will have a community-based studio for textile design and production, in collaboration with staff from Marist College and the Fashion Institute of Technology. In addition, staff at Vassar College have proposed a lab at the Trolley Barn for teaching digital imaging/design technologies and applications. The project consists of two phases and is funded in part by NeighborWorks America and ESD's Restore NY program.

**Collocation of Anchor Institutions Downtown (Pre-Planning Stage)**. In grappling with how best to work together in the City of Poughkeepsie, the leadership of the local colleges has highlighted their respective "Community Engaged Learning" initiatives as a nexus of synergy between the missions of the institutions and the current needs of the City of Poughkeepsie. To meet the goal of knowledge sharing and coordination, one strategy being considered is the creation of a single physical space in downtown Poughkeepsie. This space could serve as a central community hub for each of the institutions, from which the colleges can work collaboratively to provide key social services (tax preparation, tutoring, etc.) and develop innovative solutions to some of Poughkeepsie's key challenges. Co-locating the institutions of higher education in this way in downtown

Poughkeepsie has the opportunity to catalyze rapid innovation in the city and improve quality of life for city residents.

Once this physical space is established, it would attract individuals from the local colleges to the downtown area (something that does not happen as fluidly given the colleges' presence on the periphery of the city) and would provide opportunities for key partnerships with local community agencies and the City of Poughkeepsie School District. Example programming that could happen in this space includes: college fairs and college access panels for students and parents of the City of Poughkeepsie School District, business plan competitions with high school and college students focused on innovative ideas to be implemented in the City.

**40 Cannon Street & Workforce Development (\$6.4 M / Now Leasing).** While at first glance the former Kings Court Hotel may seem like any other apartment building renovation, the developer's dedication to the revitalization of the City of Poughkeepsie and enthusiasm for Poughkeepsie's culture, entertainment, and people have made for a model project. The developer's 10th and largest renovation in the city, the project includes 49 housing units and 7000 SF of commercial space, including space for King's Court Brewery and tap house. The \$6.4 million project was assisted by the New York Main Street Downtown Anchor program, being nominated by the city largely due to the developer's commitment to hire local, hard-to-place workers. Approximately 50 novice resident workers were hired over the life of the project, paired with experienced and licensed mentors, and trained in both hard and soft skills in order to prepare them to acquire and maintain future work within the construction industry. This type of local employment and on-site skills development program is a template the city hopes to encourage in all projects assisted through the state's DRI investment.

While Poughkeepsie is experiencing resurgent investment activity, the Main Street Corridor is still well positioned to accommodate **future growth and business development**. An analysis done as part of the 2018 Downtown Parking Study shows that approximately 50 vacant storefronts exist in the City's downtown, representing a 14% commercial vacancy rate. Furthermore, approximately 70 housing units in existing buildings are waiting to welcome families and individuals to the downtown. When added to the existing and pipeline development, close to 300 housing units and approximately 100,000 commercial square could be activated within the city's downtown. Existing vacancy combined with ample surface parking and numerous vacant developable lots will enable the city to absorb new businesses and their employees seamlessly.

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

In recent years, a handful of industries in Poughkeepsie have shown significant strides forward. Existing businesses are expanding, storefronts and vacant homes are being filled, and existing employers are making connections with local educational institutions to retain students and turn them into the city's next wave of young professionals. The composition of jobs within Poughkeepsie reflects sectoral strengths seen throughout the region. Roughly 52% of jobs in the city fall within healthcare and education, 11% in public administration and government positions, and 6% in accommodation and food service. The remaining 30% of local jobs are scattered across industries such as manufacturing, retail, information, and professional services. **Within the boundary of the City of Poughkeepsie, there are more than 2,600 jobs per square mile**, and nearly half of the City's residents travel less than 10 miles to get to work.

Within a ten mile catchment area of the downtown, there are just under 16,000 jobs in the **Healthcare Industry** sector, nearly 40% of which are located in the City of Poughkeepsie. This fast-growing industry has expanded by 22.5% since 2002. With two hospitals – Mid Hudson Regional Hospital of Westchester Medical Center and Health Quest's Vassar Brothers Medical Center (VBMC) – along with a variety of associated specialists and urgent care facilities, Poughkeepsie has become a regional center for healthcare and is only growing. The VBMC

expansion is making it a destination hospital for the broader Hudson Valley region. Complementing the growth of this industry, VBMC's new medical education program will explore connections with the growing healthcare sector to encourage young professionals to stay after graduation. The construction of quality affordable housing units within the downtown area and citywide are creating more opportunities for healthcare workers to live and work in the area.

While currently only a small percentage of the total jobs in Poughkeepsie, the **Arts, Entertainment and Recreation** sector has shown tremendous growth in recent years, increasing 144% since 2002. The NYS Department of Labor projects this industry sector to be the fastest growing in the Hudson Valley, expected to grow more than 35% in the next ten years. Downtown Poughkeepsie is home to a strong arts and cultural network that is ready to receive that growth. With the Bardavon, Chance Theatre, and over 15 gallery spaces throughout the DRI area, the venues are in place. Active organizations such as the Mid-Hudson Arts Coalition, Mid-Hudson Heritage Center, the newly established Arts Commission, the city and its partners are working diligently to put downtown Poughkeepsie on the map as a thriving arts scene. The Arts Centro Clay Studio, PUF Printmaking Studio, and forthcoming Trolley Barn textile initiative – all located within the DRI area – will teach and inspire the city's next generation of tactile artists.

In recent years, the Hudson Valley has seen substantial growth in its **Food and Beverage Industry**, and Poughkeepsie is very much part of this trend. City-located jobs in this sector are up 15% since 2002, with the downtown corridor and surrounding area boasting three breweries, the Poughkeepsie Open Kitchen with 24 rotating chefs, and a number of local restaurants and food producers looking to expand to accommodate increasing sales. The popular Mill House Brewery, established in 2013, has expanded operations to a wholesale manufacturing facility in a vacant industrial building on the city's north side while still maintaining its taproom on Mill Street. The soon-to be-opened King's Court Brewery, located in the heart of downtown, will join Mill House and Poughkeepsie's other old favorite Blue Collar Brewery later in 2018. Indoor Organic Gardens of Poughkeepsie (IGOP) repurposed vacant building space on Main Street to grow microgreens, a type of produce in great demand by farm-to-table restaurants throughout the Hudson Valley and New York City. Featured in several publications as an exciting new way to encourage urban agriculture, IGOP also hires hard-to-place workers from Poughkeepsie and is currently looking for the right location to expand their operation within the city. EFCO, best known for their production of jelly used in Dunkin Donuts, recently expanded with the assistance of \$200,000 from MHEDC. Local favorite Rossi & Sons is expanding to a second location to house their catering business that now supplies Marist College. Finally, the Poughkeepsie Open Kitchen has been so successful at the Poughkeepsie Underwear Factory, operator Hudson River Housing is exploring plans to expand the model to assist with location placement. Using the kitchen as a launch pad for entrepreneurs, the program will help new food businesses locate in storefronts on Main Street, simultaneously decreasing commercial vacancy.

**Manufacturing and Makers.** MPI Inc., a worldwide leading manufacturer of wax injection equipment located on Poughkeepsie's north side, is expanding their physical plant and their labor force. MPI has been working with the mechanical engineering program at SUNY New Paltz to develop a talent pipeline to meet the company's specialized skills requirements. While traditional manufacturing like MPI still exists, **artisanal manufacturing** is a growing niche. Fourth State Metals, a metal fabricating firm concentrating in art, architecture and furniture making, recently relocated from Brooklyn to an industrial building on Poughkeepsie's north side. In addition to larger operations like MPI and Fourth State, Poughkeepsie is home to a number of smaller makers, including Hudson Valley Office Furniture; C&F Shoe Repair, which not only repairs shoes but also makes colorful custom shoe soles; Stamell Stringed Instruments, maker of exquisite mandolins and other string instruments; and Pledgehard LLC that specializes in embroidery, screen-printing, and other textile work for fraternal organizations.

To foster future job growth, the **Poughkeepsie Innovation District** is a proposal for transforming the core commercial section of Poughkeepsie’s downtown into a vibrant economic center. The district will be anchored by new businesses in the applied arts, satellite extensions of anchor institutions including companies and cultural institutions, flex office space for the gig economy, and mixed-income housing. An increased residential population is key to support restaurants and retail while adding activity to the street for a 24-hour community. The rezoning of the district will be paired with the Rhinebeck Bank Small Business Loan Fund. This effort in the downtown is complemented by initiatives to create new centers of innovation in evolving fields that are attractive to millennials, such as the Marist Cloud Computing and Analytics Center, Marist Center for Innovation and Entrepreneurship, and the Innovation Quad.

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

Poughkeepsie’s downtown is a walkable, tightly knit area whose design is becoming increasingly supportive of social interactions and economic transactions. The area’s many existing assets and the state’s DRI investment will further the vision of Poughkeepsie’s Main Street Corridor as a high quality urban place. Set to the backdrop of iconic bridges and stunning views of the Hudson River, downtown’s sense of place cannot be attributed to any one feature but rather to an eclectic mix of historic architecture, walkability, diverse housing stock, eateries, entertainment, and above all, the people of Poughkeepsie.

**Amazing architecture.** Poughkeepsie’s downtown, particularly along Main and Market Streets, is blessed with a number of architecturally significant buildings that not only provide downtown with pockets of aesthetic beauty but that also help to reveal the city’s history and symbolize hope for its future. The classic pre-war department store buildings, Victorian-era homes transformed into mixed-used structures, and industrial spaces ready for creative reuse provide ample stock to support a diversity of businesses and residents. Local entities such as Hudson River Housing and the city’s historic preservation commission offer assistance and resources to potential homeowners and developers seeking to purchase and repair these structures.

**Mix of housing types affordable to a range of incomes and ages.** The Main Street Corridor already boasts significant housing options at a variety of affordability levels, including market rate, workforce housing and housing for low income residents. Much of this housing is located in the historic building stock, in traditional mixed-use buildings, but an impressive range of new residential construction in the pipeline and recently completed are demonstrating considerable private redevelopment interest in the City of Poughkeepsie.

**Multi-modal Infrastructure and Walkable.** Because of its traditional urban design, Poughkeepsie is already a compact, walkable and bikeable city, one that is ready to serve those who either prefer not to or are unable to utilize automobiles in their day-to-day lives. This makes the city an ideal location for both the millennial and senior populations, who are increasingly looking to urban centers as alternatives to suburban and rural living. With unparalleled access to local and regional transit, sidewalks, and a planned bicycle network with improved biking infrastructure, people looking for an urban environment where car dependency is less critical have found Poughkeepsie to be quite accommodating. Much of the city’s population lives within walking distance to downtown, the Market Street Transit Hub or the Poughkeepsie Train Station.

**Eating & Markets.** The Main Street Corridor features a rich array of commercial and retail businesses serving residents as well as visitors seeking unique services within the city. An eclectic selection of more than 20 eateries, spanning a range of cultures and styles—including Irish, German, Italian, Asian, French, Salvadorian, Mediterranean, Mexican and American—can be found within this evolving restaurant district. In 2014, Tropical



Fresh food market opened on Main Street, providing fresh produce for the ethnically mixed community living in and around downtown.

**Parks, Art, and Events.** The Main Street Corridor links the CBD to the waterfront and a rapidly evolving shoreline park system without rival in the region for its nearly 2.5 miles of interconnected and direct river access. Nearly 20 public parks dot the City of Poughkeepsie, all of which are located within walking distance of the Main Street Corridor. In addition to the city’s green spaces, art and murals are transforming the downtown’s hardscape into quality gathering spaces, such as Mural Square in the heart of the DRI area, and the highly anticipated gateway mural, which will connect the waterfront to lower Main Street by transforming the unwelcoming Route 9 underpass into a life-size art experience. The city’s parks and public spaces are increasingly used to host celebrations. Poughkeepsie’s First Friday events have become a monthly occasion not to be missed, drawing visitors and residents from every walk of life to downtown for culture, dining, and entertainment. The empowering O+ Festival will be back for its second year this Summer after a gangbusters kickoff in 2017. The Jazz in the Valley Festival, Bike New York’s Discover Hudson Valley Ride, and Festival of Lights, also flood Poughkeepsie’s parks and streets with welcome visitors every year.

**Entertainment & Cultural Amenities.** The Main Street Corridor hosts many cultural attractions and entertainment entities that draw visitors into the city center throughout the year. These include larger, regionally significant venues like the Mid-Hudson Civic Center, Mid-Hudson Children’s Museum, and the Bardavon Opera House as well as smaller mainstays such as the Chance Theater, Cunneen Hackett Arts Center, Barrett Arts Center, Arts Centro and the Mid-Hudson Heritage Center. The Dutchess County Historical Society is also located on Main Street at the 18th-century era Clinton House.

**Culturally Diverse Population.** From Poughkeepsie’s Italian heritage to the growing Latino population, the city hosts numerous cultural and ethnic institutions and features many events that reflect its strong immigrant tradition. The annual Festa Italiana and La Guelaguetza festivals demonstrate the ethnic and cultural diversity of the city, which also hosts annual Greek and Polish festivals and marches. The African American community celebrates its traditions in many events throughout the year, including the annual Martin Luther King Jr. celebration and breakfast hosted by the Catherine Street Community Center, an engaged nonprofit human service agency that has served city residents for over a hundred years. In 2017, the city hosted its first ever Juneteenth event, celebrating the end of slavery.

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

Poughkeepsie strives to provide the highest quality of life for its residents. To achieve this, over the last several years the city has introduced a number of policies, including equitable development and inclusivity, youth enrichment, anti-blight, affordable housing, mental health services, public space improvements and modern zoning, as discussed in more detail below.

**Inclusive Community Initiatives.** Poughkeepsie is a welcoming place with a population rich in cultural, ethnic, racial, and socioeconomic diversity. This is reflected in the city’s inclusive policies, demonstrating acceptance, tolerance and appreciation of all who call Poughkeepsie home. In the last two years the city has declared June to be “Pride Month” in perpetuity; passed a “safe city” policy, acknowledging the value that immigrants bring to our community; and the city continues to support people with developmental disabilities, notably through the

annual Think Differently Dash. The city is also considering the establishment of municipal identification cards to improve safety for its valued residents and foster easier police-community relations.

**Youth Programs Initiatives.** Mayor Rolison’s Youth Activities & Opportunities Program, inaugurated in 2018, will allow local organizations to apply for funding to support opportunities for Poughkeepsie youth to participate in community based programs. These programs will emphasize active lifestyles, provide instructional guidance and build long-lasting relationships so important to personal growth.

**Anti-blight Initiative.** An essential component of this initiative, announced in 2018, is the creation of an Anti-blight Task Force comprised of key city staff as well as stakeholders from the private sector and non-profit community. The task force will implement a multi-faceted plan that includes high-profile demolitions of long-time problem properties; the transfer of identified properties to redevelopment partners; strategic use of the city’s Community Development Block Grant funding; and legislative changes to the local tax law, allowing homeowners the ability to pay tax arrears through a payment plan and preventing homes from becoming zombies due to delinquent taxes.

**Poughkeepsie Affordable Housing Coalition (PAHC).** The PAHC is a newly created consortium comprised of the city’s local housing advocacy organizations, including Habitat for Humanity, Hudson River Housing and Rebuilding Together. With support from the city, this group is working to ensure long-term affordable housing accessibility and to decrease the number of vacant and abandoned properties, particularly in city’s the north side.

**Mental Health Services.** The City Police Department has recently implemented the BEAT (Behavior Evaluation Action Team) Initiative, which pairs a county-trained mental health professional on patrol with a PD unit specially trained in crisis intervention. The program engages with the city’s at-risk population directly, right on the street, in an innovative plan to fit individuals with existing programs at the state or county level.

**Safe Streets, Complete Streets, Sustainability.** With a large segment of Poughkeepsie’s population not having access to a car, the city is committed to making its streets safer for pedestrians. A recent application to NYSDOT’s Pedestrian Safety Action Plan program would bring up to \$3.6m in upgrades to the city’s most utilized crosswalks and intersections. In addition, Poughkeepsie has finished a complete streets project along Market Street and is ready to implement it. When completed, Market Street will not only be safer for all users, but motorists will be better able to navigate downtown, reducing unnecessary circulation and helping to reduce greenhouse gas emissions. Lastly, the city and Dutchess County Transportation Council are working closely with the State’s Department of Transportation and the Town of Poughkeepsie to embark on a study of our arterial highways to consider modifications and take meaningful steps to improve pedestrian safety for our residents.

**Zoning and Transit Oriented Development.** The Poughkeepsie Innovation District includes not only new policies for promoting downtown, but also includes new zoning that encourages redevelopment projects that promote active streets in a mixed-use environment. Through this new form-based code, the city will allow maximum flexibility in land use while ensuring a high-quality public realm. By implementing recommendations from the city’s recent downtown parking study, the city will ease its parking requirements within the downtown, enabling developers to save costs and increase density. The city also works closely with the Poughkeepsie Industrial Development Agency, which created a policy to specifically incentivize transit-oriented development within a 10 minute walk of either the train station or the bus hub downtown.

**7) Public Support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and**

**implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a DRI Local Planning Committee to oversee the plan.**

In anticipation of a third round of DRI funding, the city administration and staff began preparing early for this application. A working group was formed to evaluate the city's past application efforts and to develop a community outreach strategy. The working group consisted of the mayor, key staff from the city planning office, as well as Common Council members and other outside stakeholders. Outreach efforts related specifically to the DRI application include surveying and voting board activities at several special events in the months leading up to the application, which informed project ideas contained in this application; written communications and a special presentation to the Common Council, which elicited important feedback and support; and direct discussions with many key stakeholders and partners. Through this outreach, city staff were invited to multiple meetings with interest groups such as Mid-Hudson Arts Coalition, Poughkeepsie Arts Commission, and the Poughkeepsie Youth Coalition. One-on-one meetings were also held to brainstorm with stakeholders including Hudson River Housing, the Cardinal Assets developer group, and Vassar College. Enthusiastic support for the city is evident in the attached genuine and unique letters of support.

The initial local lead that will work with the state's consultant team to convene a DRI Local Planning Committee to oversee the plan will be the city's Planning & Development Department, including Paul Calogerakis, Interim Economic Development Director, and Natalie Quinn, Senior City Planner.

**8) Project List to Demonstrate Readiness: Describe opportunities to build on the strengths described above by providing a list of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how most projects proposed for DRI funding demonstrate their readiness for implementation.**

The following section identifies a number of transformative projects that are ready for implementation with assistance of DRI funds. The mix of exciting, capital-intensive projects along with strategic programmatic investments can further catalyze the revitalization of the Main Street Corridor. The investment opportunity is ripe, and with strategic investments in public spaces signaling to the private sector that change is happening, Poughkeepsie's downtown will be reborn.

**Implementation of Complete Market Street Plan.** Market Street, a key downtown cross street, has been studied extensively over the last two years for vehicular and pedestrian improvements and will serve as the city's first, model **complete street**. A pilot program on Market Street was implemented to much fanfare and excitement, demonstrating how complete streets solutions could benefit everyday users. With the plan and community support in place, DRI funding for implementation will enhance pedestrian accommodations, make the street safer and the user experience more pleasurable, and encourage people to spend more time out of the car patronizing businesses.

**Implementation of Parking Study Recommendations.** Recommendations from the 2018 parking study include upgrades to parking meter infrastructure with **smart technology**, allowing for convenient payment methods and dynamic pricing in order to manage parking usage. Other recommendations include physical improvements to parking facilities, which will be coupled with **streetscape improvements**, including street trees, lighting, trash receptacles and seating in order to make residents and visitors more comfortable exploring downtown on foot.

**Installation of Public WiFi.** Through public outreach efforts in preparation for the DRI application, public WiFi was identified by businesses and residents as a priority in the downtown. Public WiFi enhances the experience of Poughkeepsie's public spaces, and it will be a key component in the implementation of the Poughkeepsie Innovation District by providing high-speed and readily accessible internet to our **burgeoning entrepreneur community**. As the city upgrades its parking meter inventory, DRI funding can be utilized to incorporate WiFi access points into these upgrades.

**Branding & Marketing.** The newly launched PKGO branding campaign and website showcase what it's like to work, live and play in the City of Poughkeepsie. The mission of the campaign is to **change perceptions** and broadcast Poughkeepsie as the thriving and growing community that it is. The PKGO Committee is working to develop the website as a one-stop-shop for information on festivals and events, job postings, places to live in the city, and achievements by the city and our residents. Included in this will be promotion of the Poughkeepsie Innovation District rezoning and Rhinebeck Bank's supportive \$3M Poughkeepsie Innovation District Loan Fund. DRI funding could be utilized to support the marketing of this campaign through PKGO swag and execution of next year's PKGO-Getters events, ted-talk styled occasions that connect Poughkeepsie-born role models with the city's youth.

**Kaal Rock Connector.** Building off the success of the Walkway Over the Hudson, the city plans to unite the northern and southern waterfront, which is currently bisected by a sixty foot rock outcropping, with an elevated walkway around the rock. This walkway would connect the popular Waryas Park with the parks and public promenades existing or in the planning stages to the south, creating a **continuous greenway** along the city's waterfront from north of the Walkway to the Poughkeepsie Landing site. This project has enjoyed ongoing support from the state, with nearly \$600k secured already in grant funding.

**Pedestrian and Ecological Improvements to Fall Kill.** The Fall Kill Trail will provide recreational and pedestrian access to a long underutilized resource. The trail will connect the Hudson River near the Mid-Hudson Children's Museum to the city's North Side and the Middle Main neighborhoods. With planned pocket parks in key locations along the way, the Fall Kill Trail will **connect people** to nature, transit and employment centers. Community engagement facilitated by Mass Design Group began this month to envision a schematic design for 4000 linear feet of the trail between Rose Street and Catherine Street, bordering the Main Street Corridor. With DRI funding, this community-driven concept will become a reality.

**Improvements to Mid-Hudson Civic Center & Pedestrian Plaza.** The Mid-Hudson Civic Center is a regional private not-for-profit community facility dedicated to providing cultural, recreational and educational opportunities to Poughkeepsie in a dual venue comprised of 3,000+ seat Mair Hall and McCann Ice Arena. The Civic Center is an anchor of downtown Poughkeepsie located on Market Street between the Dutchess County office complex and the Poughkeepsie Grand Hotel and City Hall which attracts **200,000 visitors each year**. Given its 41 years of age, the Civic Center is in need of upgrades and repairs including equipment, acoustics, façade repairs, and updated space configuration to accommodate more events with modern technology demands. To this goal, IBM Corporation has committed to working with the Civic Center to develop a strategic plan. With DRI support, the Mid-Hudson Civic Center can execute the strategic plan, complete repairs and upgrades and better serve the Poughkeepsie community.

**Location of Innovation Quad.** With commitment from the surrounding higher-ed institutions, the city is eager to move forward in establishing a **co-location space in the downtown**. The city is currently working with its partners to identify the most appropriate building for adaptive reuse. Once a property is identified and acquired, the Local Planning Committee may choose to direct DRI funds towards rehabilitation and fit-up costs.

**Poughkeepsie Hive.** The Poughkeepsie Hive, a project by Baxter Building Corporation and Mass Design Group, is an adaptive reuse project in the heart of downtown Poughkeepsie consisting of 20 new apartments, 5,000

square feet of co-working space, and a large food hall occupying over 25,000 square feet. The food hall will include a small fresh market, multiple food vendors, food manufacturing and processing, community kitchen, brewery and event space. The Food Hall will be a **vibrant and inclusive hub of food activity** for the community, act as a highly-visible attractor along the arterial, support development of culinary entrepreneurship and food culture, and build a transparent and sustainable network of regional farms and food vendors. DRI funding could support the rehabilitation of this existing downtown building.

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

More than ever before the city administration and common council are committed to building the capacity of local government and to be a leader in the city's revitalization, assisting in planning and directing investment, and supporting our stakeholders. In the past, the city has been saddled with fiscal challenges, and while challenges still exist, the city's improved financial position has created the ability to hire staff to carry out these efforts. The Rolison administration has even been recognized by the New York Conference of Mayors for its efforts to make government more efficient and lessen the burden on tax payers, awarding the NYCOM Award for Government Efficiency.

From 2017 through the beginning of 2018, the city has focused significantly on rebuilding and stabilizing key city hall departments. With funding awarded by the state's Financial Restructuring Board in 2017 for economic development, the city has begun assembling an expert team to welcome development activity and streamline the land use approval process. New additions include an interim economic development director and a senior city planner, filling positions that have been vacant for over five years. Additionally, the assignment of deputy zoning administrator to the Planning Department has made significant strides in bridging communication between the Building and Planning Departments in the city. Now that capacity is increasing, the city has engaged with Pace Land Use Law Center to conduct a review of the city's land use process and procedures in order to remove unnecessary complications and streamline the process where possible to continue the city's mission to be a welcoming community that is open for business. Lastly, the city is increasing public works staff, including a parks and recreation director, in order to maintain and improve the city's cherished public parks.

Poughkeepsie is uniquely prepared for the formation of a Local Planning Committee (LPC) since essential staff are already in place.

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

Just as important as the city's bolstered internal capacity, Poughkeepsie is fortunate to benefit from an established network of community partners ready to assist the city in receiving and directing investment.

**Hudson River Housing ("HRH") Middle Main Network.** The Middle Main Initiative represents a multifaceted effort including a community leadership program, a nationally recognized neighborhood branding strategy, Made-In-Middle Main small business alliance, and monthly community meetings. At the heart of the Middle Main, Hudson River Housing's continued investment is galvanizing neighborhood partners, fostering collaborative ventures and new synergies that will positively impact the urban fabric and the lives of Poughkeepsie residents. By celebrating Main Street's many assets and deploying dynamic strategies in coordination with the city to build upon them, HRH's Middle Main Initiative is a model for sustainable, inclusive redevelopment of small cities.

**Poughkeepsie Alliance.** The Alliance is a group of business, nonprofit and community leaders who are helping to improve the perception of Poughkeepsie. Completed projects include the Lincoln Park soccer field; refurbishing the Poughkeepsie gateway sign coming off the Mid-Hudson Bridge; creating the Mural Square pop-up park on

Main Street; funding an engineering study related to the Kaal Rock Connector; and the gateway mural project at the Route 9 overpass on Main Street.

**Higher-Ed Institutional Partners.** Downtown Poughkeepsie is in close proximity to four renowned institutions of higher education: the Culinary Institute of America, Marist and Vassar Colleges, and Dutchess Community College. Over the past few years, the latter three institutions have welcomed new presidents, all of which have demonstrated a commitment to working together to align their resources and efforts in the City of Poughkeepsie. In grappling with how best to work together in the City of Poughkeepsie, the leadership of the local colleges have highlighted their respective "Community Engaged Learning" initiatives as a nexus of synergy between the missions of the institutions and the current needs of the City of Poughkeepsie. The presidents of the local institutions are now working closely to focus on knowledge sharing and coordination in regards to how each of these institutions operationalizes their various community engagement efforts. These higher-ed institutions have now agreed to work with IBM as part of the conceptual "Innovation Quad," which centers on the City of Poughkeepsie.

**Poughkeepsie Youth Collation.** The Youth Coalition is a consortium of over 300 individuals from the community and agencies that have been engaged over the last 18 months in workshops, forums and one-on-one conversations, confirming the efficacy of a collaborative approach for addressing the challenges experienced by vulnerable youth, ages 16-24. The Youth Coalition focuses on developing programs and policy in five key areas: employment, education, health, safety and neighborhood revitalization. One of the key focuses of the Coalition at this time is the creation of a digital directory of youth services and programs offered in the City of Poughkeepsie and region at large.

**Workforce Development & Job Creation Initiatives.** The City has been focusing on policies and programs to ensure that the recent and ongoing renaissance of Poughkeepsie is inclusive of existing small businesses and our historically disenfranchised residents. Workforce development and mentoring programs by Dutchess One-stop, Workforce Investment Board, My Brother's Keeper, Nubian Directions and Hudson River Housing provide essential resources to the youth and underemployed residents of the community. HRH's programs such as Youth LEAP (Learning through Experience, Assistance & Partnerships) and EATS (Employment Assistance Training Station) serve the community's critical need for youth development and employment training, whereas initiatives such as the Rhinebeck Bank Innovation District Loan Fund, focused on Poughkeepsie's downtown, provide essential resources for entrepreneurs and innovators to open businesses and put their skills to work.

**Philanthropic and Regional Support Organizations.** Outside philanthropic and regional organizations that have long been invested and passionate about the revitalization of Poughkeepsie. Mass's Hudson Valley Design Lab, Scenic Hudson, and Hudson Valley Pattern for Progress are all distinguished non-profit organizations that have recently focused considerable resources toward improving the quality of life in the City of Poughkeepsie. There are also a number of place-based foundations working in Poughkeepsie, including McCann Foundation, Nuhn Charitable Trust, Community Foundations of the Hudson Valley, and of course, the Dyson Foundation. These foundations all provide critical support to the local health, education, arts, social service, and mental health organizations.

The City of Poughkeepsie is stronger than it's ever been, because city hall and its partnerships are stronger than they've ever been. Poughkeepsie is ready, willing and able to realize its potential and, at long last, return to its traditional place as the economic engine and cultural centerpiece of the Hudson Valley. From the Vassar Hospital expansion to the two new maple trees planted on Noxon Street, everybody is investing in Poughkeepsie. We are one or two catalytic investments away from serving as a lasting, positive, and highly visible example of how the region and the state have improved for the better.

## Northside|Waterfront

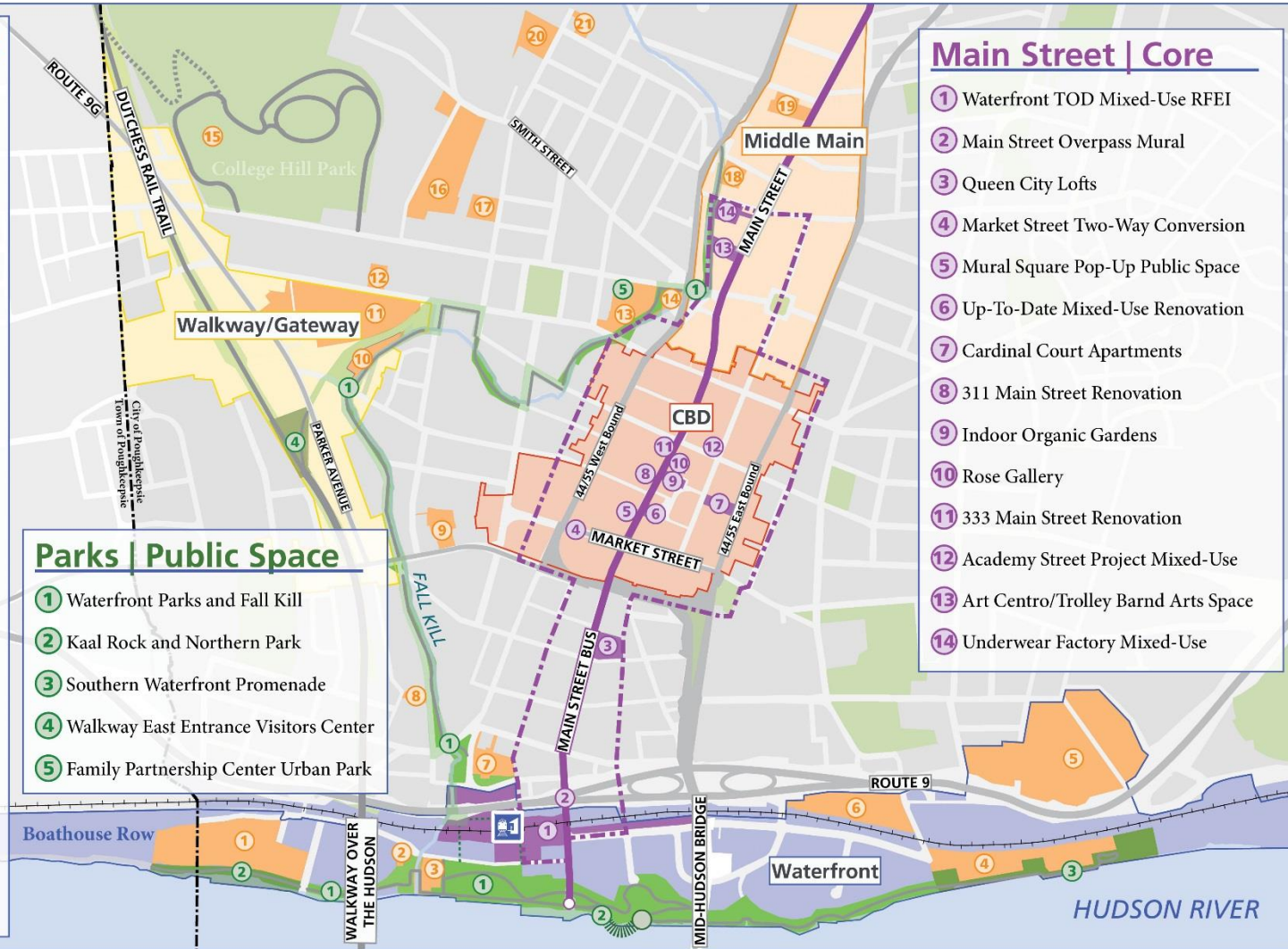
- 1 One Dutchess Avenue Apartments
- 2 Reynold House Restoration
- 3 Children's Museum Expansion
- 4 Poughkeepsie Landing Mixed-Use
- 5 Water Club Apartments
- 6 Vassar Brothers Medical Pavilion
- 7 Pelton Manor Apartments
- 8 Tavern 23 Restaurant
- 9 HRHCare Health Center
- 10 Greysheed Arts Light Manufacturing
- 11 County Justice Transition Center
- 12 Mill Stree Brewing Company
- 13 Family Partnership Center Renovation
- 14 Stofa's Collision Renovation
- 15 College Hill Resivoir Renovation
- 16 Blue Collar Brewing Company
- 17 EFCO Products Expansion
- 18 Fall Kill Apartments
- 19 Mobile Life Support Services, Inc
- 20 Fourth State Metal Fabricators
- 21 Nubian Directions Training Center

## Parks | Public Space

- 1 Waterfront Parks and Fall Kill
- 2 Kaal Rock and Northern Park
- 3 Southern Waterfront Promenade
- 4 Walkway East Entrance Visitors Center
- 5 Family Partnership Center Urban Park

## Main Street | Core

- 1 Waterfront TOD Mixed-Use RFEI
- 2 Main Street Overpass Mural
- 3 Queen City Lofts
- 4 Market Street Two-Way Conversion
- 5 Mural Square Pop-Up Public Space
- 6 Up-To-Date Mixed-Use Renovation
- 7 Cardinal Court Apartments
- 8 311 Main Street Renovation
- 9 Indoor Organic Gardens
- 10 Rose Gallery
- 11 333 Main Street Renovation
- 12 Academy Street Project Mixed-Use
- 13 Art Centro/Trolley Barnd Arts Space
- 14 Underwear Factory Mixed-Use



Main Street Corridor

0 1/4 Mile

# Connected Redevelopment Projects

Waterfront | Northside | Parks | Main Street