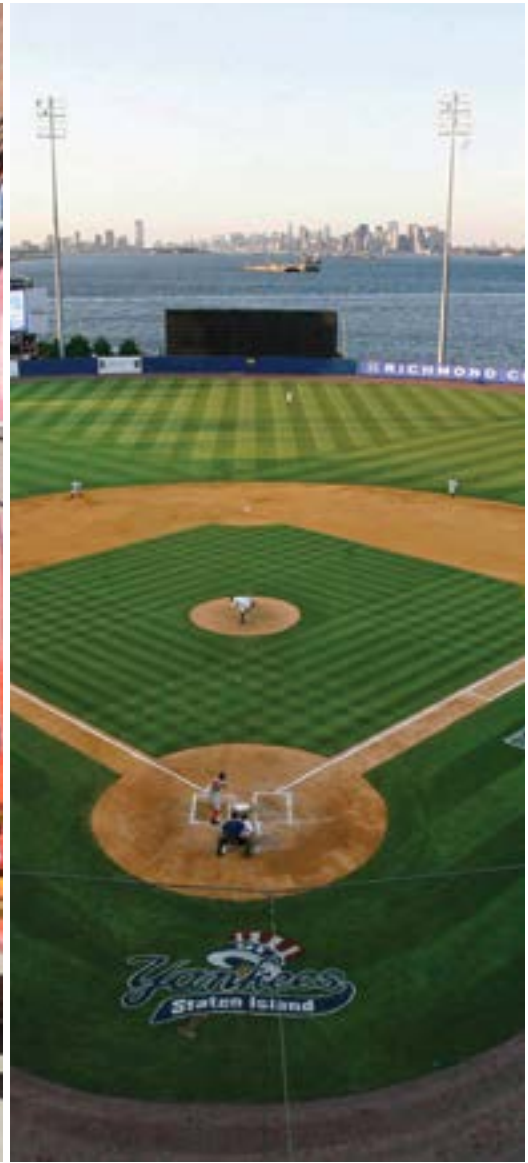


DOWNTOWN STATEN ISLAND

Downtown Revitalization Initiative
Strategic Investment Plan

Prepared for New York State
Downtown Revitalization Initiative
New York City
November 2020



LOCAL PLANNING COMMITTEE

Co-Chairs

Hon. James Oddo, Staten Island Borough President
Cesar Claro, Staten Island Economic Development Corporation (SIEDC)

Linda Baran, Staten Island Chamber of Commerce
Ralph Branca, Victory State Bank, SIEDC and Staten Island Chamber of Commerce
Rev. Demetrius Carolina, Central Family Life Center
Loretta Cauldwell, Community Board 1
Doreen Cugno, St. George Theatre
Glen Cutrona, Cutrona Architecture
Linda DiAnto, National Lighthouse Museum
Janet Dugo, Downtown Staten Island Commercial District
Wil Fisher, New York City Economic Development Corporation
Robert Fitzsimmons, Gateway Arms Real Estate
David Gaskin, Seamen’s Society for Children and Families
Ken Iwama, College of Staten Island
Jane Rogers, Staten Island Yankees
Jay Sykes, Flagship Brewery

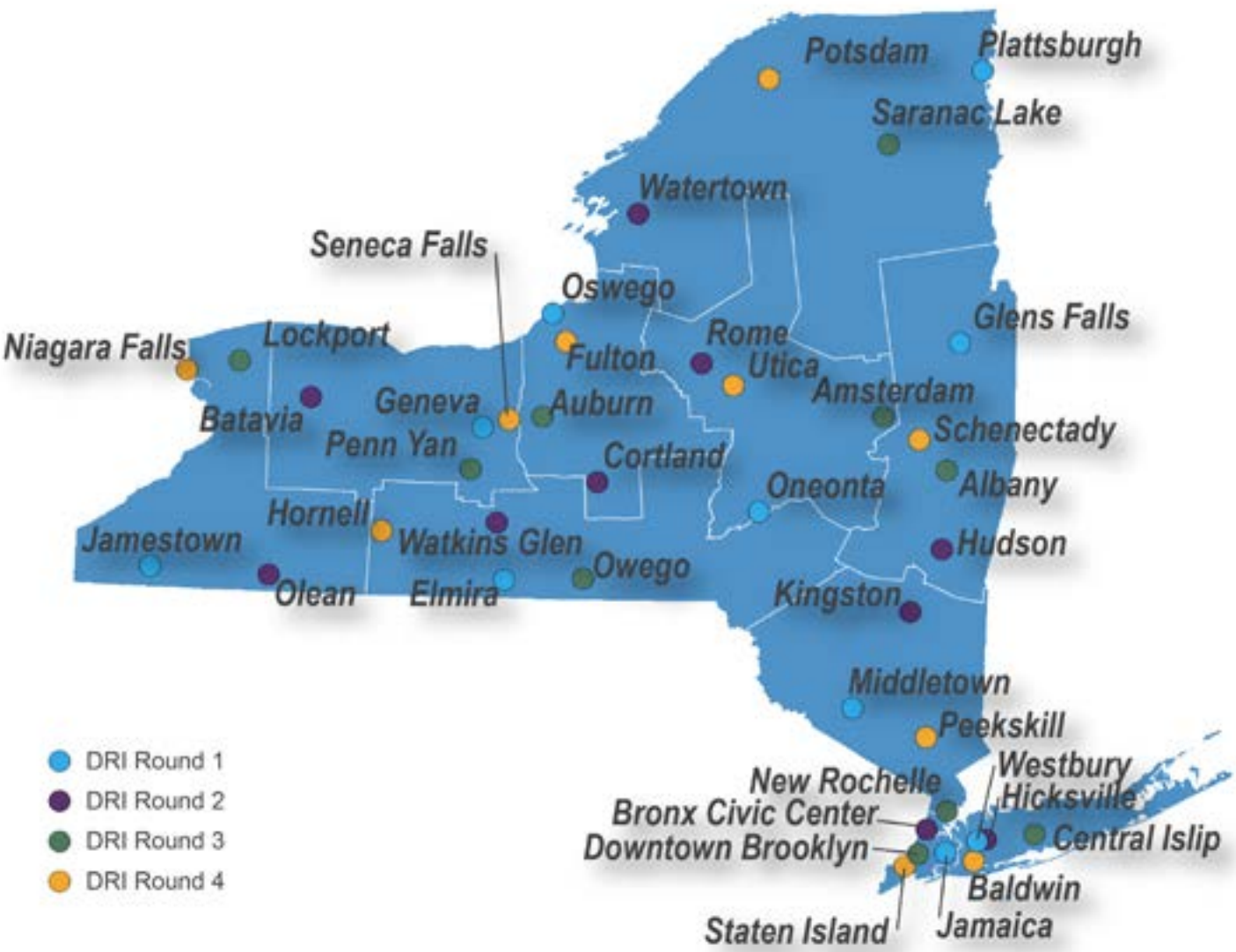
This document was developed by the Downtown Staten Island Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. This document was prepared by HR&A Advisors, with the support of Fu Wilmers Design, JMT Media, VJ Associates, and Invictus Engineering. The Strategic Plan was designed by Lixia Guo.



CONTENTS

Foreword	V
Executive Summary	IX
Section I: Downtown Profile and Assessment	I-1
Section II: Downtown Vision, Goals, and Strategies	II-49
Section III: Downtown Management and Implementation Strategy	III-53
Section IV: Public Involvement	IV-59
Section V: Projects Proposed for the DRI Funding	V-72
1. Create the CSI Center for Innovation VR/AR Lab	V-76
2. Create a Community Event & Entertainment Space at Empire Outlets	V-84
3. Reopen the Staten Island Museum’s Historic St. George Location	V-91
4. Beautify & Expand the Minthorne Street Commercial Center	V-99
5. Upgrade Seamen’s Society Headquarters to Enhance Service Delivery	V-105
6. Restore the Historic St. George Theatre	V-112
7. Create a Small Business Recovery Fund	V-119
8. Install a Decorative Canopy at Key Locations Downtown	V-125
9. Improve Wayfinding & Branding Throughout Downtown	V-131
10. Redesign the Ferry Terminal Information Booth	V-139
11. Restore a Historic Wall at Lighthouse Point	V-146
12. Upgrade the Ground-Level Façade at the 60 Bay St. Office Building	V-152
13. Create a North Shore Art Trail	V-158
14. Enhance the National Lighthouse Museum to Improve Visitor Experience	V-164
15. Renovate the Façade and Create a New Storefront at 585 Bay St.	V-170

FOREWORD



Downtowns define our cities and regions. With their energy and diversity as well as their artistic, cultural and historical assets, vibrant downtowns serve as anchors and catalysts for local and regional growth. These enduring qualities attract businesses, jobs, residents and visitors, and provide the critical infrastructure and diverse tax base necessary for broader and more inclusive growth.

Despite their tremendous value to our society and economy, downtowns suffered decades of disinvestment, economic decline and community malaise with the advent of sprawl and de-industrialization. But people and businesses once again recognize and appreciate what downtowns have to offer. And with that, downtowns are beginning to revamp and re-invent themselves, in many cases using their proud heritage not as a whimsical look backward to a bygone era, but as a catalyst for a brighter future. Yes, downtowns and cities are on the comeback trail, but obstacles remain and the DRI serves as that critical launch pad.

Recognizing both the potential and the challenges of our urban centers, Governor Andrew Cuomo launched a major new initiative in 2016 — the Downtown Revitalization Initiative (DRI). Through the DRI, the Governor moved to aggressively accelerate and expand the revitalization of downtowns and neighborhood centers to serve as centers of activity and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative plan-to-act strategy that couples strategic planning with immediate implementation.

In the first four years of the DRI, the State has committed \$400 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business, job creation, greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils select ten downtowns to receive \$10 million each to refine a vision and strategy for revitalization and to implement projects that show the greatest potential to

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

The ten communities selected in round four of the DRI are confronting a serious challenge—the COVID-19 pandemic. But in uncertain times, one thing is certain —cities are resilient; they adapt to change, even in a crisis like this. And the DRI is proving to be resilient and adaptable, too.

In the face of COVID-19, round four DRI communities have effectively pivoted to examine the immediate impacts of the pandemic and expand their downtown strategic investment plans to respond to this new challenge through the recommendation of projects that will support recovery and resiliency, especially for the small businesses that represent the heart of our downtowns. The ten round four communities demonstrated a true commitment to realizing their community visions for vibrant and robust downtowns, even in the midst of NY PAUSE. Indeed, each of the ten communities pursued innovative strategies to engage local stakeholders and successfully identify viable and impactful revitalization projects in safe and effective ways.

The DRI process involves a combination of community-based strategic planning, inter-agency project support and leveraging of outside investments. The process starts with a community-based Strategic Investment Plan that sets the path for successful downtown revitalization—a clear vision for the downtown; goals and strategies to accomplish the vision; and catalytic projects identified in the plan.

The strategic planning process is led by Secretary of State Rossana Rosado and facilitated by staff from the Department of State’s Office of Planning, Development and Community Infrastructure, with the assistance of NYS Homes and



Locals enjoy the views of the harbor from on top of the St. George Ferry Terminal.

HR&A

Community Renewal and Empire State Development. This collaborative multi-agency effort mobilizes the expertise, technical assistance and project management skills of State agencies alongside those of a team of consultants to support a Local Planning Committee (LPC) in each DRI to develop a community-based vision, goals and strategies for downtown revitalization.

Central to the Strategic Investment Plans are the slate of viable, transformative and catalytic projects identified by each LPC that will help realize the community’s vision for revitalization of its downtown. Of the projects included in the plans, those that are ready to go and show the greatest potential to contribute to revitalization, especially when knitted together with other projects, are awarded DRI funding.

The DRI is much more than a one-off \$10 million grant. Firstly, the projects are not selected in a vacuum, rather, they are synergistic and catalytic—that is, they work in concert to create a whole that is greater than the sum of its parts. Secondly, the positive momentum created by the DRI generates exponential effects that leverage additional public and private investments that, in turn, create a self-perpetuating cycle of revitalization.

We often hear the phrase “live, work and play” to describe city life, but we need to move beyond that limited characterization. Downtowns are so much more than that; they are a place to connect, eat, shop, drink, learn, absorb, innovate, observe and interact—they serve as a spark to human inventiveness and social entrepreneurship. Downtowns also offer public gathering spaces that allow people of all ages, incomes and backgrounds to interact safely and comfortably to appreciate the diversity of city life.

There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. And we do just that - the DRI treats and respects each downtown as its own special place—which is the hallmark of what we call “placemaking.”

The DRI has launched a renaissance in downtown redevelopment. With bottom-up leadership and top-down assistance from the State, deep participation from within the community and collaborative partnerships with public and private investors, the DRI is truly paying dividends by not just transforming the existing community, but also by creating new and yet-to-be-discovered opportunities for generations to come.



Downtown Stapleton Corridor

HR&A

EXECUTIVE SUMMARY

Introduction

Now in its fourth year, New York State’s Downtown Revitalization Initiative (DRI) seeks to “transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live, work, and raise a family.” The program allocated \$10 million to Downtown Staten Island – one of 10 communities selected state-wide – to support the implementation of catalytic investment projects and the development of strategies that will attract additional public and private investment to support downtown revitalization.

This plan is the product of a 10-month, collaborative process that included ongoing engagement with Staten Island elected leaders, community organizations, residents, businesses, and other stakeholders. The process was led by a 15-person Local Planning Committee (LPC) co-chaired by Staten Island Borough President James Oddo and Staten Island Economic Development Corporation (SIEDC) President Cesar Claro. The committee’s work built on numerous planning efforts and billions of dollars of public and private investment in the North Shore over the last decade.

This plan is also informed by discussions with local leaders and community members following the onset of the COVID-19 pandemic, which has had severe impacts on Downtown Staten Island. As of publication, more than 1,050 Staten Islanders had died from the coronavirus, unemployment had reached record levels, and local businesses were struggling to remain open amid declining foot traffic and tourism. While the near- and long-term impacts of the pandemic continue to involve, this report’s recommendations seek to set up Downtown Staten Island for an inclusive and resilient recovery, as noted in the LPC’s updated vision, goals, and strategies.

Through this Strategic Investment Plan, the LPC recommends 15 ready-to-implement projects to advance the vision and goals identified by the LPC and community. These projects would require \$14,565,000 million in the DRI funds and would leverage an additional \$12,714,000 million in private capital for a total investment of \$27,279,000 million in Downtown Staten Island.

Study Area Overview

Downtown Staten Island is made up of three distinct waterfront neighborhoods connected by the Bay Street corridor – St. George, a transportation hub and civic center home to some of Staten Island’s largest cultural and employment anchors; Tompkinsville, a neighborhood and recreational center that includes Tompkinsville Park, Lyons Pool, and vibrant mixed-use centers; and Stapleton, a historic retail corridor and art district with an emerging neighborhood along the waterfront.

Taken together, these Downtown neighborhoods form one of the most densely populated and culturally diverse areas of Staten Island, with 11,200 residents as of 2018. Numerous cultural attractions, recreational amenities, and critical community service providers have established the downtown as a destination for local Staten Islanders and visitors alike. Downtown Staten Island also provides 4,200 jobs, primarily in government, healthcare, social assistance, and education.

Home to the St. George Ferry Terminal, Downtown Staten Island serves as the gateway to the borough, where more than 20 million ferry passengers annually travel to and from Lower Manhattan. The ferry terminal also connects directly to the Staten Island Railway and a major bus terminal, creating a multi-modal hub at the northern edge of downtown serving residents, workers, and visitors.

This strong base of residents, jobs, and other assets has made Downtown Staten Island a natural focal point for local investment. In recent years, the Downtown has seen more than \$1 billion in public and private investment with major projects completed or underway, including two projects flanking the St. George Ferry Terminal – the 100-store Empire Outlets shopping center and the mixed-use Lighthouse Point development which will include new office, retail, and residential uses – and the 900-unit Urby mixed-use development in Stapleton.

Despite these opportunities, Downtown Staten Island has struggled with real and perceived challenges, several of which

have been exacerbated by the ongoing COVID-19 pandemic. They are summarized below.

Key Observations

Three key observations summarize the opportunities and challenges faced by downtown Staten Island:

1. Downtown Staten Island is a culturally rich, historic neighborhood that serves as a gateway into Staten Island, but its comparatively low density to the rest of NYC.

The Downtown is well served by transit and has numerous important anchors that lay the foundation for increased growth and visitation. Yet, despite being one of the most densely populated areas of the borough, Downtown Staten Island has significantly less housing or employment per acre than comparable borough downtowns, which increases the importance of visitation – from on- and off-Island – to activate corridors and a healthy mix of commercial and destination uses.

2. Poor physical connections and conditions across the Downtown limit pedestrian activity and prevent residents and visitors from exploring the Downtown.

In each neighborhood, connections between transit nodes and local businesses and attractions feature challenging pedestrian connections, poor signage and wayfinding, and unwelcoming conditions such as underlit or vacant sidewalks and sites. These barriers prevent organic navigation within the Downtown; discourage visitors from venturing further into and around the Downtown; and hamper potential synergies among downtown destinations, such as retail, cultural centers, and other assets.

3. Downtown is a critical hub for community services and entrepreneurship, but it has a limited employment base and additional investment is needed to provide an economic engine for Staten Island.

Most well-paying jobs in Downtown Staten Island are in the government sector, while other jobs (including in healthcare, social assistance, education, and retail) pay less than a living wage. Redevelopment of vacant and underutilized parcels along the corridor can provide new spaces for business and employment growth, while small business resources, entrepreneurship support, and workforce development programs can make sure the local labor force is prepared to participate and benefit in the future economy.

Community Engagement

Throughout the DRI process, the LPC sought meaningful engagement with community organizations, residents, and businesses to ensure the findings and recommendations reflected in this report capture their experiences and vision for the future of Downtown Staten Island. The primary goals for engagement were as follows:

- **Create** a transparent process where a broad array of community members would be aware of opportunities for engagement.
- **Provide** information about the DRI program, process, and proposed projects early and often.
- **Create** multiple formats for community members to provide input throughout the process.
- **Build** consensus among community stakeholders for this planning effort and final project recommendations.

The Staten Island DRI community engagement process included five meetings of the LPC, which were open to the public and included public comment periods; three Community Open Houses, one held in-person and two virtual workshops that were held amid the pandemic; two online public surveys that asked the community to weigh in on potential the DRI projects; and a series of small group meetings and individual interviews with community residents, local business owners, and other stakeholders.

The key themes that emerged through this outreach, and that inform this plan, include:

- **Support small businesses.** Especially following the COVID-19 pandemic, which has had a severe impact on small businesses, community members expressed a need to provide assistance to preserve essential neighborhood services and ensure the commercial corridors throughout downtown remain tenanted and active.
- **Support jobs and economic growth.** With record-high unemployment due to the pandemic, especially among young people and workers without a four-year degree, community members stressed the need to invest in preserving local jobs, preparing unemployed residents to secure new jobs, and laying the foundation for new industries and anchors that will drive job growth in the



Kamillah M. Hanks, CEO of YOUTHBuild addresses the community.

HR&A

downtown – and prepare local youth and residents for new jobs – over the long term.

- **Invest in more community spaces.** Community members highlighted the need for more spaces open and available to the public, especially young people and families. Categories of desired spaces included parks and open spaces for public gatherings, affordable meeting and workspace for entrepreneurs, and performance space for local cultural and educational organizations.
- **Improve the pedestrian, bike, and public transit experience.** Community members identified the St. George Ferry Terminal, the intersection of Victory Boulevard and Bay Street, and the pedestrian entrance

to the Stapleton Staten Island Railway (SIR) as key target areas for improving the overall streetscape experience. They highlighted the lack of signage throughout the downtown as a key impediment for pedestrians attempting to navigate between neighborhoods in the corridor. They also noted a need to invest in non-auto modes of transit, including bike infrastructure and improved bus service.

- **Activate the downtown.** Community members highlighted the need for more dining, nightlife, entertainment, and youth-specific programming downtown.

In addition to these themes, community members indicated their highest-priority projects through an online survey, the results of which are reflected in individual project profiles.

The DRI Vision and Goals

The vision for Downtown Staten Island was established by the LPC and builds on years of recent community engagement and planning, as well as an assessment by the Planning Team of existing conditions and needs in the Study Area. The vision is supported by four goals and 20 strategies, outlined below.

VISION

Downtown Staten Island will build back as a strong, resilient, and inclusive community. Building on the downtown’s rich history and the momentum of recent investments, the DRI will support recovery and economic opportunity for Staten Islanders from all communities while enhancing quality of life and creating a compelling cultural and economic hub that attracts both Staten Islanders and visitors.



The Staten Island Ferry runs 24 hours a day 7 days a week.

GOALS & STRATEGIES



Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits
- Invest in local businesses by supporting space adaptations, improvements to storefronts, and commercial space upgrades
- Transform underused buildings into move-in ready space for new businesses
- Support new business formation especially among underrepresented groups
- Create opportunities to support local vendors in new large-scale development projects



Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand and modernize existing cultural institutions to attract and serve visitors
- Invest in community spaces that accommodate a broad mix of residents and visitors
- Expand retail, dining, and entertainment options to meet the needs of local residents and visitors
- Showcase the history and culture of the downtown and its residents
- Unlock the potential of large, underutilized parcels to create new destinations



Support industry growth and entrepreneurship to create jobs and opportunity for Staten Islanders of all racial and economic backgrounds

- Provide space, equipment, and programming to seed industry growth and support startups
- Ensure affordable workspace for artists, entrepreneurs, and new businesses
- Expand workforce development and educational programs to help local residents train for and access new jobs and help companies access local talent
- Help local students and residents gain exposure to growing industries and employment opportunities











Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space





- Establish attractive downtown gateways to welcome and direct visitors
- Create consistent visual cues to draw people across the corridor, including public art
- Strengthen connections between upland communities and the waterfront
- Enhance downtown navigation through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances
- Enhance the pedestrian experience with better lighting, outdoor seating, and programming
- Reduce physical and visual barriers, including fencing and dead-end streets




Recommended Projects for Potential DRI Funding

The LPC recommended 15 projects for \$14,565,000 in the DRI funding:

	<p>Create the CSI Center for Innovation VR/AR Lab</p> <p>TOTAL COST: \$2,947,000</p> <p>DRI FUNDING REQUEST: \$2,314,000</p> <p>DESCRIPTION: Create a Virtual Reality / Augmented Reality Lab in the new College of Staten Island (CSI) Center for Innovation at Lighthouse Point. This investment would fund space fit-out and equipment to help establish Downtown Staten Island as a regional hub for tech and innovation. The Center would also offer skills training, workforce development, and entrepreneurship programs.</p>
	<p>Create a Community Event & Entertainment Space at Empire Outlets</p> <p>TOTAL COST: \$3,567,000</p> <p>DRI FUNDING REQUEST: \$1,950,000</p> <p>DESCRIPTION: Create a flexible event and performance space within the Empire Outlets shopping center. The facility would include a black box theater that can be used by local nonprofits and cultural groups at no cost. Additionally, the facility would include an immersive cinematic and theatrical space that would cater to families and host improv, acting, screenwriting, and filmmaking classes for kids and adults, including free classes for North Shore schools.</p>
	<p>Reopen the Staten Island Museum's Historic St. George Location</p> <p>TOTAL COST: \$1,928,000</p> <p>DRI FUNDING REQUEST: \$1,928,000</p> <p>DESCRIPTION: Reopen the ground level and garden of the original Staten Island Museum location on Stuyvesant Place by upgrading building safety and accessibility features and refreshing the exhibit space. The project would create a modern cultural destination and a gateway to Staten Island culture and history, attracting Downtown Staten Island visitors from on and off the island.</p>
	<p>Beautify & Expand the Minthorne Street Commercial Center</p> <p>TOTAL COST: \$1,750,000</p> <p>DRI FUNDING REQUEST: \$1,250,000</p> <p>DESCRIPTION: Modernize the façade of the prominent Tompkinsville commercial building and create a new ground-floor café space. The project would replace the current façade with a more attractive brick face to beautify the Tompkinsville town center, add signage to lure visitors further into downtown, and enable the creation of new retail space and interior improvements.</p>

	<p>Upgrade Seamen's Society Headquarters to Enhance Service Delivery</p> <p>TOTAL COST: \$1,284,000</p> <p>DRI FUNDING REQUEST: \$1,155,000</p> <p>DESCRIPTION: Fund upgrades to the Seamen's Society headquarters building to enhance the delivery of services for families and children, convert underused spaces into free community space, and install outdoor digital signage to market programs and activities. The Seamen's Society has been an integral lifeline for Staten Island residents impacted by the pandemic.</p>
	<p>Restore the Historic St. George Theatre</p> <p>TOTAL COST: \$5,571,000</p> <p>DRI FUNDING REQUEST: \$1,058,000</p> <p>DESCRIPTION: Fund improvements to the historic St. George Theatre, including restoration of the lobby, repair of interior plaster and paint work, and the installation of a new mosaic at the outdoor entrance. This project would restore this important downtown destination, improve the visitor experience, and enable broader programming. It is part of a broader phased restoration that began with the theater's reopening in 2004.</p>
	<p>Create a Small Business Recovery Fund</p> <p>TOTAL COST: \$1,141,000</p> <p>DRI FUNDING REQUEST: \$1,000,000</p> <p>DESCRIPTION: Create a grant fund to help small business owners recover from Covid-19-related economic challenges. Grants would be available to businesses and property owners for physical adaptations to meet new operating realities (e.g. renovations to indoor spaces, ventilation upgrades, etc.); improvements that help fill vacant spaces (e.g. façade/interior upgrades, etc.); and startup capital costs for new businesses filling vacant spaces.</p>
	<p>Install a Decorative Canopy at Key Locations Downtown</p> <p>TOTAL COST: \$726,000</p> <p>DRI FUNDING REQUEST: \$726,000</p> <p>DESCRIPTION: Install colorful, distinctive canopy structures at key locations downtown to create community gathering places that can host special events, food markets, concerts, and more. The installations would be designed to attract visitors to the waterfront and further into the downtown. Providing shade and color, canopies create natural gathering places and can create an inviting atmosphere that allows safe distancing.</p>

	<p>Improve Wayfinding & Branding Throughout Downtown</p> <p>TOTAL COST: \$600,000</p> <p>DRI FUNDING REQUEST: \$600,000</p> <p>DESCRIPTION: Enhance the pedestrian and visitor experience downtown and promote local businesses by installing branded signs and banners and beautifying key gateways, including the St. George Ferry Terminal and Stapleton Railway Station. The improvements will support navigation around downtown and strengthen visual connections around key transit nodes and key sites downtown.</p>
	<p>Redesign the Ferry Terminal Information Booth</p> <p>TOTAL COST: \$501,000</p> <p>DRI FUNDING REQUEST: \$501,000</p> <p>DESCRIPTION: Redesign the visitor information booth located within the St. George Ferry Terminal to improve visibility, upgrade technology, and make the space usable year-round. This project would serve ferry riders who want to learn what to do downtown. This funding would also upgrade the booth's technology capability and equipment to improve visitor services and booth operations.</p>
	<p>Restore a Historic Wall at Lighthouse Point</p> <p>TOTAL COST: \$661,000</p> <p>DRI FUNDING REQUEST: \$495,000</p> <p>DESCRIPTION: Restore a historic brick wall along the perimeter of the mixed-use development at Lighthouse Point. Restoring the century-old wall would address physical deterioration that could jeopardize the safety of pedestrians and remove a prominent eyesore that currently mars the view of visitors disembarking from the St. George Ferry Terminal. Restoration would preserve the original character of the U.S. Lighthouse Service Depot site.</p>
	<p>Upgrade the Ground-Level Façade at the 60 Bay St. Office Building</p> <p>TOTAL COST: \$5,432,000</p> <p>DRI FUNDING REQUEST: \$485,000</p> <p>DESCRIPTION: Support the renovation of Downtown Staten Island's largest office building. The project would install a new canopy and entrance on Bay Street to improve the pedestrian experience and help ensure the building remains tenanted. These improvements would improve the aesthetics of this visible stretch of Bay Street and support office leasing to ensure downtown office space remains occupied and active.</p>

	<p>Create a North Shore Art Trail</p> <p>TOTAL COST: \$420,000</p> <p>DRI FUNDING REQUEST: \$420,000</p> <p>DESCRIPTION: Create a public art trail from St. George to Stapleton by installing 30+ pieces of unique, community-sourced public art at strategic locations throughout Downtown, including at key intersections and cultural sites. The program will potentially include murals, street art, painted public utility assets, sculptures, digital art, and other installations - curated in concert with community and local arts organizations.</p>
	<p>Enhance the National Lighthouse Museum to Improve Visitor Experience</p> <p>TOTAL COST: \$409,000</p> <p>DRI FUNDING REQUEST: \$409,000</p> <p>DESCRIPTION: Renovate the National Lighthouse Museum to create an exterior garden space serving visitors and local residents; beautify the fencing and facade of the existing museum building; and address structural issues to the existing building. This project would improve site conditions as the museum attracts more visitors and launches a major capital campaign for expansion.</p>
	<p>Renovate the Facade and Create a New Storefront at 585 Bay St.</p> <p>TOTAL COST: \$343,000</p> <p>DRI FUNDING REQUEST: \$274,000</p> <p>DESCRIPTION: Renovate and expand the ground-floor space at the corner of Bay and Cross Streets in Stapleton to create a new retail space on Cross Street and restore the building to its original, historic style. The improvement would seek to catalyze improvements along Bay Street while introducing a new ground-floor use on this major neighborhood shopping corridor.</p>

Implementation Summary

The Office of the Staten Island Borough President, SIEDC and the Staten Island Chamber of Commerce have implemented numerous projects to support residents and businesses in Downtown Staten Island. As the DRI process moves from planning to project implementation, these three organizations will continue to share the leadership responsibilities for the DRI project implementation, along with project sponsors.

To ensure effective coordination among the DRI project sponsors, the Staten Island Borough President's Office – led by Borough President James Oddo – will serve as an

informal organizing entity responsible for monitoring project implementation, facilitating communication among project sponsors and partners, and serving as a central point of contact for New York State funding entities.

Individual project sponsors include several Staten Island-based nonprofit organizations and private businesses. The capacity of each project sponsor was evaluated based on the organization's past project implementation experience for similar projects and ongoing staff capacity and expertise, including identification of a project manager and main point of contact.



Staten Island Chamber of Commerce

Section I

DOWNTOWN PROFILE & ASSESSMENT

Overview

Downtown Staten Island sits on the North Shore of Staten Island directly facing New York Harbor. Home to the St. George Ferry Terminal, it is the gateway to the borough, where more than 20 million ferry passengers annually travel to and from Lower Manhattan. St. George also serves as the first stop on the Staten Island Railway and as a major bus terminal, connecting residents, workers, and visitors to locations across the borough.

The Downtown is made up of three distinct waterfront neighborhoods connected by the Bay Street corridor. **St. George** is the transportation hub and civic center, home to some of Staten Island's largest cultural and employment anchors. To the immediate south, **Tompkinsville** is a neighborhood and recreational center, home to Tompkinsville Park, Lyons Pool, and local retail. Further down the waterfront, **Stapleton** is split between the old and new, with a historic retail corridor along a narrow stretch of Bay Street, an emerging arts district, and, on the other side of the Staten Island Railway, an emerging mixed-use neighborhood anchored by a signature open space along the 35-acre Stapleton Waterfront.

Taken together, these Downtown neighborhoods form one of the most densely populated and culturally diverse areas of Staten Island. With 11,200 residents as of 2018 and numerous cultural and recreational attractions, including museums, galleries, restaurants, theaters, parks, the waterfront esplanade, and Richmond County Bank Ballpark, home to the Staten Island Yankees, Downtown is a destination for both Staten Islanders and visitors. Downtown Staten Island also provides 4,200 jobs, primarily in government, healthcare, social assistance, and education. Local institutions including the College of Staten Island and Staten Island MakerSpace are cultivating

a growing ecosystem of entrepreneurs, supporting future economic growth.

This strong base of residents, jobs, and other assets has made Downtown Staten Island a natural focal point for local investment. In recent years, the Downtown has seen more than \$1 billion in public and private investment with major projects completed or underway, including the 900-unit Urby mixed-use development in Stapleton and two projects flanking the St. George Ferry Terminal: the 100-store Empire Outlets shopping center and the mixed-use Lighthouse Point project providing new office, retail, and residential uses.

Despite these opportunities, Downtown Staten Island struggles with many real and perceived challenges. Relatively low housing and job density compared with other borough downtowns, combined with blight along portions of Bay Street, limits street traffic and hampers the success of retailers and other destinations. Poor pedestrian connections and the absence of clear wayfinding around the Ferry Terminal and other transit nodes prevents locals and visitors from venturing into the Downtown and exploring neighborhoods. The rail line, while an important connector, acts as a barrier between Bay Street and the new development and open space along the waterfront. Numerous cultural and recreational anchors popular with Staten Islanders and visitors require capital investment to sustain and expand their programming.

Together, investments in the public realm and in community anchors that serve the local population and attract visitors can build on the momentum of recent investments to make sure the benefits of new growth are felt throughout the Downtown and Staten Island by residents, businesses, and visitors.

A strong base of residents, jobs, and cultural assets has made Downtown Staten Island a natural focal point for local investment.



FIGURE 1. A GATEWAY TO STATEN ISLAND



FIGURE 2. WATERFRONT NEIGHBORHOODS ON THE NEW YORK HARBOR

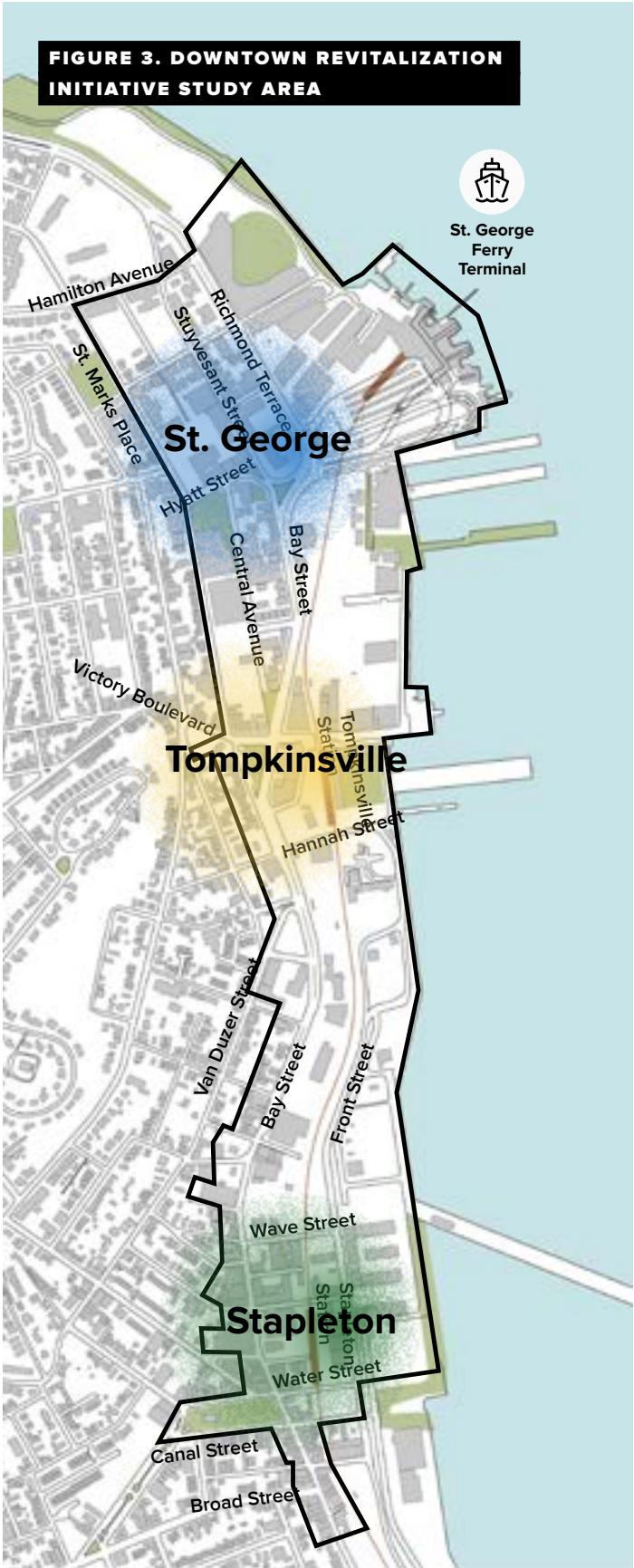
Study Area

The Downtown Staten Island Study Area encompasses a 1.3-mile corridor running along Bay Street from the St. George Ferry Terminal to Tappen Park in Stapleton. It is bound by Hamilton Avenue and the Richmond County Bank Ballpark to the north, St. Marks Place and Van Druzer Street to the west, Canal Street to the south, and New York Harbor to the east. The Study Area is composed of the neighborhoods of St. George, Tompkinsville, and Stapleton.

History & Trajectory

Downtown Staten Island’s history is heavily influenced by its role as a shipping, manufacturing, and transportation hub. Originally home to the Leni Lenape tribe until Dutch settlers arrived in the mid-17th century (providing the name Staaten Eylandt), followed shortly thereafter by the English (who named the island Richmond County), Tompkinsville and Stapleton developed into the commercial center of Staten Island in the 18th and 19th centuries. This activity was in part spurred by German immigrant families who took advantage of the area’s many freshwater springs to open breweries starting with the Bechtel. Soon bottling companies opened to service the breweries and landowners built single-family homes in the surrounding area to accommodate workers. The Stapleton waterfront was also flourishing with activity, home to the earliest private and municipal ferry routes and multiple shipbuilding facilities and shipping routes. Meanwhile, St. George was also developing into a specialized industrial and manufacturing campus for the Staten Island Lighthouse Depot of the U.S. Lighthouse Service. While technological advancements in the 20th century reduced and eventually replaced the industrial jobs at Lighthouse Depot, St. George had emerged as the island’s civic hub, as the location of county courthouses, the public library, Borough Hall, and the St. George Theatre.

In the mid-20th century, major world events and public capital projects altered the composition of Downtown Staten Island. During the world wars, the working piers along the waterfront were used as the New York State Point of Embarkation and after the war fell into disrepair as the shipping industry largely moved to New Jersey. Years later, the Stapleton Waterfront was established as a homeport for the U.S. Navy in 1990, but just five years later with the end of the Cold War, the 35-acre site was decommissioned. In the 1960s, the opening of the Verrazano-Narrows Bridge triggered a new wave of suburban-style development in the neighborhoods south of the Downtown, known as Mid-Island



and the South Shore, leading many residents to move upland.

At the turn of the 21st century, Downtown Staten Island began to see renewed investment. Large-scale projects included construction of the Richmond County Bank Ballpark, home of the minor league baseball team the Staten Island Yankees, renovation of St. George Ferry Terminal, and master planning of the 35-acre Stapleton Waterfront, which included a signature waterfront esplanade to reconnect the neighborhood with its waterfront after decades of separation. In 2011, Ironstate Development was selected by the NYC Economic Development Corporation (NYCEDC) to redevelop the site (what is now known as the Urby). New projects also included the 100-unit Accolade condominiums; 67 senior affordable units at 533 Bay Street; Empire Outlets, the first outlet mall in NYC, which opened with 100 storefronts in 2019; and the ongoing Lighthouse Point project, a 115-unit mixed-use project which is projected to open in 2020.

New placemaking and workforce projects are also supporting local residents, businesses, and entrepreneurs throughout the corridor. In 2017, the Staten Island Chamber of Commerce launched the Commercial Corridor Challenge, which provided grants and technical assistance to 15 businesses interested in making storefront improvements. Also in 2017, the College of Staten Island opened their Technology Incubator and St. George satellite campus, providing better access, training, and resources for North Shore residents.

Strategic planning and investments through the DRI process can build on this recent momentum in Downtown Staten Island to catalyze continued revitalization and support historic resources that are enjoyed by residents, workers, and visitors alike.

Impacts of the COVID-19 Pandemic

The onset of the COVID-19 pandemic in the New York metro area became apparent in March 2020, during the DRI planning process, and both the health and economic impacts of the virus were still being felt across the region and on Staten Island as of the publication of this report. New York City was one of the first and hardest hit locations in the United States, and Staten Island was an early epicenter in the city. As of the second week of April, when coronavirus cases in New York City were climbing, Staten Island and the Bronx had the highest number of cases per 100,000 people out of the five boroughs, a pattern which continued until the second week of June. While the spread of the virus slowed by early June and cases continued to plateau through the summer, more than 1,050 Staten Islanders had lost their lives by the end of August and an additional 14,000

residents had experienced the virus.

The virus highlighted pre-existing health and economic inequalities, particularly among people of color and low-wage workers. Across the city and region, Black and Latino residents experienced higher rates of virus-related deaths; 54% of deaths occurred in Staten Island’s northern zip codes, which include Downtown Staten Island and are home to the majority of people of color on Staten Island, versus 40% of the population. At the same time, business closures resulting from stay-at-home orders and social distancing measures led to record levels of unemployment in the local services and hospitality industries, whose workers are disproportionately people of color and people without a four-year degree.

The impacts from these crises will reverberate for many years. As of June, 18% of Staten Islanders were unemployed, compared with an unemployment rate of 4% before the pandemic, and 51% of Downtown Staten Island jobs are in industries at risk of job losses in the months ahead, including local government, health care, education, retail, hospitality, and other service industries. Small businesses were also severely impacted, as revenues declined amid social distancing orders and health regulations limiting indoor activity. While recovery will be a long-term process and the pandemic remains a challenge at the time of publication, this plan seeks to lay the foundation for Downtown Staten Island’s recovery, prioritizing projects that support small business recovery, job growth, and increased visitation to the downtown.

Recent Plans

Plans published over the last decade reflect local engagement and planning efforts to identify strategies to support the revitalization of Downtown Staten Island. Four studies which provide strategies for redevelopment of Downtown include North Shore 2030, The Downtown Staten Island Commercial District Needs Assessment, Future Culture, and the Bay Street Corridor Neighborhood Plan.

North Shore 2030: Improving and Reconnecting the North Shore’s Unique and Historic Assets (2011)

North Shore 2030 was prepared by the New York City Department of City Planning (NYCDCP) and NYCEDC as part of a comprehensive planning effort to guide public and private investment in Staten Island over the next 20 years. The plan recommends four strategies: 1) promote quality jobs and workplaces, 2) reconnect people with the working waterfront, 3) support and create neighborhood centers, and 4) improve connections and mobility, focused on six neighborhood opportunity areas throughout the North Shore, including St. George. The plan highlights the potential for St. George to become a 24/7 community through strategies including attraction of retail and cultural uses to the St. George Ferry Terminal, activation of underused public land with temporary cultural and community programs, investment in safe pedestrian, bike, and streetscape improvements, strengthening of pedestrian waterfront access, and enhancing the capacity of local organizations to support economic development.

Downtown Staten Island Commercial District Needs Assessment (2016)

The Bay Street Corridor was the focus of the NYC Department of Small Business Services’ Neighborhood 360 program, which works with local organizations to improve the health and character of commercial districts through planning and investment. In partnership with the Staten Island Chamber of Commerce, the Commercial District Needs Assessment (CDNA) examined the existing conditions of businesses along the corridor and identified challenges and opportunities they face, highlighting high storefront vacancies as one of the major challenges. Surveys of business owners revealed priorities for future investment, including clean and safe streets and marketing support. Surveys of shoppers identified a need for healthy food options, restaurants, clothing stores, family-friendly activities, and arts and entertainment options.

Future Culture (2017)

In 2014, Staten Island Arts was selected through a competitive process to partner with the Design Trust for Public Space to create a model for equitable development which uses public art as a means of strengthening the connections between the neighborhoods along Staten Island’s North Shore. As new development comes online across the North Shore, this plan sets out the cultural community’s vision for how ongoing and future projects can build on the area’s rich culture. The Cultural Plan completed in March of 2017 proposed seven recommendations and 17 actions to enhance the local culture and connect and strengthen unique places in St. George and Stapleton. To date, five artists have been awarded grants to support pilot projects that help to achieve the goals and objectives of the Future Culture plan.

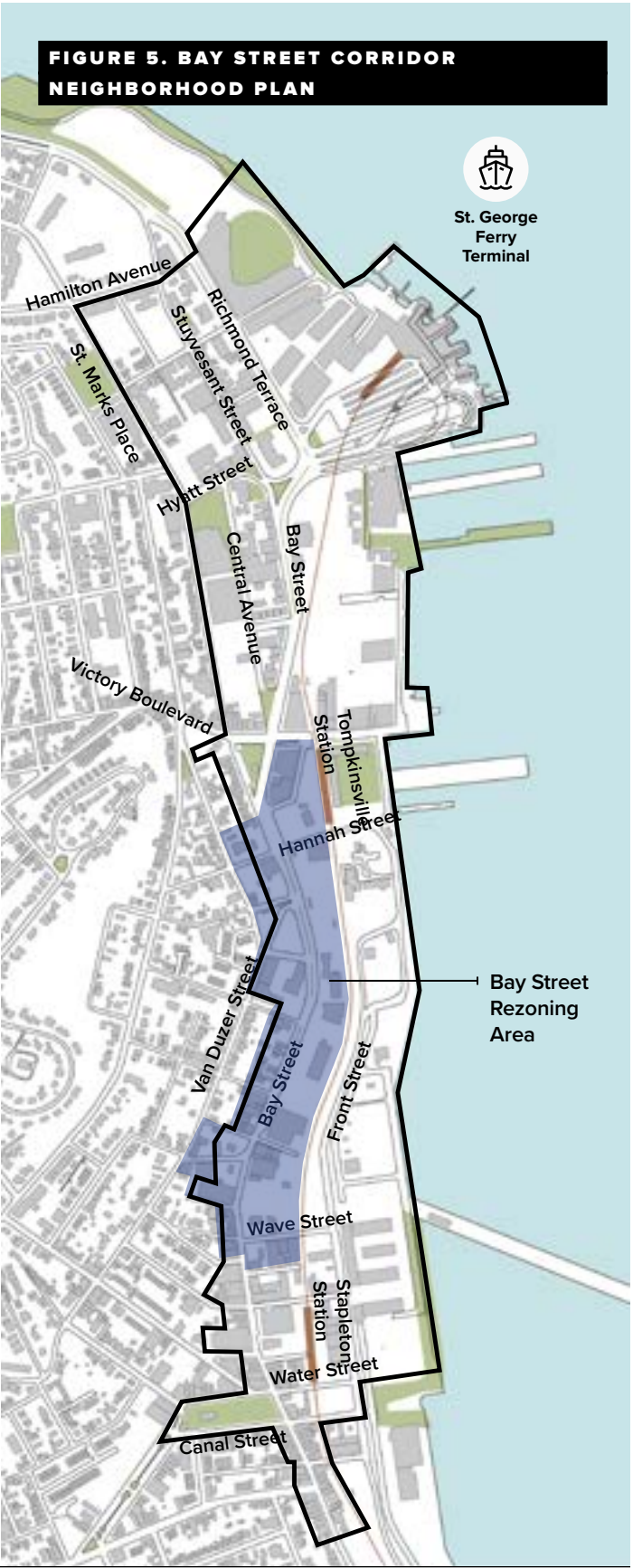
Bay Street Corridor Neighborhood Plan (2019)

The Bay Street rezoning, enacted in 2019, aimed to improve connections between Tompkinsville and the adjacent town centers of St. George and Stapleton by converting the former manufacturing district, where as-of-right residential development was prohibited, into a mid-density mixed-use neighborhood. The four guiding principles for the Bay Street Corridor Neighborhood Plan were: 1) create a vibrant, resilient Downtown environment, 2) support creation of new housing including affordable housing, 3) support new and existing businesses and new commercial development, and 4) align investment in infrastructure, public open spaces, and services. As part of the rezoning, City agencies have committed to more than \$250 million in public space, infrastructure, and capital improvements. The rezoning is projected to ultimately result in 1,800 new residential units, 275,000 square feet of commercial development, 45,000 square feet of community space, and more than \$280 million in funding for recreation, open space, and transit improvements.

Proposed City investments as part of the rezoning extend beyond the rezoning area. Selected projects that have committed capital funding and fall within the Study Area boundaries are listed below:

FIGURE 4. BAY STREET NEIGHBORHOOD PLAN – SIGNIFICANT CAPITAL COMMITMENTS

Commitment	NYC Agency	Est. Completion	Funding Commitment
Reconstruct Cromwell Recreation Center	Parks	2025	\$92,000,000
Complete the Stapleton Waterfront Esplanade	Parks, EDC	2025	\$75,000,000
Complete the Tompkinsville Waterfront Esplanade	EDC	2025	\$74,000,000
Waterfront Infrastructure in Stapleton	EDC	2023	\$45,000,000
Streetscape Improvements Along Bay Street	DOT	2020/2021	\$34,500,000
Update Under-sized Sewers	DEP	2023	\$15,000,000
Renovate Stapleton Playground	Parks	2020	\$11,100,000
Improve Village Hall and Repair the Fountain at Tappen Park	Parks	2020	\$6,600,000
Public Realm Improvements Around Tompkinsville Station	DOT	2021/2022	\$3,700,000
Public Realm Improvements Around Stapleton Station	DOT	2024/2025	\$500,000





Performance at the Historic St. George Theatre, built in 1929 and restored in 2004.

Michael Flaco

Recent Investment

The DRI strategies to revitalize Downtown Staten Island also build on more than \$1 billion in recent and planned private and public investment. Private sector projects have improved major cultural destinations and delivered nearly 1,200 residential units and more than 600,000 square feet of retail and commercial space in Downtown Staten Island, while public sector projects include significant investments in open space and infrastructure.

FIGURE 6. PRIVATE INVESTMENT

Private Project	Category	Investment	Year Completed	Description
St. George Theatre	Cultural	\$13,255,000	2009 - 2024	Since reopening in 2004, ongoing restoration of the historic theatre has been funded by NYC Department of Cultural Affairs, Borough President James Oddo, the New York City Council, Richmond County Savings Bank, private donors, and local NYS Assembly Members. This funding has supported a wide variety of building and equipment upgrades, including new audio and lighting equipment, safety improvements and accessibility enhancements, new seating, lighting and carpeting, lobby and box office renovations, and roof and façade replacements. Several components of the theater's rehabilitation are presently underway or in planning.
Minthorne Street Improvements & Inspiration Plaza	Infrastructure	\$5,800,000	2014 - 2019	The Angiuli Group transformed a 33,000-square-foot former automobile service center on Minthorne Street into a dining destination with a collection of local restaurants. Since 2014, these improvements have attracted new businesses including Flagship Brewing Company, DaddyO's BBQ and Sports Bar, O'Henry's Publick House, Flour & Oak Pizzeria, and Enrichmint NYC, a shared workspace. Across the street from the restaurants, the Angiuli Group developed Inspiration Plaza, a 2,500-square-foot plaza open to the public during business hours, which includes seating, plantings, public art, and free wi-fi. The outdoor space opened in 2019.
National Lighthouse Museum	Cultural	\$350,000	2015	In 2005, NYCEDC funded the rehabilitation of the historic foundry building, one of the original 18 buildings that made up the U.S. Lighthouse Services General Depot. In 2015, the recently chartered National Lighthouse Museum secured the lease to the 2,400-square-foot space to create a self-guided museum that highlights the history of the former facility and its role in serving and supplying lighthouses across the country.
Urby	Mixed-Use	Phase I: \$150,000,000 Phase II: TBD	Phase I: 2016	Phase I of the Urby development delivered 571 residential units and 35,000 square feet of ground-floor commercial space, including retail, restaurants, and galleries. Phase II includes plans for an additional 328 residential units adjacent to the existing buildings along with open space.
533 Bay Street	Residential	\$21,000,000	2017	This 67-unit senior affordable housing complex funded with Low Income Housing Tax Credits was renovated in 2017 to create an independent senior living community with diverse amenities and educational and recreational resident services.
Empire Outlets	Mixed-Use	\$360,000,000	2019	Empire Outlets opened in the summer of 2019, becoming the first outlet center in New York City and delivering more than 360,000 square feet of downtown retail. This destination shopping center adjacent to the St. George Ferry Terminal consists primarily of apparel retailers and has subsequently led to a 93% increase in international tourism spending on the island. A food and beverage facility within the center will deliver in the summer of 2020.
Lighthouse Point	Mixed-Use	Phase I: \$250,000,000 Phase II: \$123,000,000 (est.)	Phase I: 2020/2021 Phase II: TBD	Phase I is a mixed-use development with 116 residential units, 20% of which are affordable at 60% AMI, and 65,000 SF of office, retail, and restaurant space. The project is scheduled for completion in late 2020. Phase II will include the rehabilitation of four historic buildings that were once part of the U.S. Lighthouse Services General Depot. This will deliver another 230,000 square feet of commercial space to Downtown including a mix of dining options, event space, and a whiskey distillery. It will also include 175 rental units, 30% of which will be affordable.



FIGURE 8. PUBLIC INVESTMENT

Public Project	Category	Investment	Year Completed	Description
St. George Ferry Terminal Wayfinding & Signage Improvements	Infrastructure	N/A	2015 – 2019	In 2015, Beyer Blinder Belle completed the Staten Island Signage Study on behalf of NYCEDC, which resulted in the implementation of redesigned wayfinding signage throughout the St. George Ferry Terminal to better standardize information and streamline passenger flow. The study also developed designs for other information signage and goals for an improved visitor information kiosk, which have not yet been implemented.
Stapleton Waterfront Esplanade Phase I	Infrastructure	\$35,000,000	2016	Phase I of the Stapleton Waterfront Esplanade – the southernmost section of what will eventually be a continuous waterfront greenway – opened with a 6-acre publicly accessible open space adjacent to the Urby, with open space and trails. As part of the Bay Street Rezoning, an additional 6 acres of open space will complete Phase II of the esplanade.
Bay Street Economic Revitalization	Infrastructure	\$1,000,000	2017 – 2019	In 2017, NYC SBS awarded the Staten Island Chamber of Commerce Foundation more than \$1 million over 3 years for revitalization and marketing efforts in Downtown Staten Island through the Neighborhood 360 program. These grants supported improved sanitation and lighting, banners, installation of tree bed guards, development of a neighborhood brand identity, a façade improvement program, and other beautification efforts and planning work.
College of Staten Island – Satellite Campus	Institutional	\$3,250,000	2017	In 2017, CSI opened a satellite campus at 120 Stuyvesant Place with 16,000 square feet and an enrollment of approximately 1,000 full- and part-time students. The college’s goal was to return to its roots in the North Shore near the island’s transportation hub to provide higher education opportunity to Staten Island’s historically underserved communities. The satellite campus includes 10 fully equipped classrooms, a computer lab, and an onsite student services center.
College of Staten Island Technology Incubator	Institutional	\$700,000	2017	Also in 2017, CSI opened the CSI Technology Incubator at 60 Bay Street. The incubator was created to establish a hub for the next generation of Staten Island entrepreneurs and startups and to support career pathways into high-growth industries for local residents. In addition to hosting eight to nine companies in each cohort, the CSI Tech Incubator also hosts community programs for local students such as a Girls Who Code Club.
Park Improvements	Capital	\$6 - \$13M	Ongoing	Over the last few years NYC Parks has invested in improvements to two parks within the Study Area. In 2019, NYC Parks removed the comfort station from Tompkinsville Park. In Stapleton, projects to repair the fountain in Tappen Park and repair the roof on Village Hall are underway.
NYC Ferry Service	Infrastructure	N/A	2020	A new route in the citywide NYC Ferry system will take passengers from the waterfront esplanade behind the Richmond County Bank Ballpark to Vesey Street at Battery Park City in approximately 18 minutes and then to Pier 79 on West 39th Street in another 17 minutes, offering a second public marine connection to Manhattan.
Bay Street Neighborhood Plan Commitments	Infrastructure	\$280,000,000	2020-2025	See figure four for project details



The first phase of the Stapleton Waterfront Esplanade opened with a 6-acre publicly accessible open space facilitating stronger connections and access to the waterfront

HR&A

Regional Economic Development Council
Priorities & Investments

By selecting Downtown Staten Island as a DRI awardee, the New York City Regional Economic Development Council (NYC REDC) recognized the potential of the Downtown to serve as a community where future New Yorkers will want to live, work, and raise a family, and where continued public investment can create significant economic and social returns for both Staten Islanders and residents of New York City.

In its 2011 Strategic Plan, the NYC REDC articulated strategic goals for regional investment. Local priorities for the revitalization of Downtown Staten Island align with the following REDC goals:

- **Improve quality of life** – Creating vibrant and affordable communities that have the amenities and employment opportunities to support the next generation of New Yorkers. Downtown Staten Island is a cultural and job hub that serves local and Island residents.
- **Create a pro-growth – pro-jobs environment** – Continuing the growth and diversification of the City’s economy by enhancing the competitiveness of industries and businesses, while also facilitating private sector and City investments that support increased business growth. Downtown Staten Island is both a retail and small business hub and the center of Staten Island’s emerging innovation and creative communities, providing the foundation for future job growth.
- **Invest in the future** – Building more robust partnerships between employers, the public-school system, and the public university system to ensure that public education is relevant to the demands of the modern workplace. Downtown Staten Island is home to the College of Staten Island, which is actively working to build pathways into emerging industries including tech.
- **Foster innovation and inter-regional cooperation** – Directing State funding to projects and programs that lead to gainful employment and upward mobility in growing industries through inter-regional working sessions, analysis and thought leadership. Downtown Staten Island is home to numerous organizations that help local residents navigate job training and career mobility to improve their livelihoods.

With support from the NYC REDC, New York State agencies have awarded more than \$85 million in capital funds to support two transformational projects in Downtown Staten Island since 2013:

- **Empire Outlets** has received approximately \$67 million in support from New York State, including \$5.3 million in Consolidated Funding Application (CFA) awards in Rounds III and V, \$36.5 million in grant assistance from Empire State Development (ESD), and \$25 million in assistance from the Dormitory Authority of the State of New York. This support helped create 1,270 construction jobs and 1,300 full-time jobs. The first phase of the Empire Outlets opened in mid-2019.
- **Lighthouse Point** has received approximately \$19 million in support from ESD, including a \$1.5 million loan in CFA Round III, a \$15 million loan and \$2 million grant in CFA Round VI, and a \$250,000 grant in CFA Round VII. The project will create 670 construction jobs and 350 full-time jobs. The expected opening of the commercial component of Phase I of the mixed-use development is planned for 2020 and the residential component for 2021.

An active retail block on Bay Street just north of Tappen Park



Physical Planning Context

Physical Environment

The long and narrow Study Area is wedged between the hills and the water. On the west side of Bay Street, the land topography rises quickly, transitioning into what is known as the “upland” neighborhoods in Staten Island. On the east side of Bay Street, the land is relatively flat and lies almost entirely within the FEMA 100-year floodplain. This area is at particularly high risk for flooding, which will only be exacerbated by sea level rise. Staten Island generally, and the North Shore in particular, were severely impacted by Hurricane Sandy, which claimed the lives of 24 Island residents and caused significant physical damage along the waterfront. Planning for future open spaces and developments in this area will require careful consideration of building code requirements and sustainability and resiliency strategies. Both along the unobstructed waterfront areas and in the elevated upland areas, scenic outlooks offer sweeping views of the harbor and the New York City skyline.

FIGURE 9. ENVIRONMENTAL CONSTRAINTS

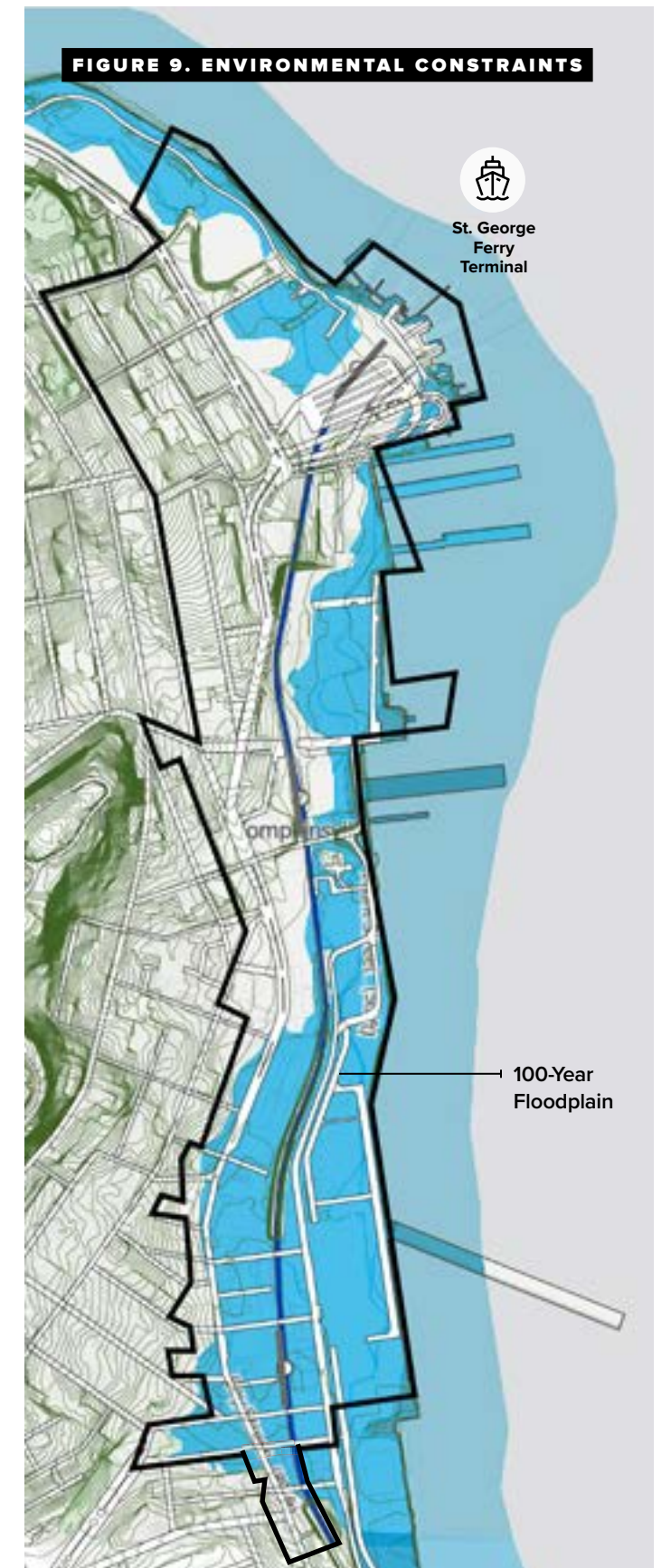




FIGURE 11. BUILDING FOOTPRINTS



Built Environment

The built environment varies throughout the corridor. In the north near the **St. George** neighborhood, the building footprints tend to be larger due to their function as primarily government and institutional uses. In the south near **Stapleton**, the building footprints are generally smaller and along Bay Street form a continuous street wall that creates an urban main street character. Along the waterfront, newer developments have delivered larger campus-style structures that include larger blocks surrounding carefully planned open space areas.

FIGURE 12. LAND USE



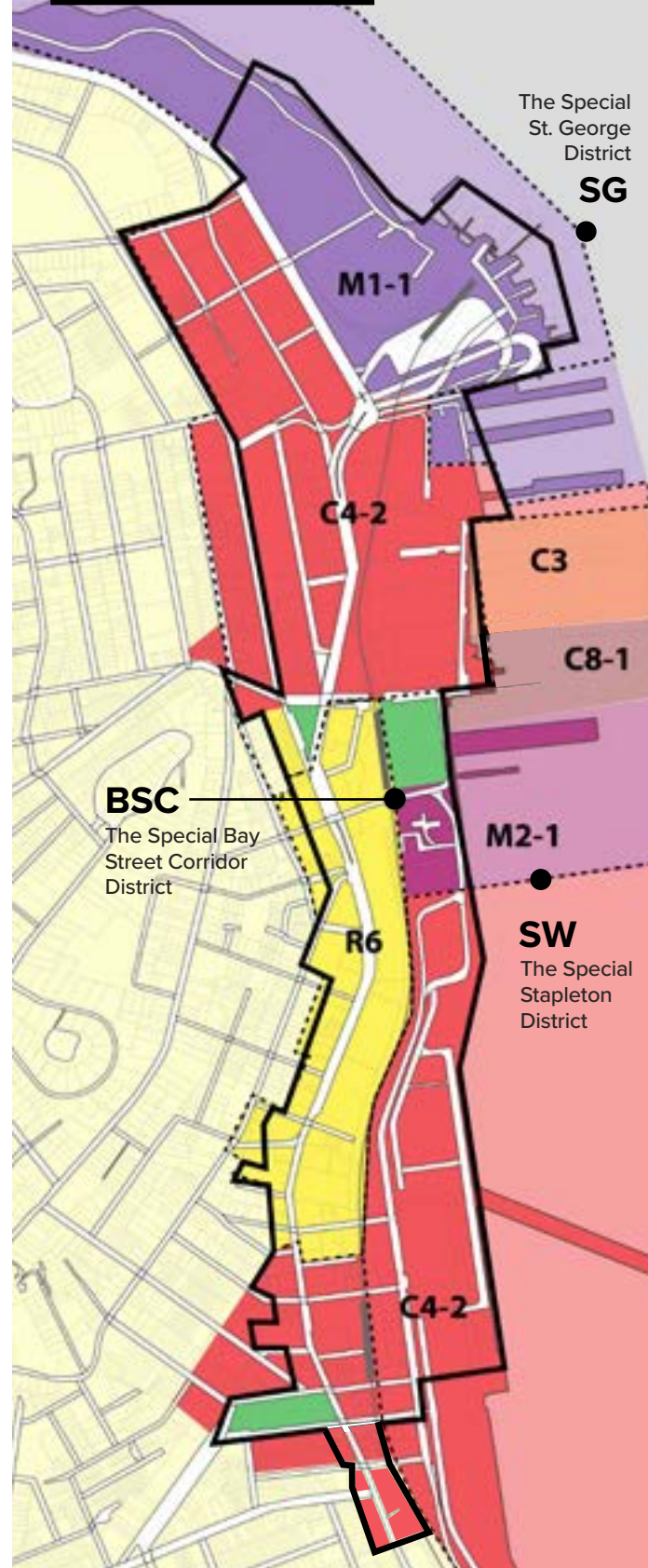
Land Use

Today, the Study Area includes a wide variety of land uses, a mix of commercial, industrial, civic, and residential uses. The greatest diversity of uses can be found around the three transit stations, which have created dynamic activity nodes that include retail, commercial, and some residential uses in close proximity. Residential uses in the Downtown are primarily concentrated along the western edge of the Study Area with a few exceptions in Stapleton that represent new construction along the waterfront.

LEGEND

- Residential: Single Family Houses
- Residential: Multifamily
- Residential: Mixed Commercial
- Commercial: Retail, F&B, Office
- Commercial: Auto Related
- Public Facilities & Institutions
- Industrial & Manufacturing
- Transit: Ferry & Train
- Open Space: Public & Private

FIGURE 13. ZONING MAP



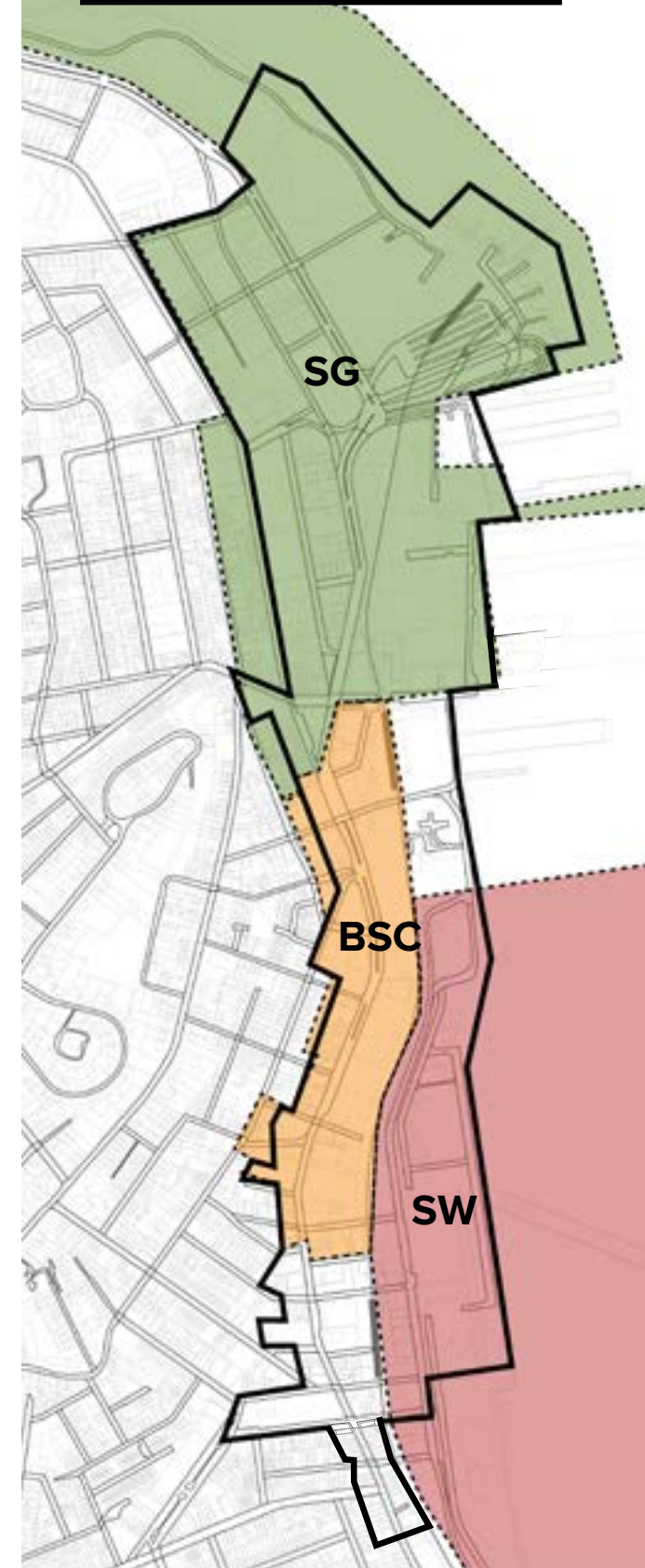
Zoning

Zoning within Downtown Staten Island calls for a mostly consistent density and mix of uses across the various nodes of activity. C4-2 zoning in St. George and the majority of Stapleton permits mid-density, mixed-use residential and commercial development, while R6 zoning along the recently rezoned Bay Street corridor linking Tompkinsville and Stapleton permits only residential and ground-floor retail uses, albeit at the same density. Limited M1 and M2 districts preserve industrial and commercial uses on select waterfront parcels.

Downtown Staten Island also intersects with three Special District Zones that are each governed by different regulatory provisions to encourage growth and preserve the distinct qualities of each neighborhood.

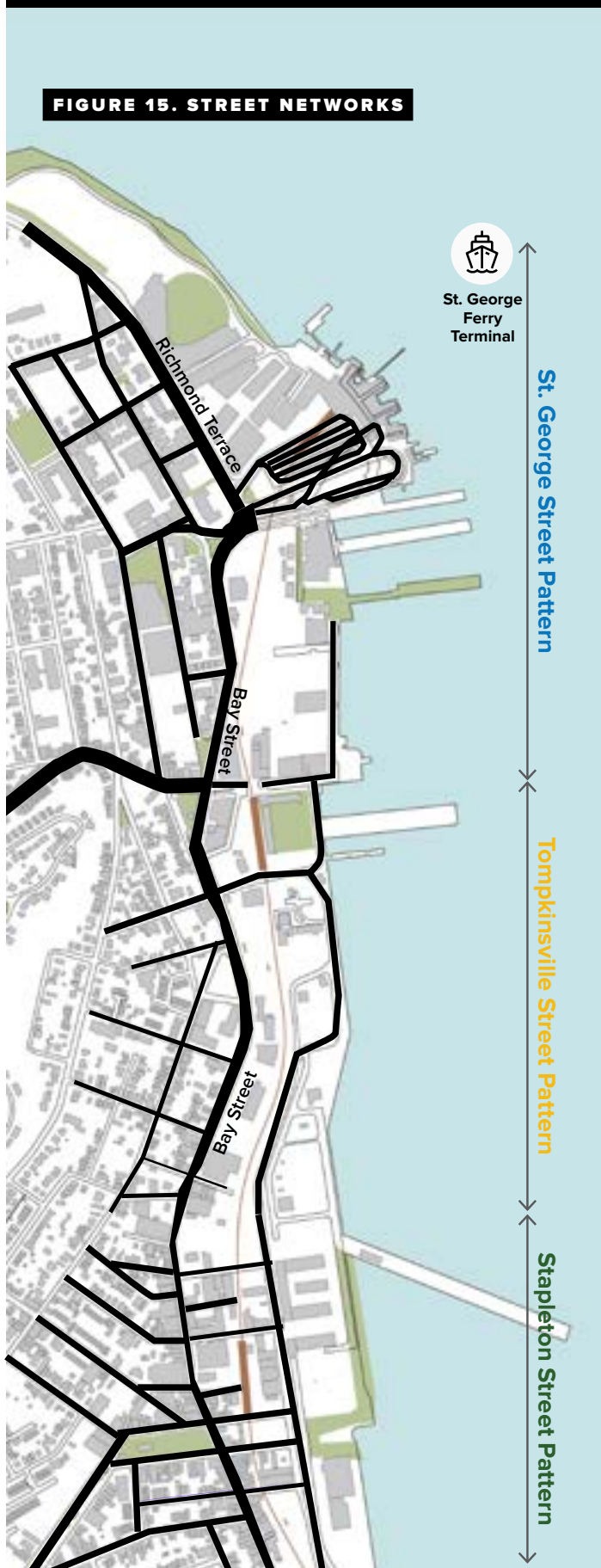
- **The Special St. George District (SG)** was created to support a pedestrian-friendly business and residential district in a unique hillside waterfront community that is one of Staten Island's oldest neighborhoods and its civic center. Special rules enhance designated commercial streets by requiring continuous ground-floor commercial uses, with large windows and wider sidewalks. The configuration of towers is regulated in order to preserve views from upland areas to the waterfront. Under this district, vacant office buildings can be more easily converted to residential use. Special parking and landscaping provisions are also intended to promote a positive pedestrian experience.
- **The Special Bay Street Corridor District (BSC)** was created through the Bay Street rezoning in 2019 to foster better connectivity between Staten Island's civic core in St. George and the town center of Stapleton by promoting a more continuous, pedestrian-friendly commercial streetscape and the opportunity for additional housing on the North Shore. Height and density provisions allow for tailored building envelopes that respond to the neighborhood context by limiting density adjacent to lower-density residential neighborhoods and allowing greater height and density on larger sites closer to transit.

FIGURE 14. SPECIAL DISTRICT ZONES



- **The Special Stapleton District (SW)** was created as part of a comprehensive plan to redevelop the former U.S. Navy Homeport into a mixed-use extension of the Stapleton town center, along with a 12-acre waterfront esplanade. Design controls, including street wall provisions and a low building height to frame the public park, respect the character and scale of the upland portions of Stapleton. To encourage development on key streets linking the waterfront with Bay Street, space used for non-residential uses on the ground floor of buildings containing residential uses will not count as floor area. Although not subject to waterfront design rules, the district requires pedestrian connections to the waterfront esplanade and unobstructed visual corridors along the waterfront in line with the cross streets within the Stapleton commercial center.

These districts have laid the foundation for managing future growth in a way that responds to the unique needs of each neighborhood along the Bay Street Corridor.



Street Network & Pedestrian Environment

The circulation pattern in the Study Area favors automobile movement and is often disorienting and directionless for pedestrians. Within the narrow Study Area, the north-south streets are the primary vehicular circulation paths carrying most through-traffic while the east-west streets tend to be short, sloped, and disconnected. Many east-west streets are one-way and they dead-end at Bay Street. Furthermore, there are only a few east-west streets that lead to the water, prohibiting direct connections from the upland neighborhoods to the waterfront. Improving east-west street connections will promote development and activation in the Study Area by creating a better pedestrian environment and more pathways to the waterfront and open space amenities.

Despite being connected by Bay Street, each of the neighborhoods exhibits a unique street pattern. In front of Borough Hall in **St. George**, Bay Street is a wide boulevard before it joins Richmond Terrace at the gateway to Staten Island which is flanked by a dominating bus plaza. This area is persistently inundated with bus and car traffic coming and going from the St. George Ferry Terminal. While both Bay Street and Richmond Terrace are spatially grand and have the foundation to be an impressive entrance to the neighborhood, the poor pedestrian environment and connectivity hinder its ability to foster a welcoming arrival into Downtown.

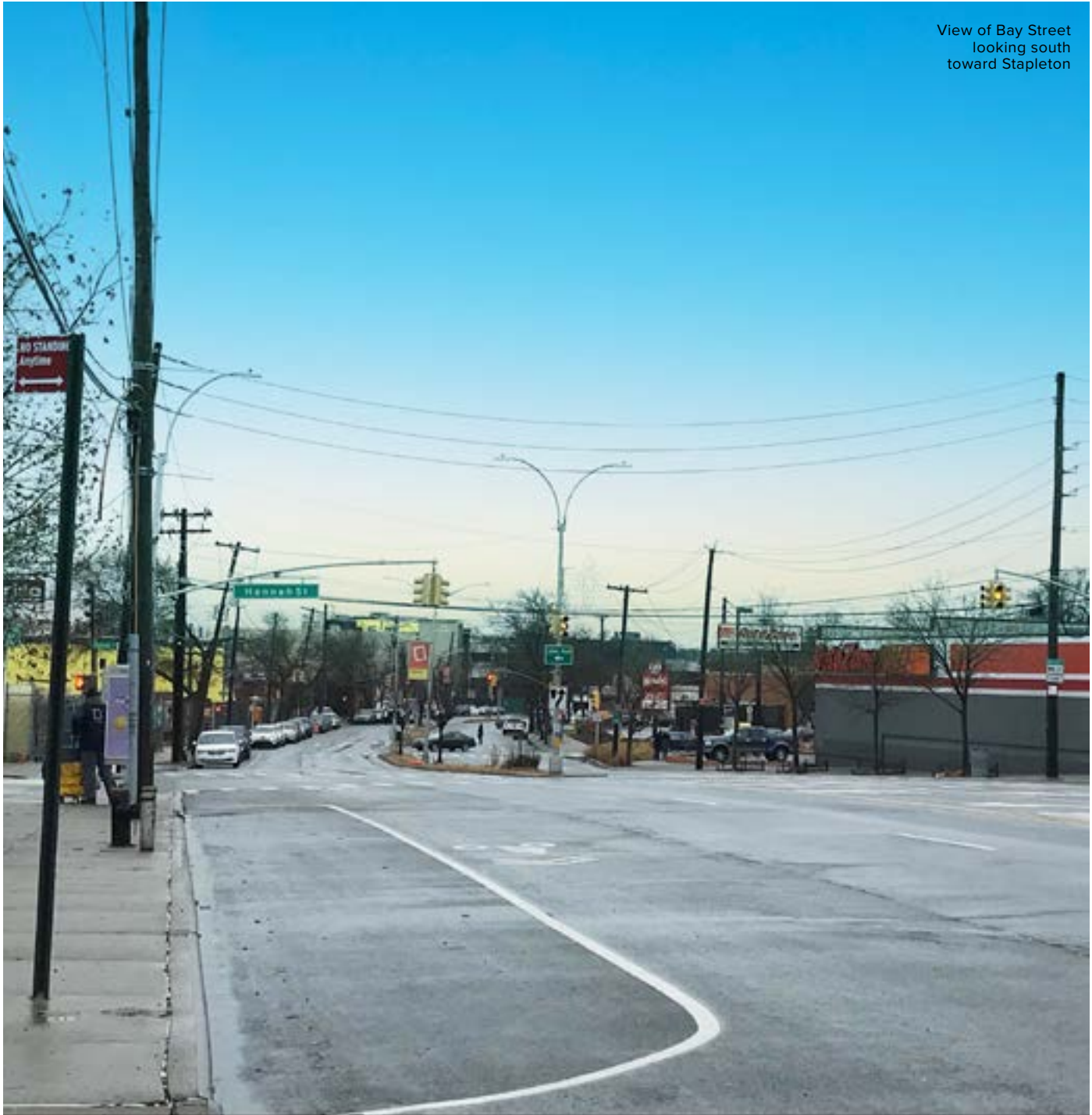
Between Victory Boulevard and Wave Street in **Tompkinsville**, Bay Street is undergoing a transition. Auto-related land uses and parking lots front much of the street, creating a suburban character, and traffic lanes vary in width and number. In this stretch, there are few places that allow a pedestrian to cross the street, sidewalks are poorly maintained and street trees are inconsistently planted. The upland residential streets to the west are generally in good condition but provide no connecting grid across Bay Street toward the waterfront.

South of Wave Street in **Stapleton**, Bay Street is a vibrant main street with retail frontages on both sides creating a sense of compact liveliness. Narrower street widths and smaller blocks provide easy pedestrian crossings at regular intervals. The fairly complete street grid and block pattern create a strong pedestrian environment centered around

the historic Tappen Park. The recent construction of the Stapleton Waterfront Esplanade and Urby have created a new hub of activity along Front Street but navigating to this area from Bay Street is challenging and unfriendly for pedestrians.

Since Bay Street is a primary north-south artery on the island and Bay Street and Front Street are currently listed as official

local truck routes, there is a significant amount of regular truck traffic in the Study Area. Trucks ranging from medium-duty box trucks to semi-trailers frequently roll up and down the Bay Street corridor, creating noise and air pollution and amplifying hazardous pedestrian conditions.



View of Bay Street looking south toward Stapleton



Open Space

The public open spaces in the Study Area include a mix of historic and new parks. In the civic center core in St. George, the half-acre Supreme Court Plaza, the small, irregularly shaped Baker Square, and Barrett Triangle form a cluster of green spaces directly behind Borough Hall.

However, the most significant open space in **St. George**, the waterfront esplanade, is difficult to access for the average pedestrian that isn't intimately familiar with the area. The two most accessible routes to the waterfront from the St. George Ferry Terminal are to the north through Empire Outlets onto the portion of the esplanade controlled by that development or to the south through a more circuitous route that traverses through a number of undefined spaces eventually reaching the Lighthouse Point Promenade and Plaza.

In **Tompkinsville**, the singular open space asset is Tompkinsville Park, which is approximately one acre in size and located at the intersection of Bay Street and Victory Boulevard. The park features large, mature trees, and paved and grassy lawn areas. It provides valuable park frontage for the surrounding commercial establishments.

Historic Tappen Park is the crown jewel of the open space amenities in **Stapleton**. The 2.4-acre park is one of the oldest parks on Staten Island and formerly served as the village center before the borough's annexation by the City of New York. Today, it forms the heart of Stapleton with Canal Street, an important upland connector at one end, and Bay Street, the neighborhood main street, at the other.

Overall, Downtown is underserved by open spaces, both in quality and quantity, compared to more established waterfront neighborhoods in New York City. In 2019, a study published by New Yorkers for Parks found that within the Bay Street Corridor there is just 1 acre of open space for every 1,000 people, compared to the citywide goal of 2.5 acres per 1,000 people. This study also found that Bay Street has just 0.3 acres of active open space such as play grounds, fields, courts and rec centers, for every 1,000 people compared to the citywide goal of 1 per 1,000 people. A more integrated and interconnected system that facilitates seamless connections between the existing components of Downtown's open space network and the waterfront will help create a foundation for a vibrant public realm.

Staten Island Chamber of Commerce



Edgewater Village Hall in historic Tappen Park

Key Observations

Based on Downtown Staten Island's demographic, economic, physical, and real estate conditions, three key observations summarize the Study Area's opportunities and challenges:

1

Downtown Staten Island is a culturally rich, historic neighborhood that serves as a gateway into Staten Island, but its comparatively low density makes it challenging to support a vibrant mix of downtown amenities.

The Downtown is well served by transit and has numerous important anchors that lay the foundation for increased growth and visitation. Yet, despite being one of the most densely populated areas of the borough, Downtown Staten Island has significantly less housing or employment per acre than comparable borough downtowns, which increases the importance of visitation – from on- and off-Island – to activate corridors and a healthy mix of commercial and destination uses.

2

Poor physical connections and conditions across the Downtown limit pedestrian activity and prevent residents and visitors from exploring the Downtown.

In each neighborhood, connections between transit nodes and local businesses and attractions feature challenging pedestrian connections, poor signage and wayfinding, and unwelcoming conditions such as underlit or vacant sidewalks and sites. These barriers prevent organic navigation within the Downtown; discourage visitors from venturing further into and around the Downtown; and hamper potential synergies among downtown destinations, such as retail, cultural centers, and other assets.

3

Downtown is a critical hub for community services and entrepreneurship, but it has a limited employment base and additional investment is needed to provide an economic engine for Staten Island.

Most well-paying jobs in Downtown Staten Island are in the government sector, while other jobs (including in healthcare, social assistance, education, and retail) pay lower than living wages. Redevelopment of vacant and underutilized parcels along the corridor can provide new spaces for business and employment growth, while small business resources, entrepreneurship support, and workforce development programs can make sure the local labor force is prepared to participate and benefit in the future economy.

OBSERVATION

1

Downtown Staten Island is a culturally rich, historic neighborhood that serves as a gateway into Staten Island, but its comparatively low density makes it challenging to support a vibrant mix of downtown amenities.

Downtown Staten Island is home to a diverse and dynamic community and numerous cultural assets that have fostered a rich neighborhood fabric. Compared with Staten Island overall, the Downtown’s population is younger and more ethnically diverse, with a higher share of recent immigrants. Half of all Downtown residents are younger than 35, including a large share of Millennials and families with young children, a trend that has supported the growth of an emerging arts district as well as local entrepreneurship. Downtown Staten Island residents represent a blend of ethnicities that more closely resembles New York City overall than the rest of the borough; similarly, the foreign-born population in Downtown includes residents hailing from the Americas, Africa, Asia, and Europe, reflected in cultural events and destinations across the Downtown.

This diverse spectrum of residents from different generations, cultures, and backgrounds has established numerous cultural and community attractions. These attractions – which include restaurants, exhibits, museums, and festivals – celebrate the unique heritage and history of the Downtown community and serve as a draw to visitors.

These homegrown assets are complemented by additional cultural organizations across the Downtown. **St. George**, which welcomes more than 2 million tourists off the Staten Island Ferry each year, includes a mix of both historic and modern attractions that are clustered within close proximity. Just a few minutes by foot from the St. George Ferry Terminal is the National Lighthouse Museum, which opened in 2015 and has hosted hundreds of school groups and international visitors to

view exhibits on historic lighthouses both on Staten Island and globally. Just a short distance upland is the historic St. George Theatre, which has hosted more than 800 events since its reopening in 2004. The 2,800-seat theatre and its high-profile performers has helped draw residents from other parts of Staten Island back to the Downtown – 40% of all tickets sales from 2015 to 2017 were to South Shore residents. Several of the more modern attractions created in St. George include Richmond County Bank Ballpark, home to the Staten Island Yankees minor league baseball team and a 7,171-seat stadium that offers sweeping views of the New York harbor. The ballpark also hosts other sporting events and public festivals. Most recently, Empire Outlets, the only outlet center in New York City, opened adjacent to the Ferry Terminal. In the first year since it opened, international tourism spending on the island has increased by nearly 93%.

Tompkinsville and **Stapleton** also include a range of recreational and cultural destinations. In Tompkinsville, numerous residents are eagerly awaiting the reopening of Lyons Pool and the Cromwell Recreation Center. Plans for renovation are still being developed but the goal is to create a multi-purpose, multi-sport community center that will support indoor and outdoor recreation uses. Additionally, 5050 SkatePark in Stapleton and its 8,000 square foot facility provide a community space for local youth and represent the only indoor skate park in the entire city. Nearby, Staten Island Arts maintains an art gallery on the ground floor of the new Urby development and manages a diverse range of arts programs and events that take place throughout Downtown. The Sri Lankan Arts and Culture Museum also anchors “Little Sri Lanka” – a small cluster that includes a range of restaurants offering authentic Sri Lankan cuisine which draws visitors from throughout the five boroughs.

One of the most notable attractions in Downtown that spans all neighborhoods is the waterfront. While this waterfront has only recently started to transition from industrial use to publicly accessible open space, planned capital projects will create a continuous waterfront esplanade from St. George to Stapleton, fostering greater connectivity between the area’s three neighborhoods.

FIGURE 17. AGE DISTRIBUTION

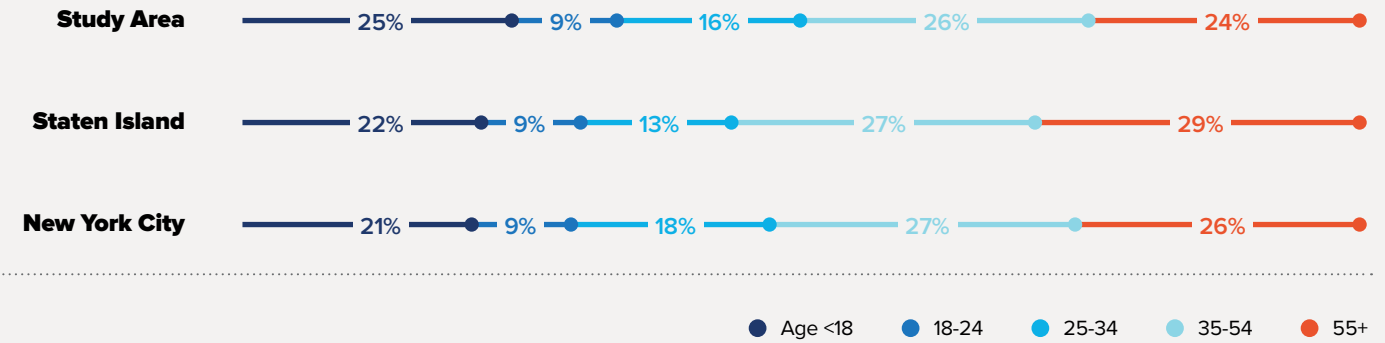


FIGURE 18. RACE/ETHNICITY DISTRIBUTION

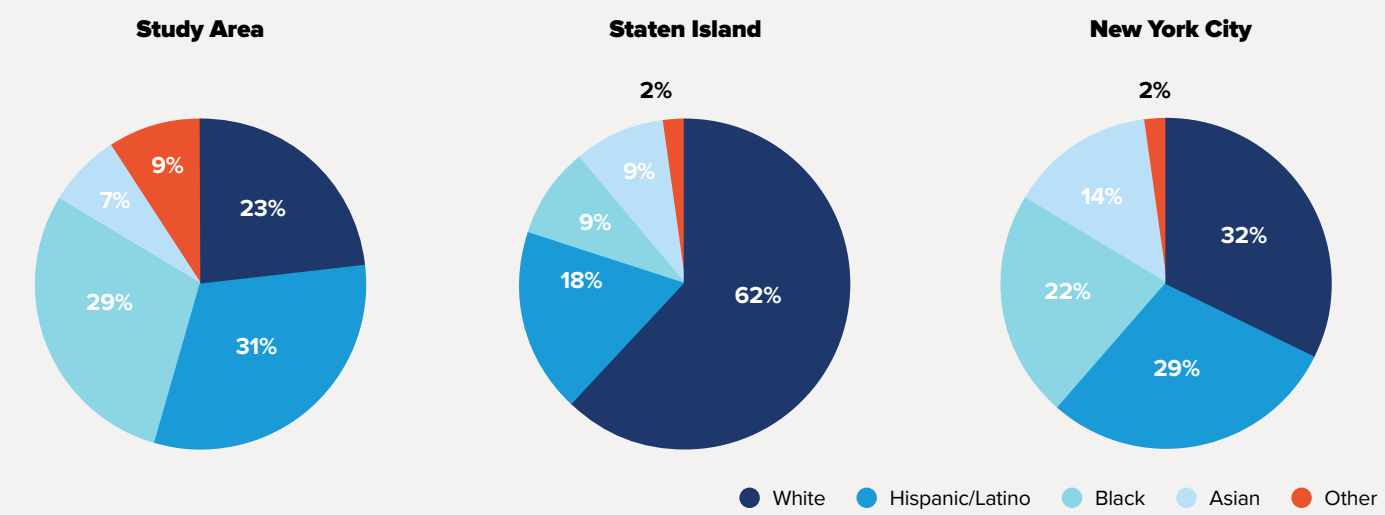


FIGURE 19. RESIDENTS' PLACE OF BIRTH

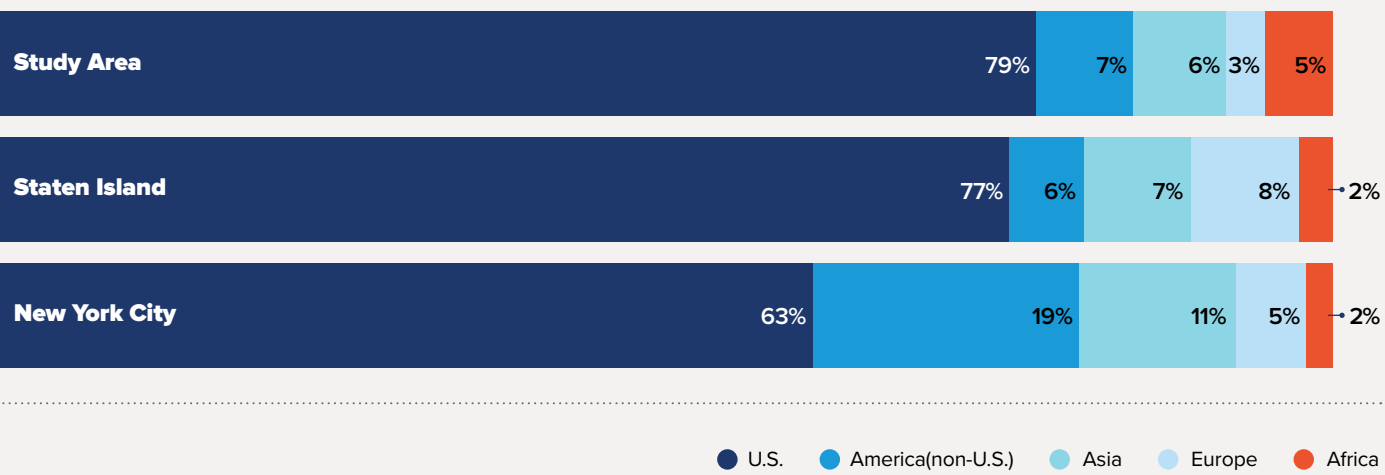


FIGURE 20. MAP OF DOWNTOWN ATTRACTIONS



Cultural Attractions

1. Staten Island September 11th Memorial
2. St. George Greenmarket
3. St. George Theatre
4. St. George Library Center
5. National Lighthouse Museum
6. ArtSpace @StatenIsland Arts
7. Sri Lankan Art and Culture Museum
8. Staten Island Maker Space
9. Staten Island Maker Park
10. NYC Arts Cypher

Recreational Attractions

11. North Shore Esplanade
12. Richmond County Bank Ballpark
13. Promenade at Lighthouse Point
14. Tompkinsville Park
15. Lyons Pool Recreation Center
16. Inspiration Plaza
17. Tappen Park
18. Stapleton Waterfront Park/ Esplanade



Staten Island Chamber of Commerce; Michael Flaco



Downtown Staten Island's vibrancy is fostered by a collection of local community organizations and cultural events and attractions. **CLOCKWISE FROM TOP LEFT:** Downtown Staten Island Weekend Walk Arts and Crafts; 5050 Skate Park; Downtown Staten Island Weekend Walk; Movies Under the Stars 40th anniversary screening of The Muppet Movie in Tappen Park; Staten Island Arts exhibit; Downtown Staten Island Weekend Walk

Despite these assets, compared with most downtowns in the New York City boroughs outside of Manhattan, Downtown Staten Island has significantly lower density of both residents and workers, which limits the amount of daily foot traffic on local streets, especially after hours, and the amount and mix of ground-level activity, including retail, restaurants, and entertainment, that can be supported by the “permanent population.”

Today, Downtown is home to 11,200 residents and welcomes 4,600 workers each weekday. While this makes the Downtown one of the densest neighborhoods in the borough, the number of residents and workers per acre is low for a downtown. By comparison, Jamaica, Queens and the Bronx Civic Center – two past DRI communities – are 2X to 3X denser in terms of resident population and daily worker population than Downtown Staten Island. In addition, nearly all Downtown employees live outside the Study Area and more than 50% live

off island; therefore, daytime workers are typically absent during evenings and weekends.

While the culture and built form of Downtown Staten Island is distinct from these other communities, low permanent populations make it more difficult to support the level of pedestrian and ground-floor activity that tend to define downtown communities. A 2016 survey of local merchants conducted by the Staten Island Chamber of Commerce found that, throughout the Bay Street Corridor, more than 20% of storefronts were vacant. Despite the large number of people who pass through the Downtown by bus, ferry, or car, and new residents, many small businesses continue to face challenges not only in attracting enough customers to cover their day-to-day expenses but also in being able to save and fund capital expenditures like building and façade upgrades. These conditions have resulted in both vacancy and blight.



FIGURE 21. POPULATION GROWTH

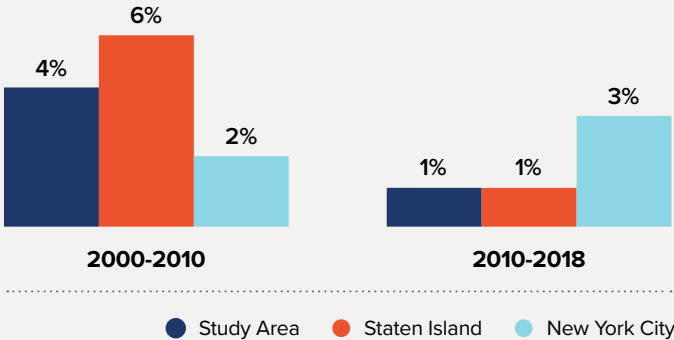


FIGURE 22. POPULATION DENSITY BY SQUARE MILE

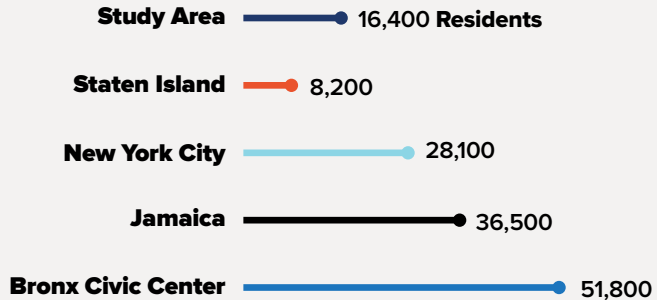
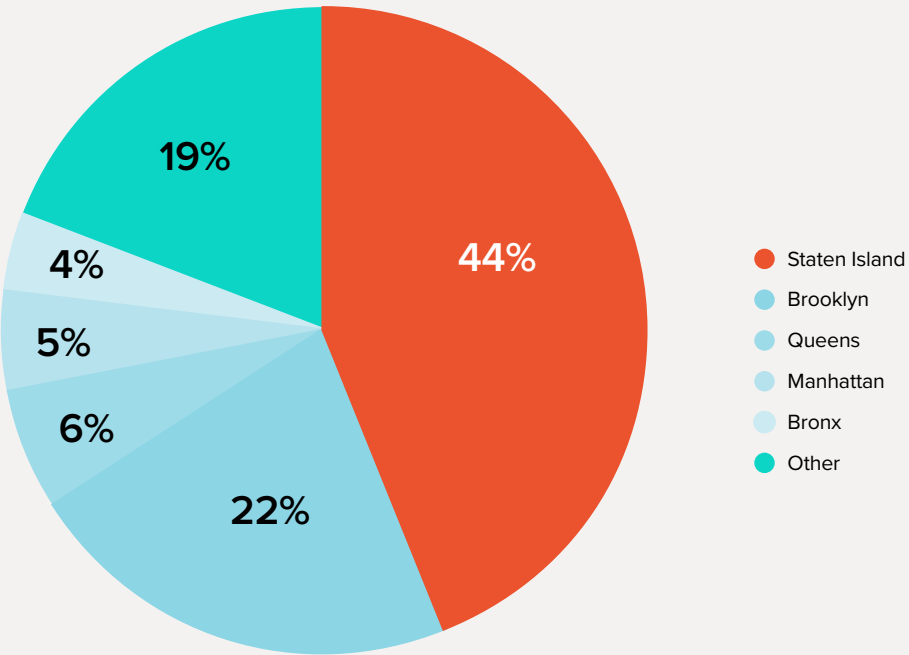


FIGURE 23. JOB DENSITY BY SQUARE MILE



FIGURE 24. WHERE WORKERS LIVE



OBSERVATION

2

Poor physical connections and conditions across the Downtown limit pedestrian activity and prevent residents and visitors from exploring the Downtown.

Pedestrian connectivity in the Study Area is frequently interrupted by transportation infrastructure such as decking, bridges, and tunnels built to address the different elevations of the rail, ferry, and parking structures as well as the varying topography throughout the Downtown. These interruptions, combined with lack of wayfinding, wide traffic lanes, and visual chaos created by numerous security fences and railings, have created barriers for pedestrian connectivity and an incoherent public realm.

In **St. George**, the most critical missing link in pedestrian connectivity is between the St. George Ferry Terminal and the west side of Richmond Terrace and Bay Street. This area is dominated by automobiles and buses and the streetscape is intimidating for pedestrians due to the busy bus terminal and a lack of crosswalks and directional signage.

The elevated rail corridor is a definitive pedestrian barrier in **Tompkinsville**. The rail creates a seemingly impermeable barrier that separates the waterfront from the activity on Bay Street, the upland neighborhoods, and all other activity occurring on the western side of the rail line. The public safety features surrounding the rail station, such as the fencing, along with the up and down ramps needed to access the boarding areas, create visual clutter and uncertainty for those trying to traverse by foot. In the auto-oriented zone between Tompkinsville and Stapleton, pedestrians who have limited reasons to explore the area are unlikely to persevere in order to discover Stapleton.

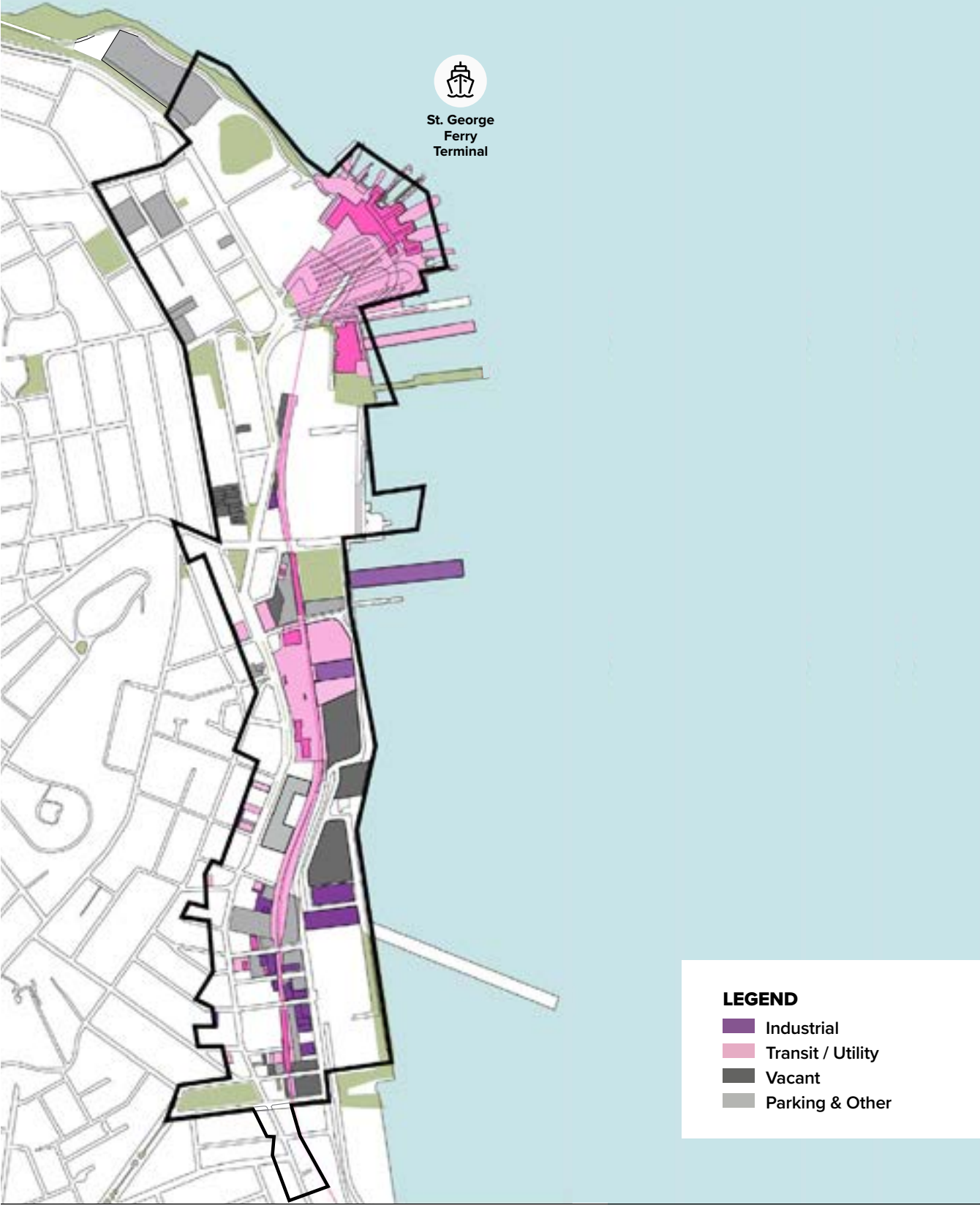
Stapleton is the most pedestrian friendly and walkable neighborhood in the Downtown. Cross streets such as Prospect

Street, Wave Street, and Water Street connect the upland areas toward the waterfront underneath the elevated rail line. However, here too the rail infrastructure creates a perception of an unsafe environment. The area under the rail is poorly lit and encased in unsightly chain-link fences. Improvement to these “underpass” streets will enhance the connectivity between the activity near Tappen Park and the waterfront.

These pedestrian conditions are compounded by the geography and uses (or lack of uses) of key sites along Bay Street. The Downtown has a significant number of underutilized sites. Primarily concentrated along the southern half of the Bay Street corridor, there are a number of sites that include vacant lots, surface parking lots, and industrial and transit uses that represent a lower density than would be permitted by allowable development today. In their current conditions, these sites contribute to the vacancy and perceived blight along the corridor. Given the location and adjacencies of most of these underused sites, redevelopment opportunities will likely occur only in the long term, requiring interim mitigation steps to improve pedestrian conditions.

Another factor affecting pedestrian experience and future development potential across the Study Area is lot size. Lot sizes vary distinctly on either side of Bay Street. To the east of Bay Street, lots sizes are significantly larger than the small, compact, uniform parcels that can be found to the west of Bay Street. This reflects the area’s legacy as a center for large, water-dependent industries that included shipping trade businesses and the Navy, which formerly controlled most land area along the water. These large, formerly industrial parcels are characterized by vast swaths of land that are now unbuilt or recently converted into large housing block developments. The sheer size of these development parcels and their prominent location along the waterfront offer immense opportunity for transformational, high-density development in the Downtown in the future.

FIGURE 25. UNDERUTILIZED LAND MAP





TOP LEFT DOWN: Car entrance to the St. George Ferry Terminal; Disorienting pedestrian crossing in front of the St. George Ferry Terminal; Dead End at the end of Victory Boulevard/entrance to the Tompkinsville train station/ pedestrian path over the tracks.**TOP RIGHT DOWN:** Vacant lot on Water Street; Vacant storefront on Bay Street; Vacant lot on Prospect Street



OBSERVATION

3

Downtown is a critical hub for community services and entrepreneurship, but it has a limited employment base and additional investment is needed to provide an economic engine for Staten Island.

Residents from across Staten Island, including the Downtown, make use of the broad range of community services that are focused on economic security and economic empowerment and are provided by prominent nonprofit organizations and public agencies, all generally within the Bay Street corridor.

For example, the Seamen’s Society for Children and Families, founded in 1846, provides family support services, foster care resources, and therapeutic treatment for families and children experiencing trauma. The organization currently serves more than 2,000 children, youth, and adults, mostly Staten Island residents. The Historic Tappen Park Community Partnership, a community-based organization founded in 2012, organizes events and programs to support existing small businesses and residents and manages several initiatives including YouthBUILD Staten Island, a career training program focused on pre-apprenticeships for young adults that provides academic support, vocational training, leadership development, and counseling.

In addition to nonprofit anchors, Downtown Staten Island has also seen a recent influx of spaces available to support local entrepreneurs, including small business owners and aspiring tech and creative founders. Recently opened shared workspaces and technical support centers include the CSI Tech Incubator, Enrichmint, Techbox, and MakerSpace, all of which are located in the Downtown.

Social services and entrepreneurship are critical in Downtown Staten Island, where many households struggle to earn a living wage. In fact, more than half of households in the Study Area

earn less than \$50,000 annually – New York City’s threshold for a good-paying job. This has resulted in an average household income that is 40% lower than the borough and poverty rates that are significantly higher. Among Black and Hispanic/Latino residents in the Study Area, poverty rates are disproportionately higher, at 32% and 35% respectively.

While Downtown Staten Island houses a significant number of quality jobs, additional investment is needed before the Downtown can truly serve as an engine for job growth and opportunity.

Job opportunities in the Study Area are limited and concentrated in a handful of industries driven by the public and nonprofit sectors. Of the 4,600 total jobs Downtown as of 2019, more than 64% are concentrated in public administration, education, and healthcare and social assistance. The largest private sector industries are retail, professional services, accommodation and food services, and real estate. While not in the top seven largest industries, it is also notable that the arts and entertainment industry is more concentrated in Downtown than in any other part of the borough.

The largest industries in Downtown Staten Island also tend to have relatively lower wages. Aside from government and professional services, wages for the largest seven industries in the Downtown are all below \$50,000. Apart from two local banks, the majority of private employers are small businesses that often pay wages below this “good paying” threshold.

Growth in Downtown Staten Island employment has also been concentrated in the public sector industries. Between 2010 and 2017, more than 80% of total employment growth was driven by these industries, with limited growth in the sectors that have been leading the boom in New York City’s overall economy, including tech, media, advertising, and professional services. In fact, several industries that provide higher wages and potential pathways into growing career tracks regionally – such as information, finance, and insurance – have been declining in the Study Area.

Investing in new spaces and programs that attract and incubate modern industries in the Downtown could help connect Downtown residents to quality job opportunities while building up a local economic base that supports the borough’s overall growth plans. Doing so can leverage a substantial base of existing service providers and innovators Downtown.

FIGURE 27. TOTAL JOBS BY INDUSTRY

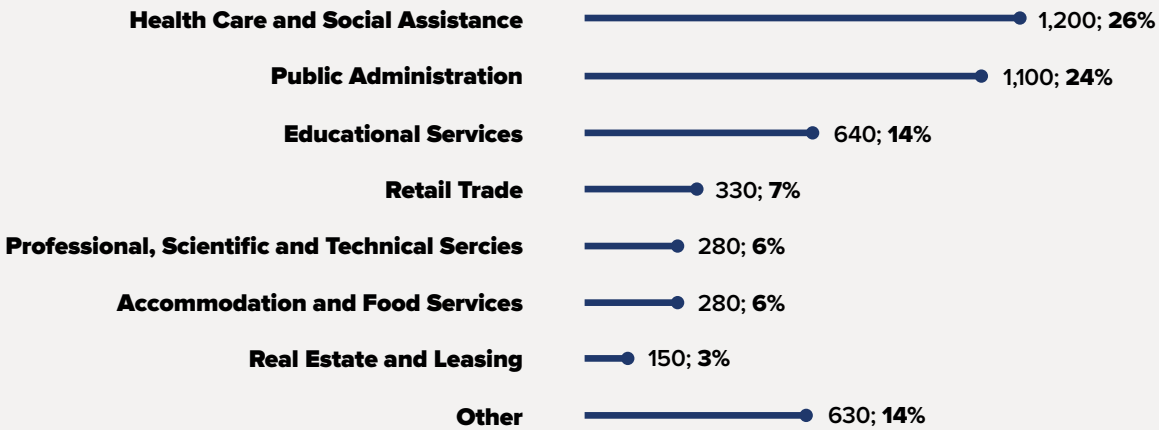


FIGURE 28. AVERAGE WAGE FOR THE LARGEST EMPLOYMENT INDUSTRIES

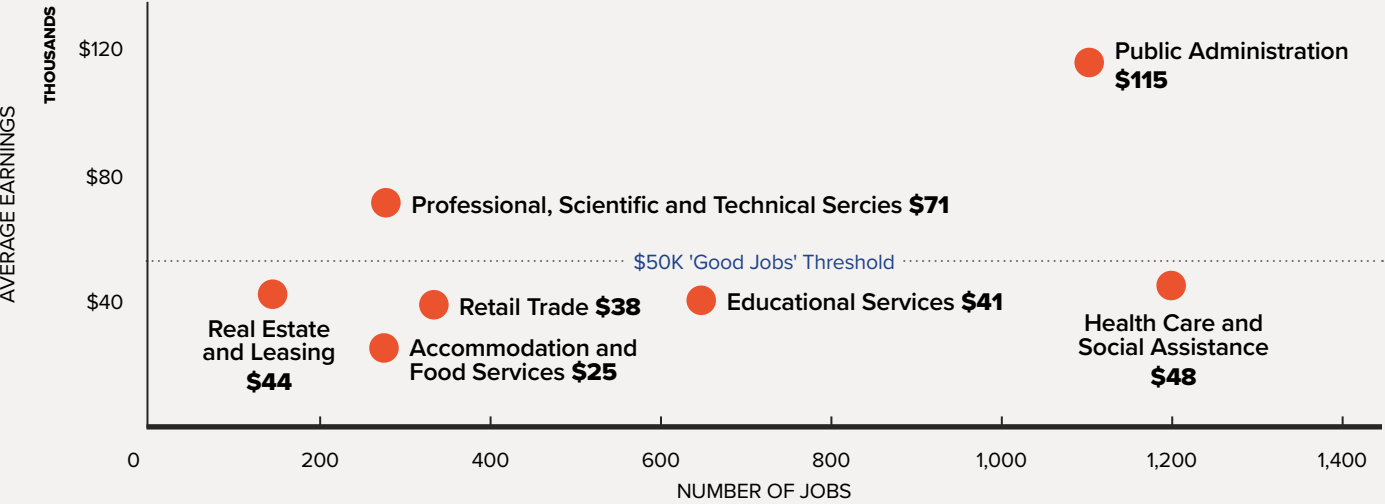


FIGURE 29. MEDIAN HOUSEHOLD INCOME

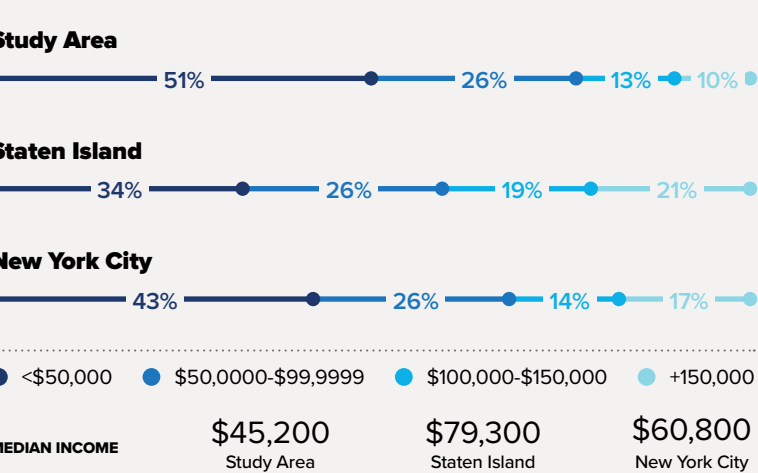
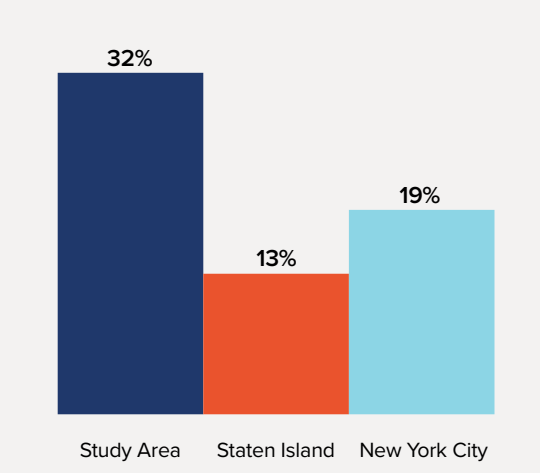


FIGURE 30. POVERTY RATE



Real Estate Market

Residential INVENTORY & PIPELINE

Downtown Staten Island encompasses approximately 5,360 housing units in a mix of typologies ranging from single-family homes to mid-rise condo and rental towers. More than three-quarters of residents in the Study Area are renters, compared to just 30% in the rest of the borough, reflecting a significantly higher share of multifamily (i.e. 5+-unit) housing rather than 1- to 4-family dwellings versus the borough overall. While the majority of multifamily buildings consist of rental units, this stock also includes several high-end, mid-rise condominium towers overlooking the harbor.

Development of new multifamily housing within the corridor has been limited until recently. Prior to the delivery of 571 rental units at the Urby in 2016, the area saw two significant condo deliveries: the 59-unit Pointe Condominiums in 2005 and the 100-unit Accolade Condominiums in 2013. Following the Urby, 67 senior affordable housing units were delivered in 2017 at 533 Bay Street. As demonstrated by low vacancy rates as of 2019, the market has been able to absorb this new development, suggesting additional unmet demand for rental market in the Study Area.

The two most recent projects – the Urby and 533 Bay Street – together delivered 638 new units to the Stapleton neighborhood, representing a 14% growth in the total housing stock Downtown. The Urby was a significant event for Downtown as the first multifamily development of its scale on the North Shore. Prior to the Urby, public housing communities represented the highest-density housing.



In 2016, the first phase of the Urby opened with 571 market rate and affordable rental units bringing a new housing typology to the Downtown

Housing growth in the Study Area is expected to continue, as the first phase of the Lighthouse Point development, adjacent to the St. George Ferry Terminal, comes online in late 2020 or early 2021, delivering 115 units, of which one-quarter will be affordable and the remainder will be market-rate. In future years, a second phase of Lighthouse Point is slated to include 175 units, and a second phase of the Urby is slated to include 329 units. These phases remain in the planning and financing stage.

TRENDS & TAKEAWAYS

Average rents for market-rate units at the Urby are more than \$2,500 per month, more than double the average \$1,000 rent per month of pre-existing multifamily units in the Study Area. These units cater to younger residents who work in the Downtown or commute by ferry, as well as older residents seeking a more walkable, urban lifestyle.

Notably, the area’s two recent market-rate rental projects – the Urby and Lighthouse Point – were both facilitated by, and built on land controlled by, NYCEDC. While several multifamily projects on private sites have been discussed, none have broken ground; the development of such projects will be an important milestone to demonstrate the long-term feasibility of new housing in the Study Area without public support.

In the meantime, as new units come online at Lighthouse Point and the Urby, new amenities will be required to serve an influx of new residents along the waterfront. Key to creating a cohesive corridor will be ensuring the new developments are connected to existing neighborhood amenities, including on Bay Street.

Note: Findings and data related to the local real market reflect conditions as of February 2020, prior to the COVID-19 outbreak in New York City. The real estate market remained in flux as of the report's production due to the ongoing effects of the pandemic. While the pandemic will likely have lasting effects on the downtown market, it is too soon to project those impacts for this report.”

HR&A

FIGURE 31. HOUSING TENURE

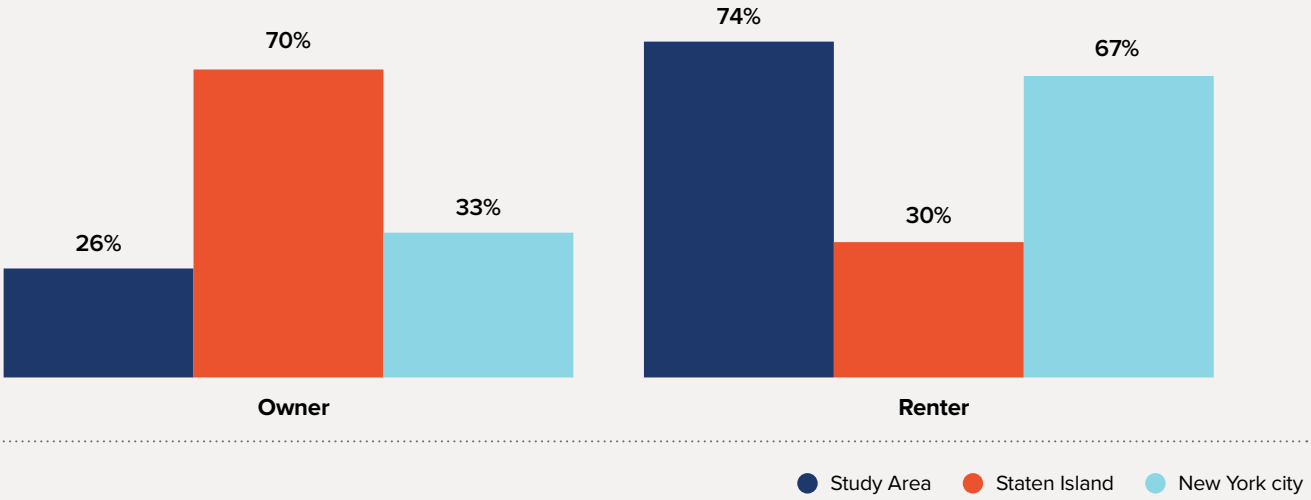


FIGURE 32. HOUSING BY TYPE

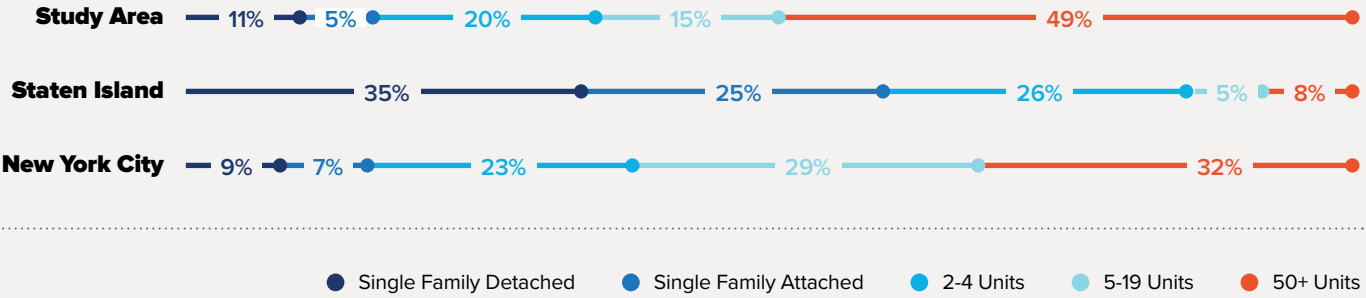
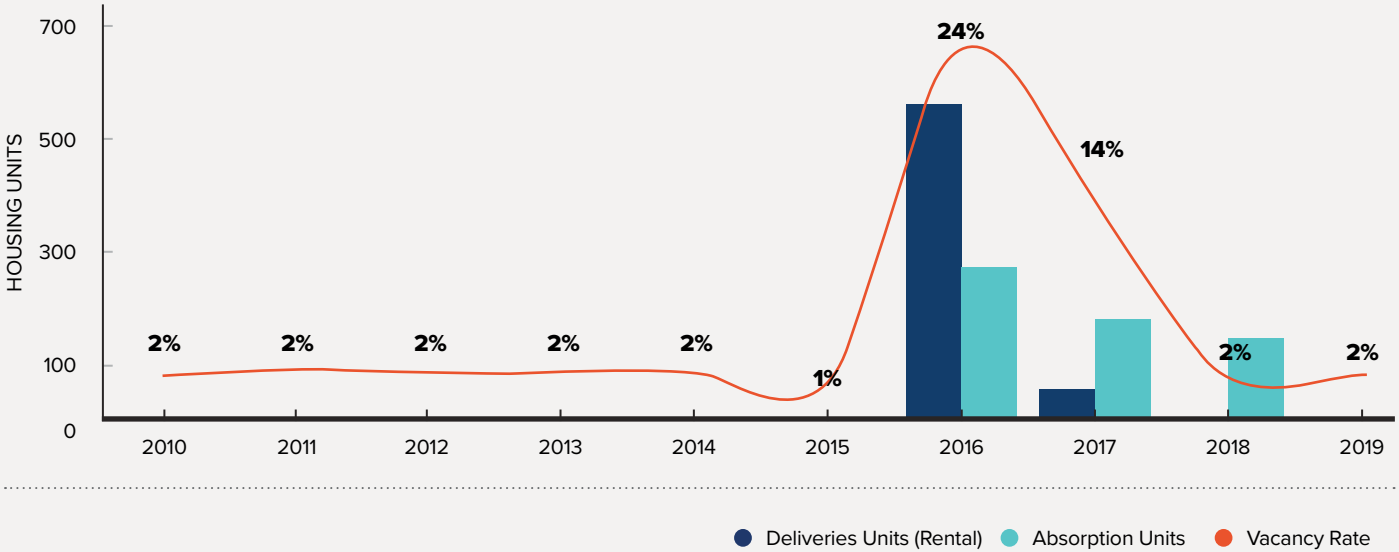


FIGURE 33. MULTIFAMILY RENTAL MARKET PERFORMANCE



Office
INVENTORY & PIPELINE

The Study Area has 590,000 square feet of office space. As a result of public sector dominance in local employment, office space is primarily composed of older class B and C government-owned or -leased buildings built before 1980. There have not been any new office deliveries over the last decade, with activity in the market generated by moves among tenants within the existing office stock.

Amid limited new inventory, several shared workspaces and technical support centers for entrepreneurs have opened in rehabbed spaces across the Downtown, including the CSI Tech Incubator at 60 Bay Street, Techbox at 75 Clinton Street, MakerSpace at 450 Front Street, and Enrichmint at 4 Minthorne Street. These spaces offer a new typology of workspace to local businesses and entrepreneurs across a variety of industries.

Beginning in late 2020 or early 2021, 65,000 square feet of new commercial office and retail space is expected to deliver as part of the Lighthouse Point project in St. George. More than 30,000 square feet will be used for office tenants including Regus coworking and a new location for the College of Staten Island Technology Incubator, as well as ground-level retail and restaurants.

TRENDS & TAKEAWAYS

Following the recession and the recovery from Hurricane Sandy, the Downtown office market saw gradual improvement, reflected by positive annual absorption, declining vacancy (from a high of 17% in 2011 to a low of 5% in 2017), and 20% growth in rents between 2012 and 2019. Yet vacancy ticked back up after 2017 to 16% as of 2019, and Downtown office rents remain low in comparison to similar class B and C space in other outer-borough markets. For example, rents in two downtown areas studied in prior New York City DRI plans – the Bronx Civic Center and Jamaica Queens – ranged from \$35 to \$45 per square foot compared to \$26 in Downtown Staten Island.

Lower rents in Downtown Staten Island generally make it more challenging for property owners to rehab existing commercial space or to develop new commercial space, relative to other markets. Yet as new local businesses emerge on the North Shore – supported in part by shared workspaces and incubators – there may be opportunities to convert vacant office and storefront space along Bay Street, as well as industrial space in Stapleton, to create new workspace that appeals to modern business owners and workers and accommodates local employment growth.



Office space and social services providers are located prominently at the top of Bay Street in close proximity to the St. George Ferry Terminal and multimodal transit hub

Google Street View

FIGURE 34. OFFICE MARKET PERFORMANCE

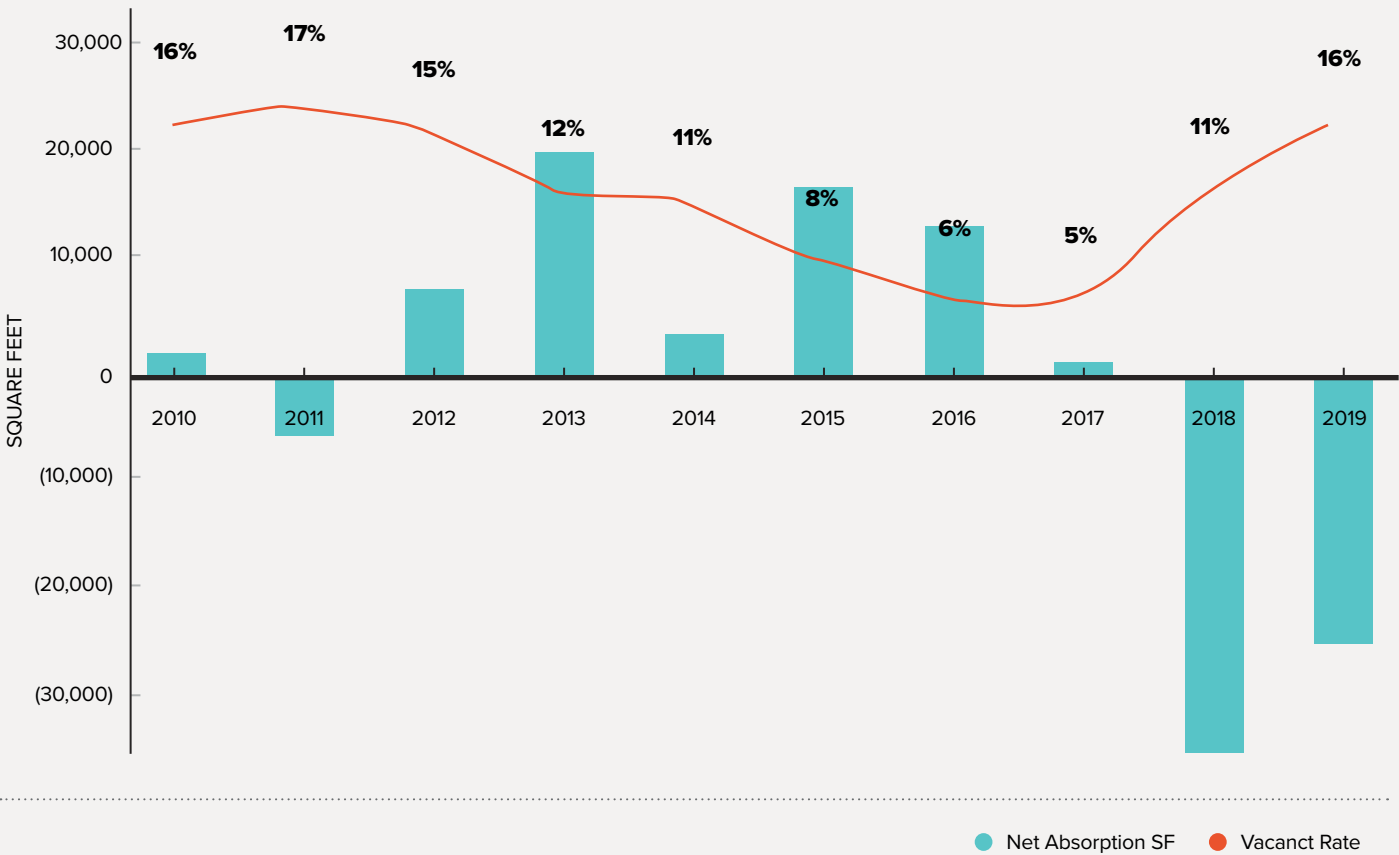
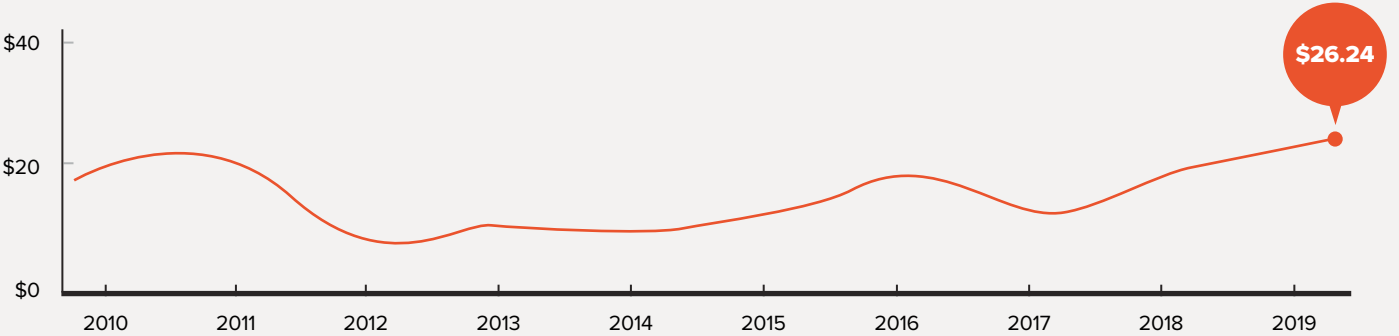


FIGURE 35. OFFICE MARKET ANNUAL RENTS PER SQUARE FOOT



Retail
INVENTORY & PIPELINE

The Study Area includes approximately 1.2 million square feet of retail space in typologies ranging from neighborhood storefronts to strip centers to major shopping centers.

Each of the three Downtown neighborhoods has its own distinct retail cluster. In **St. George**, there are two focal points: the traditional neighborhood retail of Staten Island Borough Hall on Hyatt Street and Stuyvesant Place, characterized by small restaurants and convenience retail, and the new Empire Outlets, a destination outlet shopping center that opened in 2019 with 360,000 square feet of apparel stores and limited-service food and beverage establishments. Empire Outlets now represents 30% of the retail space in Downtown.

Tompkinsville is characterized by a neighborhood-style retail cluster surrounding Tompkinsville Park, as well as the auto-oriented Downtown Plaza strip center on Bay Street. Recent improvements on Minthorne Street, adjacent to Tompkinsville Station, have created a modern dining destination anchored by Flagship Brewing Company and Flour and Oak pizzeria. **Stapleton** boasts the densest and most traditional neighborhood retail corridor, with shops and restaurants lining both sides of Bay Street, and mid-density mixed-use buildings creating a pedestrian-scale main street that feels active and walkable.

In a survey of local merchants conducted by the Staten Island Chamber of Commerce in 2016, 232 total retail storefronts were identified in Downtown. These storefronts spanned a range of goods and services; the most heavily represented were restaurants and bars, beauty salons, professional services, public administration and social services, and auto repair stores and car dealerships.

Over the last decade, two shopping centers have been delivered in the Study Area: Empire Outlets and the

42,000-square-foot Downtown Plaza in 2014, home to a nail salon, fitness center, and motorcycle shop. In addition, the Urby's first phase delivered 26,000 square feet of ground-floor retail, providing new residents with three new restaurants, an ice cream shop, an ArtSpace gallery, and a beauty shop. The first phase of Lighthouse Point will include over 20,000 additional square feet of retail space, including fresh food stores and restaurants.

TRENDS & TAKEAWAYS

Market data suggests that leasing activity, absorption of newly built space, and overall vacancy have been healthy across the study area, with 4% overall vacancy rate as of 2019. However, the recent merchant survey conducted by the Chamber found a high rate of storefront vacancy along Bay Street, suggesting that several retail properties suffer from long-term vacancy and therefore may not be fully captured in market data. According to the survey, 21% of the 232 storefronts survey were vacant.

Among spaces that are available for lease, the typical rent range for neighborhood-style retail space is \$20 to \$30, according to a surveyed of recently available listings. The merchant survey found that rents along Bay Street in the study area are not seen as a major obstacle for local businesses.

The existence of retail destinations across the Study Area, coupled with the need to fill vacant storefronts and invest in more consistent retail corridors, highlights the need to better connect drivers of retail demand – including new residential development and visitation from the St. George Ferry Terminal to nearby cultural destinations – with local retail centers to strengthen activity across the whole corridor. Wayfinding improvements implemented through the DRI have the potential to create missing connections between more traditional community retail centers and developing activity centers to increase retail demand, strengthen local businesses, and support recent and future development.



FIGURE 36. BAY STREET CORRIDOR STOREFRONT AND RETAIL MIX, 2015/2016

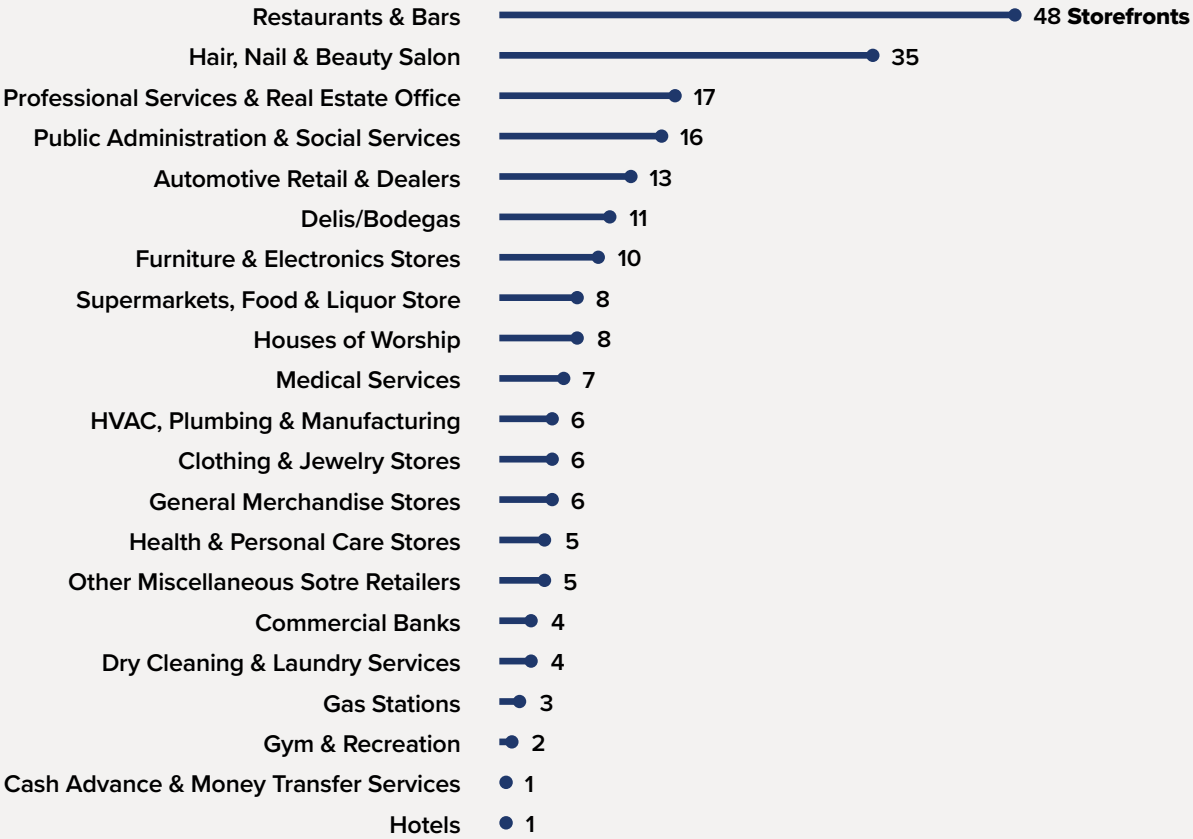
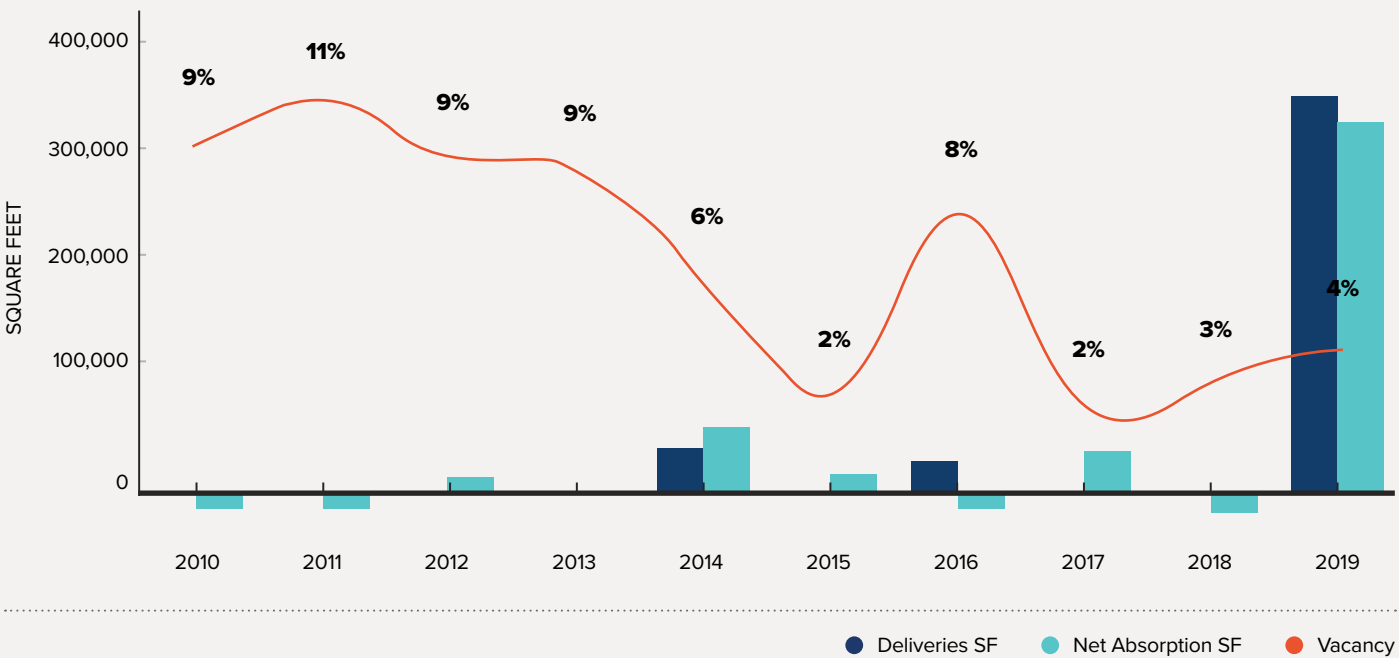


FIGURE 37. RETAIL MARKET PERFORMANCE



Management & Organizational Capacity

Downtown Staten Island has a rich network of public, private, and nonprofit organizations that are well positioned to contribute to the implementation of the DRI plan. Many of the Study Area’s recent planning and economic development efforts have been coordinated and supported by the Office of Staten Island Borough President James S. Oddo. There are five Borough Presidents in New York City with authority to influence major planning and budgetary decisions, and to advocate for their borough’s needs with City agencies, the City Council, State government, and the private sector. Since he entered office in 2013, Borough President Oddo has led numerous initiatives to support Downtown Staten Island including recovery efforts from Hurricane Sandy, investment in public open space, health and wellness initiatives, and roadway and infrastructure improvements. The Borough President has prioritized transportation infrastructure by improving road quality, supporting updates to the bus network, and expanding ferry service with a new fast ferry to downtown and midtown Manhattan. His office has also worked on a campaign with NYC & Company to make the borough “tourism ready” and increase visitation to Staten Island neighborhoods.

Other major institutions and organizations in the Study Area include:

Central Family Life Center (CFLC)

The CFLC is a nonprofit organization that seeks to improve the lives and environment of Staten Island residents. The CFLC was established in 1979 under the direction of the First Central Baptist Church, led first by Rev. Dr. Calvin Rice and today by Rev. Dr. Demetrius Carolina. The 10,000-square-foot CFLC facility is the only minority-led community center of its kind on Staten Island. Its social service programs include crisis management, youth development, and fatherhood parenting skills.

College of Staten Island (CSI)

CSI is a City University of New York college founded in 1976 that offers associate’s, bachelor’s, master’s, and doctorate programs. The 204-acre main campus is located Mid-Island and attracts more than 13,000 students a year. CSI was originally founded in the North Shore and is committed to ongoing investment in Downtown that will allow it to serve the next generation of Staten Island students, entrepreneurs, and researchers, including through a satellite campus opened in the Downtown in 2017.

Staten Island Chamber of Commerce

Since 1895 the Chamber has supported businesses and residents in service of its mission to strengthen the local economy and expand business opportunities. The Chamber represents more than 9,000 businesses across the borough and has been contracted by NYS to promote tourism and to support storm recovery. In 2017, the Chamber was awarded more than \$1 million through NYC’s Neighborhood 360 program to help revitalize the Bay Street retail corridor. The grant has been used to, among other things, hire a private sanitation worker, install new street plantings and decorations, introduce a marketing campaign to support Downtown merchants, and fund a façade improvement program. They are now in the early stages of establishing a new Downtown Staten Island Business Improvement District.

Staten Island Downtown Alliance

The Staten Island Downtown Alliance is a local development corporation and 501(c)3 that for over 40 years has provided support for small businesses and property owners in Downtown Staten Island. The organization is focused on increasing tourism Downtown and led the development of several comprehensive plans for Downtown. The organization was formerly known as the Bayview Community Council.

Staten Island Economic Development Corporation (SIEDC)

SIEDC is a 501(c)3 nonprofit promoting economic development in Staten Island since 1993. SIEDC has helped attract more than \$550 million in new investment, 3,500 new jobs, and development of more than 1,000 acres of vacant industrial land. In addition to hosting annual community and business events, SIEDC manages six business improvement districts and merchant associations across the borough. SIEDC has been intimately involved with Downtown’s most significant development projects and has a track record of successfully contracting with a number of State and City agencies to perform work.

Staten Island Arts

Since 1995, Staten Island Arts has provided programming and technical assistance to local artists across the borough through re-grants, educational programs, support for art programs for new and established ethnic communities, capacity building workshops, research, and advocacy. Through its partnership with public agencies, Staten Island Arts offers five types of re-grants to local artists annually, ranging from \$500 to \$2,500 per grant.

Visit Staten Island

Visit Staten Island is the primary marketing entity for Staten Island. The organization represents a collaboration between the Staten Island Borough President’s office, the Staten Island Chamber of Commerce, Destination St. George, and New York State, and was created in 2018 in part by a grant from the NYC & Company Foundation. The organization is responsible for highlighting Staten Island attractions and destinations and promoting the area as a family friendly and historic destination for international and domestic tourists.



Girls Who Code at the College of Staten Island Tech Incubator

College of Staten Island



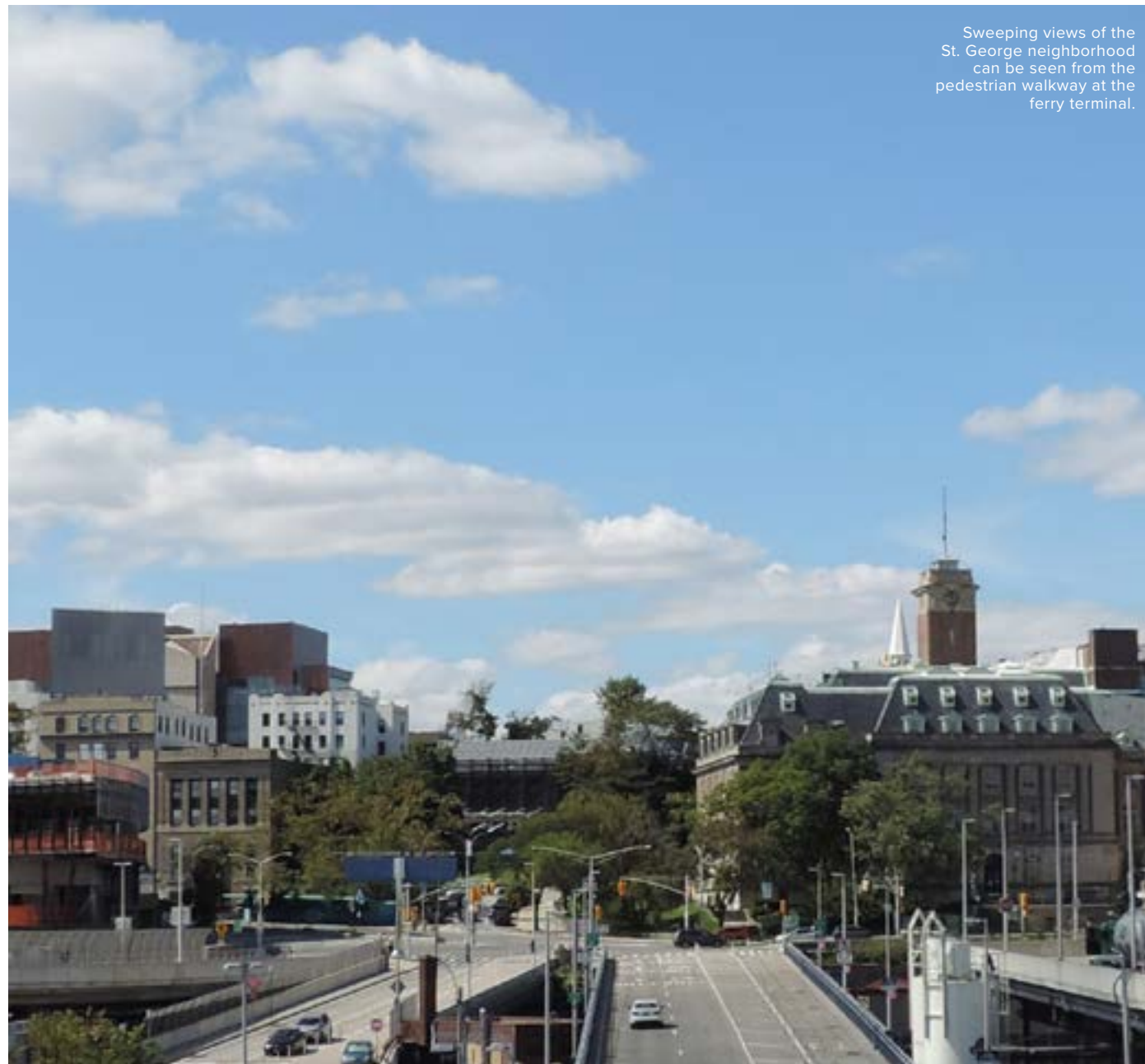
Section II

DOWNTOWN VISION, GOALS & STRATEGIES

VISION STATEMENT

Downtown Staten Island will build back as a strong, resilient, and inclusive community. Building on the downtown's rich history and the momentum of recent investments, the DRI will support recovery and economic opportunity for Staten Islanders from all communities while enhancing quality of life and creating a compelling cultural and economic hub that attracts both Staten Islanders and visitors.

Sweeping views of the St. George neighborhood can be seen from the pedestrian walkway at the ferry terminal.



GOALS & STRATEGIES



Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits
- Invest in local businesses by supporting space adaptations, improvements to storefronts, and commercial space upgrades
- Transform underused buildings into move-in ready space for new businesses
- Support new business formation especially among underrepresented groups
- Create opportunities to support local vendors in new large-scale development projects



Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand and modernize existing cultural institutions to attract and serve visitors
- Invest in community spaces that accommodate a broad mix of residents and visitors
- Expand retail, dining, and entertainment options to meet the needs of local residents and visitors
- Showcase the history and culture of the downtown and its residents
- Unlock the potential of large, underutilized parcels to create new destinations



Support industry growth and entrepreneurship to create jobs and opportunity for Staten Islanders of all racial and economic backgrounds

- Provide space, equipment, and programming to seed industry growth and support startups
- Ensure affordable workspace for artists, entrepreneurs, and new businesses
- Expand workforce development and educational programs to help local residents train for and access new jobs and help companies access local talent
- Help local students and residents gain exposure to growing industries and employment opportunities



Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Establish attractive downtown gateways to welcome and direct visitors
- Create consistent visual cues to draw people across the corridor, including public art
- Strengthen connections between upland communities and the waterfront
- Enhance downtown navigation through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances
- Enhance the pedestrian experience with better lighting, outdoor seating, and programming
- Reduce physical and visual barriers, including fencing and dead-end streets



Section III
DOWNTOWN
MANAGEMENT
AND
IMPLEMENTATION
STRATEGY

The Office of the Staten Island Borough President, SIEDC, and the Staten Island Chamber of Commerce have implemented numerous projects to support residents and businesses in Downtown Staten Island. As the DRI process moves from planning to project implementation, these three organizations – in concert with individual project sponsors – will share the leadership responsibilities for the DRI project implementation.

To ensure effective coordination among the DRI project leads, SIEDC – led by President Cesar Claro – will serve as an informal organizing entity responsible for monitoring project implementation, facilitating communication among project leads and partners, and serving as a central point of contact for New York State funding entities.

The capacity of each project sponsor was evaluated based on the organization’s past project implementation experience for similar projects and ongoing staff capacity and expertise, including identification of a project manager and main point of contact. The project sponsors responsible for implementing the proposed projects include numerous Staten Island-based public, private, and nonprofit organizations, including:

Nonprofit & Public Organizations

- The **Staten Island Economic Development Corporation (SIEDC)** is a nonprofit economic development organization that has helped to shape more than \$550 million in new investment in Staten Island over the last 30 years. SIEDC’s 13 full-time staff manage business improvement districts across the borough and other downtown improvement projects including major public art installations in New Dorp and f. SIEDC would be responsible for up to three projects: **Install a Decorative Canopy at Key Locations Downtown, Create a North Shore Art Trail, and Create a Small Business Recovery Fund** (with the Staten Island Chamber of Commerce).
- The **Staten Island Chamber of Commerce** has a 10-person staff that works to meet Staten Island business leaders’ networking, advertising, educational, and advocacy needs. In 2017 the Chamber managed the implementation of a \$1 million grant from the NYC Department of Small Business Services through the Neighborhood 360 Program, which included façade improvements for local businesses as well as neighborhood beautification efforts, lighting improvements, and neighborhood art displays. The Chamber would be responsible for up to two projects: **Improve Wayfinding & Branding Throughout Downtown and Create a Small Business Recovery Fund** (with SIEDC).
- The **College of Staten Island** is the largest higher education institution on Staten Island and the borough’s second largest employer, with an annual budget of \$160 million. CSI’s Division of Economic Development, Continuing Studies, and Government Relations, with an annual budget of approximately \$25 million and more than 20 full- and part-time employees, successfully constructed and manages the CSI Tech Incubator at 60 Bay Street in downtown Staten Island. Since its opening in 2017, their program has supported the launch of nine companies. It would be responsible for overseeing the implementation of: **Create the CSI Center for Innovation VR/AR Lab**.
- The **Staten Island Museum** is the oldest nonprofit cultural institution in the borough, staffed with 28 full- and part-time employees at its primary location at the Snug Harbor Cultural Center and Botanical Garden. The Staten Island Museum managed the \$24 million renovation of its current space and operates a \$3.4 million annual budget, including contributions from

multiple City agencies. It would be responsible for the implementation of: **Reopen the Staten Island Museum’s Historic St. George Location**.

- The **Seamen’s Society for Children and Families** is a nonprofit organization with a centuries-long history of serving children and families across the borough and city. It currently manages a \$23 million operating budget funded primarily through City contracts. The organization’s nearly 200 staff serve more than 1,250 children from its building on Bay Street. It also recently completed a \$100,000 façade improvement project and manages all building repairs and upgrades. Seamen’s would be responsible for: **Upgrade Seamen’s Society Headquarters to Enhance Service Delivery**.
- The **St. George Restoration Inc.** is a nonprofit organization with nine full- and part-time employees and over 190 regularly called workers. Since 2008 the organization has managed over \$13 million in capital projects and manages an annual operating budget of nearly \$4.5 million. It would be responsible for the implementation of: **Restore the Historic St. George Theatre**.
- The **New York City Economic Development Corporation (NYCEDC)** owns the existing 330-square foot information booth facility within the St. George Ferry Terminal. NYCEDC’s mission is to encourage economic growth in each of the five boroughs in New York City and the agency manages an extensive portfolio of properties and ongoing capital projects designed to achieve this goal. NYCEDC would be responsible for: **Redesign the Ferry Terminal Information Booth**.
- The National Lighthouse Museum operates a 2,400-square-foot exhibit space with four full- and part-time employees. In 2016 the Museum managed a \$300,000 exterior building improvement grant and manages an annual operating budget of \$298,000. It would be responsible for: Enhance the National Lighthouse Museum to Improve Visitor Experience.

Private Businesses

- **BFC Partners** and Goldman Sachs partner to run St. George Outlet Development LLC, the entity that operates the \$500 million, 350,000-square foot Empire Outlets outdoor shopping center. St. George Outlet Development LLC employs a seven-person, on-site operations management team and a full-time marketing and public

relations staff to promote the space. BFC Partners is a 25-year-old real estate development, management, and marketing company that has a history of working on the revitalization of the North Shore and other New York City neighborhoods. It would be responsible for: **Create a Community Event & Entertainment Space at Empire Outlets**.

- The **Angiuli Group** is a privately owned real estate company based in Staten Island. Since 2014 the Angiuli Group have invested nearly \$6 million to repurpose the commercial complex on Minthorne Street and to develop Inspiration Plaza, a privately operated public space across the street. It would be responsible for: **Beautify & Expand the Minthorne Street Commercial Center**.
- **Triangle Equities** is the developer of Lighthouse Point. The full-service real estate firm has more than three decades of development and asset management experience in the New York City region specializing in retail and mixed-use development. It currently oversees a portfolio of five active mixed-use developments and ten managed properties. They hold a long-term lease with NYCEDC for the Lighthouse Point site and would be responsible for: **Restore a Historic Wall at Lighthouse Point**.
- **Muss Development, LLC**, is a family-owned and -operated, full-service real estate development and investment company that owns and manages the office building at 60 Bay Street. Since 1997 Muss has developed more than \$1.5 billion of assets and currently manages more than 1.5 million square feet of office space in New York City, giving it extensive experience with major capital upgrades. It would be responsible for: Upgrade the Ground-level Façade at 60 Bay Street Office Building.
- **Hook Enterprises, LLC** is owned and operated by Joe Tirone, a real estate broker and investor. Joe is the founder of the Joe Tirone Team at Compass which currently manages an extensive portfolio of listings across Staten Island. Hook Enterprises, LLC would be responsible for: **Renovate the Façade and Create a New Storefront at 585 Bay St**.

Implementation Partners

The responsible entity will be responsible for contracting with the State, expending grant funds, planning and managing project execution, and reporting on project progress. Most project sponsors will be supported by other local entities that will either project implementation, provide necessary approvals or permits, or support marketing and execution to ensure the North Shore community benefits from the project.

Project Number	Project Description	Responsible Entity	Supporting Entity
1	Create the CSI Center for Innovation VR/AR Lab	College of Staten Island	Glimpse Group, VRARA, CUNY, various community programming partners
2	Create a Community Event & Entertainment Space at Empire Outlets	BFC Partners/St. George Outlet Development LLC	Premiere Entertainment Group, Staten Island Arts, North Shore schools
3	Reopen the Staten Island Museum’s Historic St. George Location	Staten Island Museum	SKOLNIK, NYC Cultural Institute Group
4	Beautify & Expand the Minthorne Street Commercial Center	Angiuli Group	Retail Operator
5	Upgrade Seamen’s Society Headquarters to Enhance Service Delivery	Seamen's Society	N/A
6	Restore the Historic St. George Theatre	St. George Restoration Inc.	DCLA, NYCEDC, EverGreene, Unicorn Art Studio
7	Create a Small Business Recovery Fund	SIEDC	Chamber of Commerce
8	Install a Decorative Canopy at Key Locations Downtown	SIEDC	NYCEDC, Customer Canopies
9	Improve Wayfinding & Branding Throughout Downtown	NYCEDC	Visit Staten Island
10	Redesign the Ferry Terminal Information Booth	Chamber of Commerce	NYCDOT, MTA, DOT
11	Restore a Historic Wall at Lighthouse Point	Triangle Equities	Allied 60 LLC
12	Upgrade the Ground-Level Façade at the 60 Bay St. Office Building	Muss Development	N/A
13	Create a North Shore Art Trail	SIEDC	Community Selection Panel
14	Enhance the National Lighthouse Museum to Improve Visitor Experience	National Lighthouse Museum	N/A
15	Renovate the Façade and Create a New Storefront at 585 Bay St.	Hook Enterprises, LLC	V+b

Project Contracting

In addition to the entities outlined above, many of the projects will create the need for additional vendor contracting opportunities to support both one-time and ongoing project requirements. The range of contracting opportunities that might be available include construction and specialty trade, marketing, media relations, event planning, graphic design, maintenance, and more.

To promote these contracting opportunities among local and MWBE vendors, all of the sponsors have agreed to leverage their partnerships with SIEDC and the Chamber as well as groups such as Minority Women in Business Association of Staten Island (MWBASI) and the Staten Island Business Outreach Center (SIBOC) to promote these contracting opportunities as they arise.

All the DRI awards are already subject to the typical requirements attached to state funding which specify a goal of 30% of the contract value awarded to NYS-certified MWBEs. This can be satisfied through a detailed plan provided by contractors, or a good faith effort to provide meaningful participation to MWBEs as subcontractors or suppliers in the performance of their contracts.

SIEDC and the Chamber of Commerce are also continuing to coordinate with groups such as Minority Women in Business Association of Staten Island (MWBASI) and the Staten Island Business Outreach Center (SIBOC) to develop a curated roster of local NYS-certified MWBEs with varying expertise that will serve as a resource to project sponsors. Additionally, these groups plan to host a series of workshops in advance of the State’s selection of the DRI awards to help guide other non-certified MWBE firms through the certification process. Collectively, these efforts will help maximize the participation of local and MWBE vendors in the DRI contracting process.

Community Partnerships

During the DRI project evaluation process, the Local Planning Committee asked project sponsors to identify community partnerships and other commitments that would broaden the benefits of proposed projects to neighborhood residents, businesses, and other stakeholders. Select examples of these commitments include:

- **Create the CSI Center for Innovation VR/AR Lab** – CSI plans to expand its existing programming mix formed through the Tech incubator with additional local community partnerships. These include commitments to collaborate with YouthBuild to develop an urban tech

training program and Port Richmond High School to develop a new Pathways to Tech pipeline program.

- **Create a Community Event & Entertainment Space at Empire Outlets** – The Premiere plans to partner directly with local North Shore schools to engage them on with the potential arts programming options and establish partnerships with their students.
- **Create a North Shore Art Trail** – The final selection of 30+ art installations to be included in the art trail will be determined by a community selection panel composed of local representatives from a diverse mix of Downtown organizations and residents
- **Renovate the Façade and Create a New Storefront at 585 Bay St** – Hook Enterprises, LLC plans to engage v+b, a local MBE- certified architecture and urban design studio, to complete the design work and construction documents



Section IV **PUBLIC INVOLVEMENT**

Between November 2019 and September 2020, the Staten Island DRI Local Planning Committee (LPC) and Planning Team engaged members of the public and community stakeholders in a series of participatory outreach activities to understand local priorities for downtown revitalization and to identify projects to support this shared vision.

The engagement process, developed by Staten Island-based outreach and marketing firm JMT Media, was designed to ensure the community’s greatest challenges, needs, and aspirations for the future of Downtown Staten Island were incorporated into the development of this Strategic Investment Plan. This engagement process incorporated a range of formats that included public meetings conducted in person and virtually, targeted small group meetings, individual interviews, and an online public survey conducted in two phases. The primary goals for engagement were the following:

- Create a transparent process where a broad array of community members were aware of opportunities for engagement.
- Provide information about the DRI program, process, and proposed projects early and often.
- Create multiple formats for community members to provide input throughout the process.
- Build consensus among community stakeholders for this planning effort and final project recommendations.

The following sections provide an overview of the groups involved in this process and the various efforts and events that were implemented to engage those parties.

Local Planning Committee

The LPC served as the chief decision-making body for the Downtown Staten Island DRI. The LPC was co-chaired by Staten Island Borough President James Oddo and the president of the Staten Island Economic Development Corporation (SIEDC), Cesar Claro, and was composed of 14 additional local residents, business owners, nonprofit organizations, and other stakeholders. In collaboration with the Planning Team, LPC members established a vision for downtown Staten Island’s revitalization, provided input on local conditions and issues, identified and provided feedback on potential projects, and leveraged their networks to raise awareness across Downtown Staten Island about public engagement efforts. The LPC

FIGURE 38. THE DRI STATEN ISLAND LOCAL PLANNING COMMITTEE

Bold indicates Co-Chairs	
Name	Organizations
Hon. James Oddo	Office of the Staten Island Borough President
Cesar Claro	SIEDC
Linda Baran	Staten Island Chamber of Commerce
Ralph Branca	Victory State Bank
Rev. Dr. Demetrius Carolina	Central Family Life Center
Loretta Cauldwell	Community Board 1
Doreen Cugno	St. George Theatre
Glen Cutrona	Cutrona Architecture
Linda DiAnto	Lighthouse Museum
Janet Dugo	Downtown Staten Island BID
Wil Fisher	NYCEDC
Robert Fitzsimmons Jr.	Gateway Arms Real Estate
David Gaskin	Seamen’s Society for Children and Families
Ken Iwama	College of Staten Island
Jane Rogers	Staten Island Yankees
Jay Sykes	Brewing Company

was also responsible for the selection of the final projects recommended for the DRI investment.

Public Events

Community stakeholders contributed ideas, identified issues, and provided feedback throughout the planning process through public LPC meetings, community open houses and virtual webinars, and an online survey. The collective input gathered at these public events helped shape the vision and goals for Downtown Staten Island’s revitalization and the prioritization of recommended the DRI projects.

Events were advertised widely in both English and Spanish, and in-person public events were held at centrally located, publicly accessible spaces determined in consultation with the LPC co-chairs. Because LPC meetings took place on weekday mornings, other public events were scheduled for weekday evenings; this intentional diversification in the timing of events helped to ensure that a greater share of the community would be able to participate in the planning process. After the onset of the COVID-19 pandemic, which occurred in March four months after the start of the planning process, all events shifted to a virtual format. The mix of public outreach events implemented in this process are described below.

LOCAL PLANNING COMMITTEE MEETINGS

The LPC convened for five meetings over the course of the planning process from January through September. Three meetings were convened in person at Staten Island Borough Hall and the final two meetings took place virtually following the onset of the COVID-19 pandemic. Each meeting included an introductory presentation by the Planning Team, a facilitated discussion among LPC members, and (in some cases) breakout sessions tailored to the goals of each meeting.

All meetings were open to the public and time was reserved at the end of each meeting for the public to ask questions and share comments. To ensure that meetings remained public after the transition to an online format, the LPC and Planning Team used online tools and platforms to inform the community about the virtual discussion and ongoing opportunities for input.

COMMUNITY OPEN HOUSES

The LPC hosted three community events to provide additional opportunities for the public to comment on the DRI vision statement, goals and strategies, and potential priority projects.

Community Open House #1

The first community open house took place in person at Borough Hall on Thursday, January 16, from 5 p.m. to 7 p.m. and attracted approximately 30 participants. The event began with an overview of the DRI process, after which community members joined breakout sessions organized around key aspects of downtown’s future: **1)** Transportation and Wayfinding **2)** Culture, Recreation, and Community, and **3)** Jobs, Economy, and Innovation. These sessions were structured to facilitate deeper discussion about the strengths, challenges, and opportunities in the downtown; each group reported on the takeaways from their discussion. Community members were also given the opportunity to provide feedback on the draft vision statement and the DRI goals and strategies developed by the LPC and to participate in an interactive poster board activity where they could share feedback on how they enjoy downtown, how they get around the area, and the ways in which the downtown supports jobs and economic development.

Several key themes that emerged from the first open house included:

- **Improve the pedestrian experience.** Community members identified the St. George Ferry Terminal, the intersection of Victory Boulevard and Bay Street, and the pedestrian entrance to the Stapleton SIR Station as key target areas for improving the overall streetscape experience. Participants highlighted the lack of signage throughout the downtown as a key impediment for pedestrians attempting to navigate between neighborhoods in the corridor.
- **Invest in more community spaces.** Community members highlighted the need for more open spaces for public gatherings, affordable meeting and workspace for entrepreneurs, and performance space for local cultural and educational organizations.
- **Increase activation.** Community members highlighted the need for more dining, nightlife, entertainment, and youth-specific programming downtown.

Community Webinar #2 & Public Survey

The second community event took place as a virtual webinar on Thursday, March 12, from 5 p.m. to 7 p.m. While originally intended as an in-person event at the Empire Outlets shopping center, the meeting was scheduled just as the emergence of the COVID-19 pandemic in New York City became apparent and was rescheduled and re-promoted as a virtual meeting. Nevertheless, more than 70 attendees participated to learn about the proposed priority projects and share their input. The event was followed by an online survey, the results of which are summarized below.

More than 110 community members responded to the survey. Participants were asked to identify their relationship to Downtown and 62% of the respondents stated they live downtown and 53% stated they work downtown. A smaller share of visitors and students also participated.

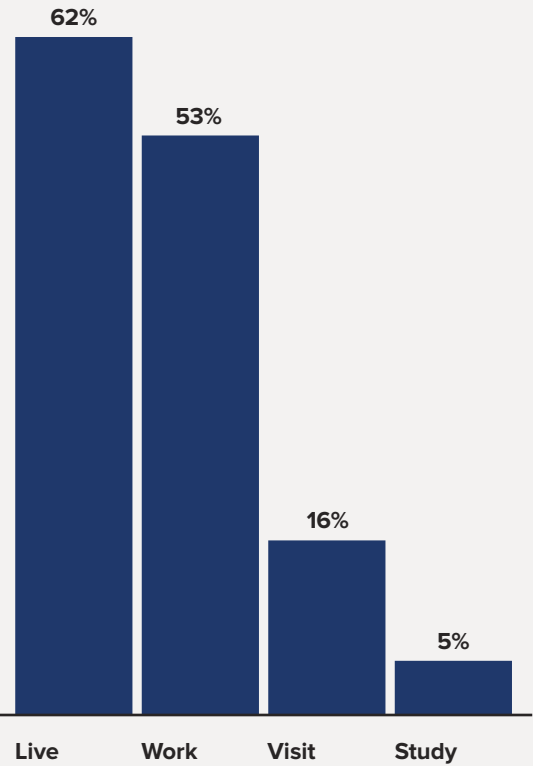
In the survey, the community stakeholders were also given the opportunity to rank the projects in order of priority. This preliminary assessment revealed strong support for investment in Downtown’s notable cultural amenities like the St. George Theatre, Staten Island Museum, and National Lighthouse Museum which all scored above average.

Community Webinar #3 & Public Survey

The third community event took place as a virtual webinar on Tuesday, August 18, from 6:30 p.m. to 8:30 p.m. More than 40 attendees participated in a discussion around the community’s shifting priorities in the wake of COVID-19 and the ways in which DRI could help support Staten Island’s recovery. After a full group presentation on the latest projects under consideration, The Planning Team organized virtual small group breakout sessions that included a mix of participants, where community members were able to discuss specific projects in depth. Afterward, each group reconvened to report out takeaways to the full group. Several of the key themes that emerged included a desire to:

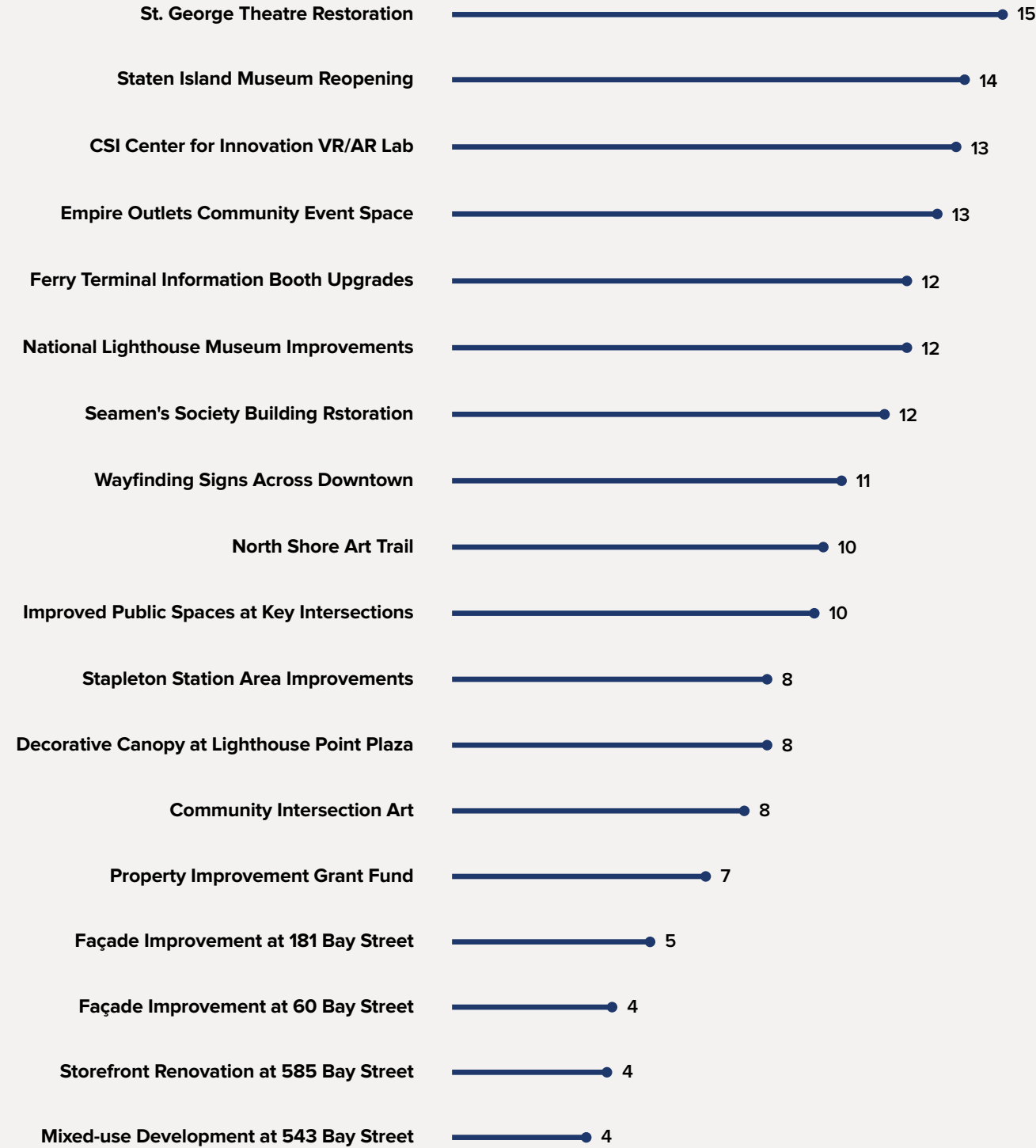
- Support the small business and those organizations providing crucial community services. In light of the COVID-19 pandemic, the community strongly favored allocating the majority of DRI funding to small businesses who are in desperate need of recovery support and nonprofits that are providing essential services to local community members. These projects were favored more than some of the projects under consideration put forth by large private sponsors and developers who community members thought were more likely to have access to alternative funding sources.

FIGURE 39. PRELIMINARY SURVEY
DOWNTOWN EXPERIENCE



Note: Respondents could select all applicable options.

FIGURE 40. PRELIMINARY SURVEY PROJECT SCORING



Note: Respondents were asked to rank 15 projects in order of priority, with 15 being the highest priority and 1 being the lowest priority. Scores reflect the average ranking awarded by respondents.

- Ensure equitable geographic distribution of projects. Community members stressed the importance of ensuring the final slate of recommended projects benefited all three of Downtown’s neighborhoods. While it was agreed that the bulk of funds should be concentrated in St. George since that neighborhood functions as the gateway to the borough, it was also repeatedly emphasized that at least a modest investment in Tompkinsville and Stapleton was a key concern for local residents.
- Invest in key historical anchors downtown. There was broad consensus from community members that the DRI funding should support downtown’s iconic cultural anchors and institutions. Community members favored this strategy since they viewed these amenities as resources for visitors but also local residents, and both groups were cited as crucial to downtown’s future.

The third community event was followed by an online survey, the results of which are summarized on the right.

More than 325 community members responded to the survey. Participants were asked to identify their relationship to Downtown and 53% of the respondents stated they visit downtown, 42% stated they work downtown, and 36% stated they live downtown. A smaller share of students also participated.

Of those who identified themselves as Staten Island residents, the top three zip codes of residence were North Shore zip codes comprising and adjacent to Downtown.

In the survey, the community stakeholders were again given the opportunity to rank the projects in order of priority. This assessment revealed strong support for investment in Downtown’s notable cultural amenities and project with strong ties to recovery including Seamen’s Society, the Small Business Recovery Fund, the St. George Theatre, Staten Island Museum, CSI Center for Innovation, and Wayfinding.

FIGURE 41. FINAL SURVEY DOWNTOWN EXPERIENCE

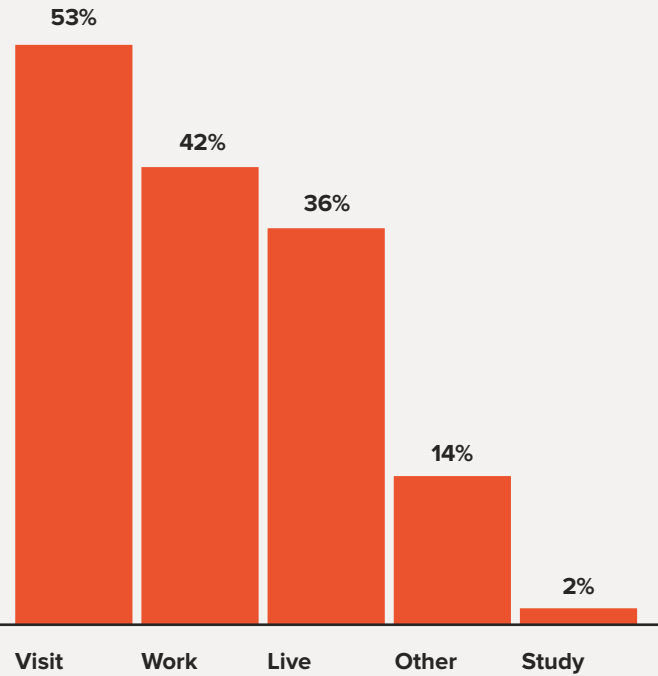
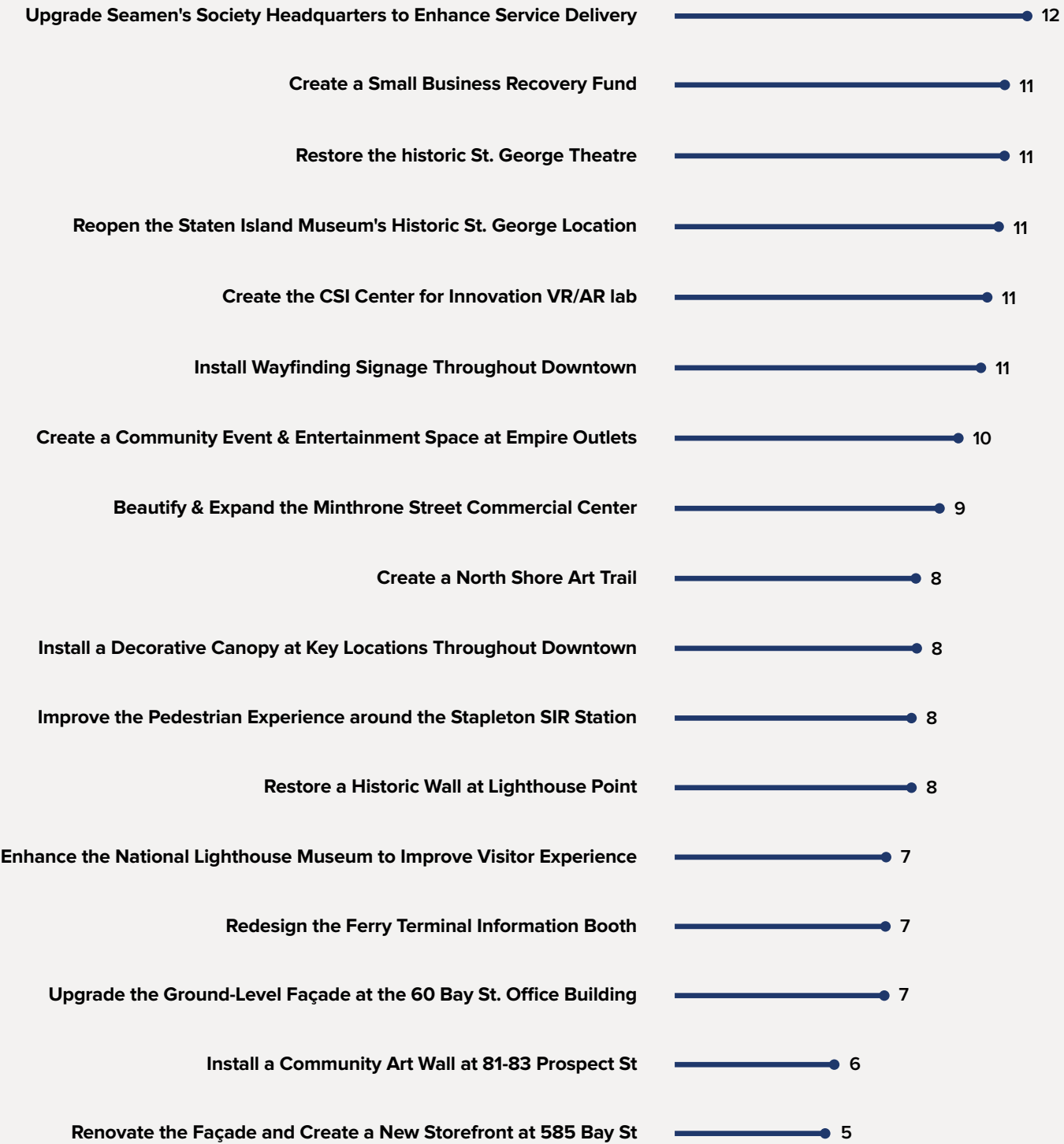


FIGURE 42. ZIP CODES OF STATEN ISLAND RESPONDENTS

Zip Code	Shares
10301	38%
10304	12%
10310	11%
10314	10%
10303	5%
10302	5%
10312	5%
10305	5%
10306	4%
10309	2%
10308	2%
10307	1%

FIGURE 43. FINAL SURVEY PROJECT SCORING



Note: Respondents were asked to rank 17 projects in order of priority, with 17 being the highest priority and 1 being the lowest priority. Scores reflect the average ranking awarded by respondents.

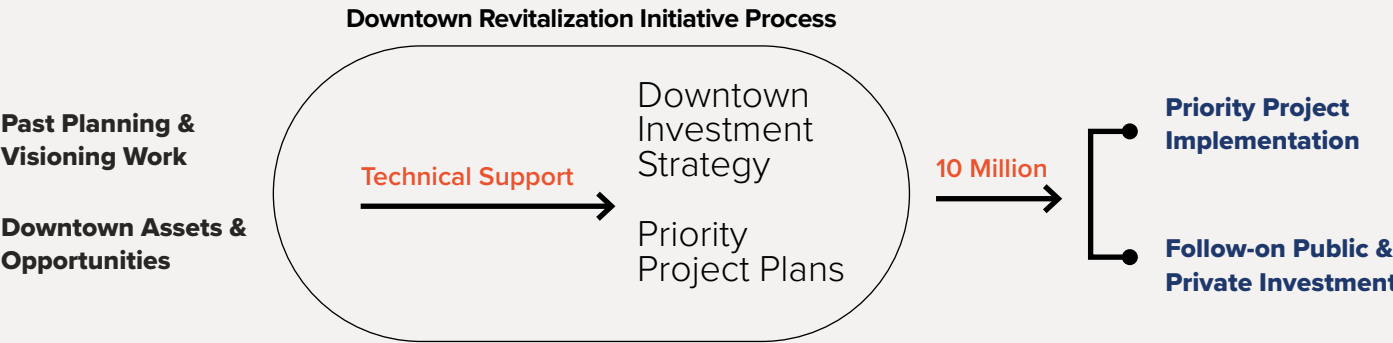


FIGURE 44. PUBLIC MEETINGS

Meeting Date	Primary Meeting Topics
LPC Meeting #1 December 19, 2019 Borough Hall	Provide an overview of the DRI program; outline the work plan and community engagement process; discuss challenges and opportunities within the Downtown Staten Island Study Area.
Community Open House #1 January 16, 2020 Borough Hall	Introduce the DRI program and process to the community; solicit input on strengths, challenges, and opportunities within the study area; solicit feedback on a draft vision statement and planning goals.
LPC Meeting #2 January 23, 2020 Borough Hall	Discuss refined vision and goals; present an overview of the downtown planning context; provide an update on the Bay Street rezoning plan; review an initial project list.
LPC Meeting #3 February 20, 2020 Borough Hall	Discuss project updates; review project evaluation criteria; discuss feedback on projects to develop a shortlist for funding.
Community Webinar #2 March 12, 2020 Virtual Webinar	Introduce the preliminary project list to the community; gather community feedback on the potential projects.
LPC Meeting #4 July 30, 2020 Virtual Meeting	Discuss the impacts of COVID-19 on Downtown Staten Island; review a revised vision statement and goals; discuss strategies to for the DRI to support Staten Island recovery; discuss a refined project list.
Community Webinar #3 August 18, 2020 Virtual Webinar	Discuss the impacts of COVID-19 on Downtown Staten Island; discuss strategies for the DRI to support Staten Island recovery; present a refined project list and gather community feedback on projects.
LPC Meeting #5 August 27, 2020 Virtual Meeting	Review final slate of recommended projects and address final questions; discuss ongoing project oversight and continued involvement from stakeholders.
LPC Meeting #6 September 10, 2020 Virtual Meeting	Discuss outstanding questions; vote on a final list of priority projects.

Downtown Revitalization Initiative

The DRI allocates \$10 Million to support the implementation of catalytic capital-eligible investment projects in Downtown Staten Island and the development of a longer-term strategy that will attract additional public and private investment.



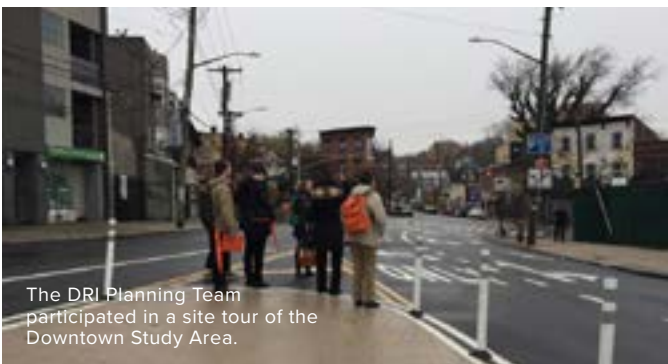
Small Group Meetings

The LPC members and Planning Team organized small group meetings and interviews with more than 50 local stakeholders throughout the planning process. These meetings varied in size, frequency, and format from phone calls to in-person site tours to collaborative workshops.

SITE TOURS

At the outset of the planning process, the Planning Team organized a walking tour of the DRI corridor. The tour was guided by the Staten Island Chamber of Commerce, which provided background on the history of the area, specific development and opportunity sites, key nodes of activity, ongoing challenges, and more. Periodically throughout the tour, the Planning Team also stopped to meet with anchor institutions, business leaders, and nonprofits that provided additional context and perspective on the trajectory of the downtown and its key needs and opportunities.

This initial site tour was followed by more targeted, in-person visits focused on specific geographies, such as the St. George Ferry Terminal, the SIR station areas, and specific business clusters along Bay Street.



The DRI Planning Team participated in a site tour of the Downtown Study Area.

HR&A

WORKSHOPS

To source project ideas, incorporate the input of local experts, refine preliminary project concepts, and outline a process for ensuring the DRI funds flow back to local businesses, the Planning Team also organized two collaborative small group workshops which included:

- **Wayfinding Workshop** – After navigation challenges were repeatedly cited as a key challenge for the downtown corridor, the Planning Team convened a small group of experts to identify the particular pedestrian pain points in the corridor and brainstorm opportunities for new wayfinding solutions. This small group included leaders of prominent visitor destinations, as well as experts who have implemented previous wayfinding programs in the area.
- **YouthBuild Workshop** – To ensure the input of residents of all ages, the Planning Team hosted a workshop with eight local youth ages 18 – 25 active in the YouthBuild program. Using maps of the downtown, participants discussed the places they shop and eat, the types of businesses and neighborhood amenities they would like to see more of, experiences with different modes of transportation and types of job opportunities. Participants highlighted 1) the extreme challenges of moving across the downtown, and in particular the slow bus routes, 2) a desire for more entertainment options and diverse food options, 3) a desire for more active parks and recreation spaces such as playgrounds and soccer fields, and 4) the benefits Empire Outlets has brought in terms of expanding local jobs opportunities.

Throughout the planning process, the Planning Team also conducted numerous one-on-one work sessions with the sponsors of each potential project to help refine project concepts and identify opportunities for synergies with other proposals.



The DRI Planning Team engaged in workshops with community members to discuss wayfinding challenges and youth needs.

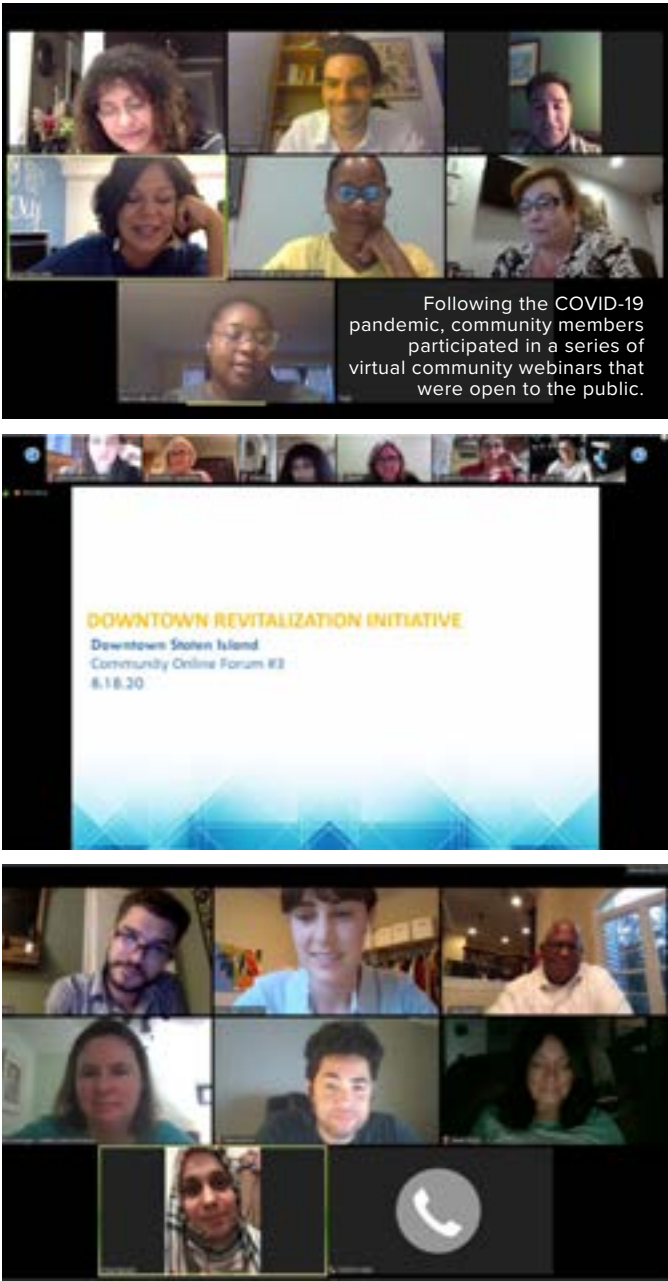


HR&A

PUBLIC AGENCY MEETINGS

Additionally, the Planning Team organized small group meetings and interviews with a variety of City and State agencies. At the beginning of the planning process, these were designed to better understand planned and pending public investments committed through initiatives like the Bay Street Corridor Neighborhood Plan, which was approved shortly before the start of this process in 2019. These discussions were used as an opportunity to source information on the status of these public investments and brainstorm opportunities for the DRI investments to complement rather than duplicate these efforts. As project development progressed, the Planning Team also engaged the relevant City and State agencies whose cooperation and approval would be crucial to the implementation of the proposed projects. Public agencies engaged during this process included:

- New York City Economic Development Corporation
- New York City Department of City Planning
- New York City Department of Parks & Recreation
- New York City Department of Transportation
- Metropolitan Transportation Authority



HR&A

Online Engagement & Promotional Channels

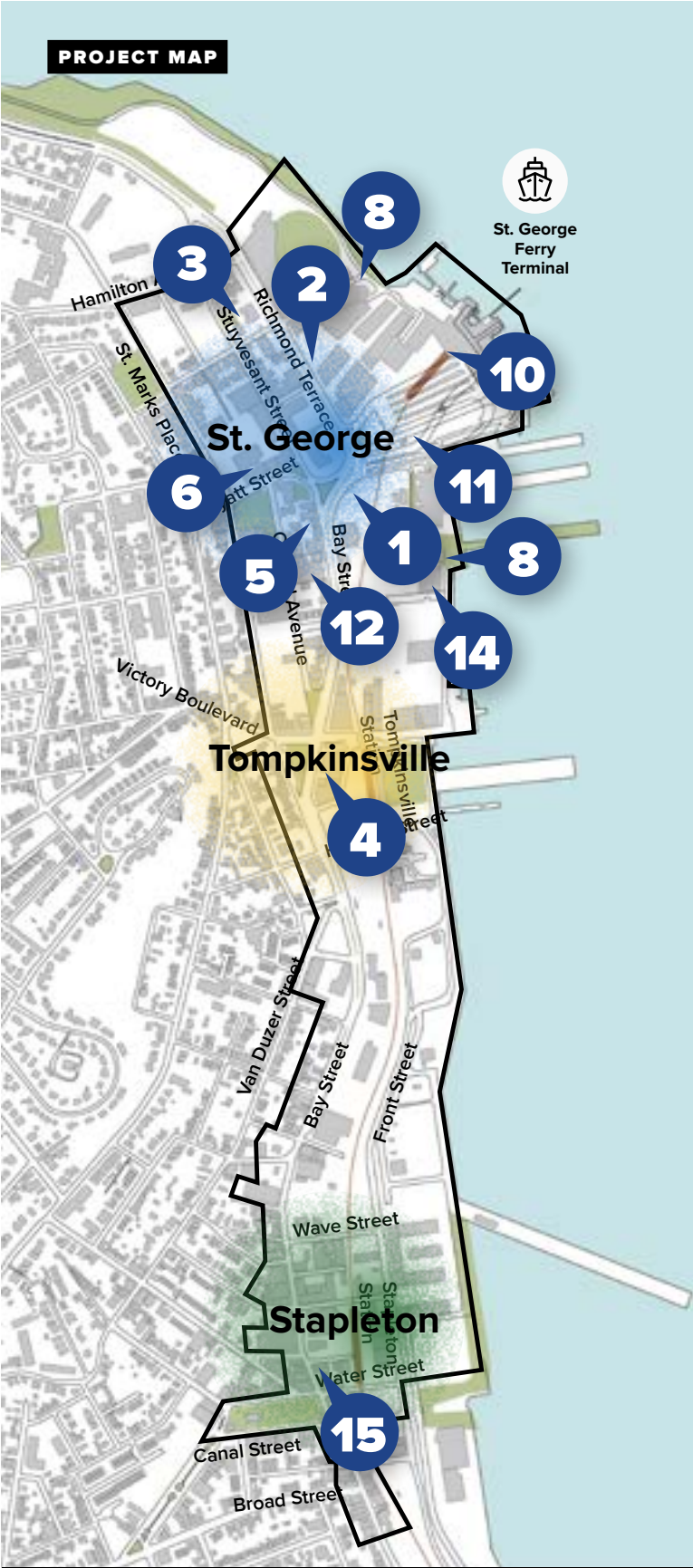
Outreach throughout the DRI planning process leveraged local stakeholders’ existing networks, as well as social media. LPC members were asked to distribute community event and project information through online and print channels managed by their organizations or organizations with which they have close relationships. The Planning Team, led by JMT Media, developed these communication materials and a comprehensive content calendar in both English and Spanish for LPC members to use in their promotion. Key channels included e-mail blasts and e-newsletters from the Office of the Staten Island Borough President, SIEDC, the Staten Island Chamber of Commerce, and the College of Staten Island.

Additionally, the Downtown Staten Island DRI website – <https://www.ny.gov/downtown-revitalization-initiative/new-york-city-staten-island> – served as a central platform for information on study news and announcements. Materials for the DRI website were prepared by the Planning Team and posted on the website by DOS.

The Planning Team, with the support of the Office of the Staten Island Borough President, also conducted outreach to local media outlets to further the reach of all community engagement activities. Media outlets that featured the DRI process included:

- SI Live
- Crains NY
- Staten Island USA
- News Break
- Post Online Media

Section V
PROJECTS
PROPOSED
FOR THE DRI
FUNDING



The DRI Projects

1. Create the CSI Center for Innovation VR/AR Lab
2. Create a Community Event & Entertainment Space at Empire Outlets
3. Reopen the Staten Island Museum's Historic St. George Location
4. Beautify & Expand the Minthorne Street Commercial Center
5. Upgrade Seamen's Society Headquarters to Enhance Service Delivery
6. Restore the Historic St. George Theatre
7. Create a Small Business Recovery Fund*
8. Install a Decorative Canopy at Key Locations Downtown
9. Improve Wayfinding & Branding Throughout Downtown*
10. Redesign the Ferry Terminal Information Booth
11. Restore a Historic Wall at Lighthouse Point
12. Upgrade the Ground-Level Façade at the 60 Bay St. Office Building
13. Create a North Shore Art Trail*
14. Enhance the National Lighthouse Museum to Improve Visitor Experience
15. Renovate the Façade and Create a New Storefront at 585 Bay St.

* Locations for the Small Business Recovery Fund, Wayfinding & Branding, and North Shore Art Trail are not shown on the map since these include multiple locations throughout the district.

PROJECTS PROPOSED FOR THE DRI FUNDING

Project Number	Project Title	Project Description	Responsible Party	Total Project Cost	DRI Funding Request
1	Create the CSI Center for Innovation VR/AR Lab	Create a Virtual Reality / Augmented Reality Lab in the new College of Staten Island (CSI) Center for Innovation at Lighthouse Point. This investment would fund space fit-out and equipment to help establish Downtown Staten Island as a regional hub for tech and innovation. The Center would also offer skills training, workforce development, and entrepreneurship programs.	College of Staten Island	\$2,947,000	\$2,314,000
2	Create a Community Event & Entertainment Space at Empire Outlets	Create a flexible event and performance space within the Empire Outlets shopping center. The facility would include a black box theater that can be used by local nonprofits and cultural groups at no cost. Additionally, the facility would include an immersive cinematic and theatrical space that would cater to families and host improv, acting, screenwriting, and filmmaking classes for kids and adults, including free classes for North Shore schools.	BFC Partners	\$3,567,000	\$1,950,000
3	Reopen the Staten Island Museum’s Historic St. George Location	Reopen the ground level and garden of the original Staten Island Museum location on Stuyvesant Place by upgrading building safety and accessibility features and refreshing the exhibit space. The project would create a modern cultural destination and a gateway to Staten Island culture and history, attracting Downtown Staten Island visitors from on and off the island.	Staten Island Museum	\$1,928,000	\$1,928,000
4	Beautify & Expand the Minthorne Street Commercial Center	Modernize the façade of the prominent Tompkinsville commercial building and create a new ground-floor café space. The project would replace the current façade with a more attractive brick face to beautify the Tompkinsville town center, add signage to lure visitors further into downtown, and enable the creation of new retail space and interior improvements.	Angiuli Group	\$1,750,000	\$1,250,000
5	Upgrade Seamen’s Society Headquarters to Enhance Service Delivery	Fund upgrades to the Seamen’s Society headquarters building to enhance the delivery of services for families and children, convert underused spaces into free community space, and install outdoor digital signage to market programs and activities. The Seamen’s Society has been an integral lifeline for Staten Island residents impacted by the pandemic.	Seamen's Society	\$1,284,000	\$1,155,000
6	Restore the Historic St. George Theatre	Fund improvements to the historic St. George Theatre, including restoration of the lobby, repair of interior plaster and paint work, and the installation of a new mosaic at the outdoor entrance. This project would restore this important downtown destination, improve the visitor experience, and enable broader programming. It is part of a broader phased restoration that began with the theater's reopening in 2004.	St. George Theatre	\$5,571,000	\$1,058,000
7	Create a Small Business Recovery Fund	Create a grant fund to help small business owners recover from COVID-19-related economic challenges. Grants would be available to businesses and property owners for physical adaptations to meet new operating realities (e.g. renovations to indoor spaces, ventilation upgrades, etc.); improvements that help fill vacant spaces (e.g. façade/interior upgrades, etc.); and startup capital costs for new businesses filling vacant spaces.	SIEDC/Chamber of Commerce	\$1,141,000	\$1,000,000
8	Install a Decorative Canopy at Key Locations Downtown	Install colorful, distinctive canopy structures at key locations downtown to create community gathering places that can host special events, food markets, concerts, and more. The installations would be designed to attract visitors to the waterfront and further into the downtown. Providing shade and color, canopies create natural gathering places and can create an inviting atmosphere that allows safe distancing.	SIEDC	\$726,000	\$726,000
9	Improve Wayfinding & Branding Throughout Downtown	Enhance the pedestrian and visitor experience downtown and promote local businesses by installing branded signs and banners and beautifying key gateways, including the St. George Ferry Terminal and Stapleton Railway Station. The improvements will support navigation around downtown and strengthen visual connections around key transit nodes and key sites downtown.	Chamber of Commerce	\$600,000	\$600,000
10	Redesign the Ferry Terminal Information Booth	Redesign the visitor information booth located within the St. George Ferry Terminal to improve visibility, upgrade technology, and make the space usable year-round. This project would serve ferry riders who want to learn what to do downtown. This funding would also upgrade the booth’s technology capability and equipment to improve visitor services and booth operations.	NYCEDC	\$501,000	\$501,000
11	Restore a Historic Wall at Lighthouse Point	Restore a historic brick wall along the perimeter of the mixed-use development at Lighthouse Point. Restoring the century-old wall would address physical deterioration that could jeopardize the safety of pedestrians and remove a prominent eyesore that currently mars the view of visitors disembarking from the St. George Ferry Terminal. Restoration would preserve the original character of the U.S. Lighthouse Service Depot site.	Triangle Equities	\$661,000	\$495,000
12	Upgrade the Ground-Level Façade at the 60 Bay St. Office Building	Support the renovation of Downtown Staten Island’s largest office building. The project would install a new canopy and entrance on Bay Street to improve the pedestrian experience and help ensure the building remains tenanted. These improvements would improve the aesthetics of this visible stretch of Bay Street and support office leasing to ensure downtown office space remains occupied and active.	Muss Development	\$5,432,000	\$485,000
13	Create a North Shore Art Trail	Create a public art trail from St. George to Stapleton by installing 30+ pieces of unique, community-sourced public art at strategic locations throughout Downtown, including at key intersections and cultural sites. The program will potentially include murals, street art, painted public utility assets, sculptures, digital art, and other installations - curated in concert with community and local arts organizations.	SIEDC	\$420,000	\$420,000
14	Enhance the National Lighthouse Museum to Improve Visitor Experience	Renovate the National Lighthouse Museum to create an exterior garden space serving visitors and local residents; beautify the fencing and façade of the existing museum building; and address structural issues to the existing building. This project would improve site conditions as the museum attracts more visitors and launches a major capital campaign for expansion.	National Lighthouse Museum	\$409,000	\$409,000
15	Renovate the Façade and Create a New Storefront at 585 Bay St.	Renovate and expand the ground-floor space at the corner of Bay and Cross Streets in Stapleton to create a new retail space on Cross Street and restore the building to its original, historic style. The improvement would seek to catalyze improvements along Bay Street while introducing a new ground-floor use on this major neighborhood shopping corridor.	Hook Enterprises, LLC	\$343,000	\$274,000
	TOTAL			\$27,279,000	\$14,565,000

Create the CSI Center for Innovation VR/AR Lab



**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

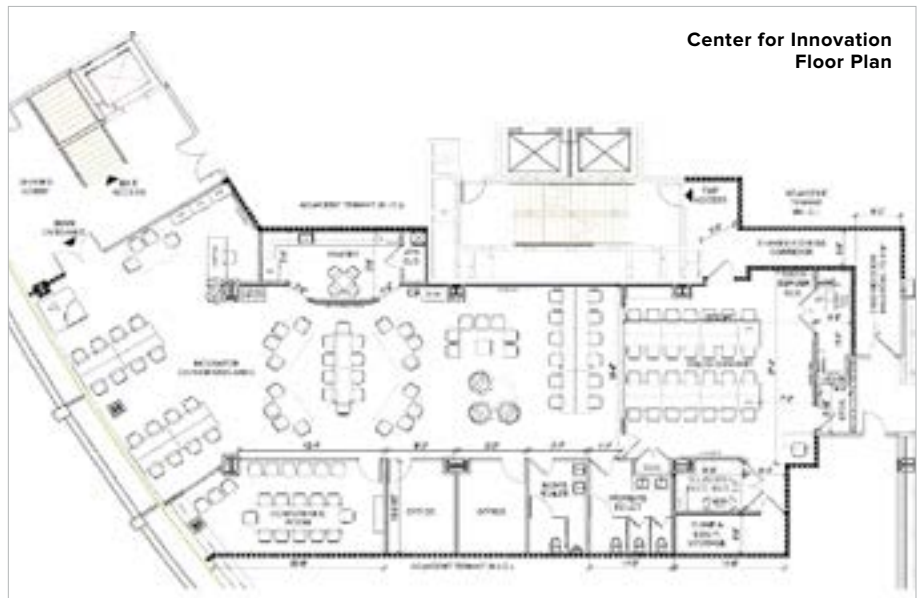
Total DRI funding request: **\$2,314,000**
Total project cost: **\$2,947,000**

PROJECT DESCRIPTION

In 2017, the College of Staten Island (CSI) launched the CSI Tech Incubator at 60 Bay Street in Downtown Staten Island. Over the last two-plus years, the Tech Incubator has supported the launch of nine tech and innovation-based companies (100% of which were minority- and/or women-owned), created 17 full-time jobs, offered more than 30 paid internships for college and high school students, and provided technical and professional development training for community members of all ages and backgrounds.

Based on the success of the Tech Incubator, CSI has leased nearly 5,000 square feet at the new Lighthouse Point development in St. George to create the CSI Center for Innovation to expand its tech training and incubation services. The first-of-its-kind center on Staten Island will include co-working and collaboration space for tech startups in the incubator program, students, and researchers; a Cisco Networking Academy offering job training programs in network design and maintenance; and a large conference room for use by students and community groups. The requested DRI funding would allow CSI to create a Virtual and Augmented Reality (VR/AR) Lab within the new Center for Innovation as a resource not only for Tech Incubator companies, but also for students, researchers, and the community.

PROJECTS PROPOSED FOR THE DRI FUNDING



VR/AR technology, which allows users to replace their field of vision with alternate realities or to augment their field of vision with virtual elements, have the potential to create tools that will impact a wide range of industries, from health care workers virtually practicing medical procedures to public safety officers training for emergencies. According to Fortune Business Insights, the virtual reality industry will grow to \$120 billion in market value by 2026, a more than 16-fold increase from 2018. According to research by the job site Hired, demand for VR/AR engineers has been growing rapidly, surging 14-fold in 2019, representing an opportunity for training in the use of VR/AR technology.

The DRI project funding would be used for the construction and fit-out of the space for the VR/AR Lab; to purchase equipment needed to leverage VR/AR technology for research, education, product development, and product testing; and to purchase furniture for the space. The equipment would make the CSI Center for Innovation a

technology leader, on par with New York University’s Future Reality Lab and Brooklyn’s RLab, and serve as an anchor for students, entrepreneurs, and businesses seeking to make use of cutting-edge technology to advance their careers and products.

There are three major components to this project:

- 1. Construction costs associated with the VR/AR Lab:** This includes fitting out the tenant space to enable VR/AR activities.
- 2. Purchasing of technical equipment for the VR/AR Lab:** Due to the varied technologies required for VR/AR, the hardware is split into three categories: Development, Production, and Emergent.
 - Development hardware covers headsets, display units, programming hardware, testing hardware, and deployment hardware.
 - Production hardware is required for capture, viewing, and editing digital assets like holograms, photogrammetry, and 3D models for use by the development software.
 - Emergent technology includes hardware that will become available as technology rapidly evolves. This technology will be identified in consultation with CSI academic departments by a Strategic Consulting Partner based on market availability, trends in discipline, and individual program desires.

The hardware costs are phased over three periods to account for growth over time and to take advantage of new technologies as they emerge.

- 3. Purchasing of non-technical equipment for the VR/AR Lab:** This includes all furniture for the VR/AR Lab.

Once operational, the Lab will serve three major stakeholders:

- The College of Staten Island by expanding research capacity and opportunities for students to interact with new VR/AR technology. Tools will also help expand CSI’s advanced research capacity to better support academic departments, programs, and organizations affiliated with CSI.
- The Staten Island community by providing access to and awareness of new VR/AR technologies and how they can be used. CSI will organize and host community events to encourage local residents to learn about and explore VR/AR technology, including hackathons, meetups focused on emerging technology, and workforce training sessions.
- The greater technology ecosystem of CUNY and New York City by providing access to state-of-the-art VR/AR technology for students and faculty and becoming a hub for entrepreneurship, research, and innovation. The center will provide business development, training, and product prototyping tools.

PROJECT LOCATION OR ADDRESS

5 Bay Street, Staten Island, NY 10301

PROPERTY OWNER/SPONSOR

The College of Staten Island will manage the space and run all programming. The space will be leased from Triangle Equities, the developer of Lighthouse Point.

CAPACITY

The College of Staten Island of the City University of New York (CUNY) is responsible for the long-term implementation of this project. CSI is the largest higher education institution on Staten Island, the borough’s second largest employer, and has an annual budget of approximately \$160 million. CSI’s Division of Economic Development, Continuing Studies, and Government Relations, with an annual budget of approximately \$25 million and more than 20 full- and part-time employees, will implement and sustain the VR/AR Lab. This division successfully constructed and manages the CSI Tech Incubator.

PROJECT PARTNERS

- **Technical consulting partner:** CSI will work with the Glimpse Group, a VR/AR firm in Midtown Manhattan focused on enterprise VR/AR software for K-12 education, universities, health care, pediatrics, VR training, and large brands. In the past 24 months, Glimpse has developed partnerships for hardware deployment with NYU Langone, the Children’s Hospital at Montefiore, the Kravis Children’s Hospital at Mount Sinai, NPACE, Yale University, and Fordham University. Glimpse has significant market experience in long-term facilitated programs of VR/AR hardware deployment, maintenance, and support. Glimpse is a privately held company with a valuation of \$22 million and has a permanent staff of 45 employees. In its role as strategic consultant, Glimpse will provide staffing for branding and design services, hardware purchasing services, vendor management, hardware configuration and deployment services, staff training, on-site IT support for the hardware inventory, and hardware customization services.
- **Funding partners:** CSI has already developed a robust technical network that will grow and expand Staten Island’s footprint within the city’s tech ecosystem. Project partners may include National Grid, RLab, VR/AR Association (VRARA), Incubator Alumni, the NYC Council Committee on Technology, the Staten Island Borough President’s Office, Future of StoryTelling an organization integrating media, technology, VR/AR, and communications, and others.
- **Marketing partners:** To ensure the project’s ongoing success CSI will leverage its extensive New York City tech community network developed through the existing Tech Incubator program to enhance public communication efforts and community participation in the VR/AR Lab. The Lab will also be promoted through large industry conferences attended by staff, advertising in industry publications, print materials, and co-marketing with CUNY services.
- **Community programming partners:** CSI will build on and expand its existing programming mix and community partnerships formed through the Tech Incubator program. This includes new commitments to collaborate with YouthBuild to develop an urban tech training program and with Port Richmond High School to develop a new Pathways to Tech pipeline program. Other community programming partners CSI is planning to engage as part of this new center include AHRC New York City, Lifestyles for the Disabled, Project Hospitality, Community Resources, and the NYC Department of Education.
- **Contractors:** To promote local vendor contracting opportunities, CSI will leverage its longstanding partnership with SIEDC and the Chamber, as well as groups such as Minority Women in Business Association of Staten Island and the Staten Island Business Outreach Center to promote contracting opportunities as they arise.

STRATEGIES

This project aligns with the following DRI strategies:

Support industry growth and entrepreneurship to create jobs and opportunity for Staten Islanders of all racial and economic backgrounds

- Provide space, equipment, and programming for startups and innovators
- Ensure affordable workspace for artists, entrepreneurs, and new businesses
- Expand workforce development and educational support programs for local residents to access new jobs and provide companies with local talent
- Help local students and residents gain exposure to growing industries and employment opportunities

ANTICIPATED REVITALIZATION BENEFITS

The VR/AR Lab will serve as an anchor for innovation and entrepreneurship on Staten Island. Based on the outcomes of the CSI Tech Incubator, it is estimated that the VR/AR Lab will serve more than 5,000 users annually. Through the Lab, CSI seeks to produce the following benefits:

- **Provide early growth stage VR/AR companies with space and resources** otherwise not available in the borough. This will enable the growth of a new industry on Staten Island and build off the RLab at Brooklyn Navy Yard to further solidify New York City as a global leader in the growing VR/AR field. The Lab will also establish Downtown Staten Island and the greater North Shore as a regional hub for innovation. Few facilities in New York City offer access to the full suite of software, immersive technology, cutting-edge equipment, and VR/AR headsets envisioned for the Lab.
- **Provide entrepreneurs with access to affordable workspace and equipment.** Through their tech incubator program, the CSI Center for Innovation will create an environment where small businesses can thrive. Moving to a larger location will allow CSI to accept a larger cohort, providing more companies with affordable workspace and access to high-tech equipment. Shared workspaces and access to the NYC tech ecosystem network through CSI will also allow for more interactions with other entrepreneurs and investors to support business growth. CSI houses an award-winning Small Business Development Center (SBDC), which will work in partnership with the CSI Center for Innovation to provide workshops and programming to support small businesses.
- **Strengthen the local talent pipeline.** The Lab will provide new and expanded resources and access to opportunity for existing Downtown residents. Entrepreneurship courses, technical trainings, coding courses for local students, and tech meet-ups all hosted in the CSI Center for Innovation will introduce residents to new industries and occupations and give them the skills to pursue those jobs if desired. For example, a Cisco Networking Academy will provide IT training programs for local residents and the Center for Innovation will continue hosting programming and job training courses for local schools, such as the Girls Who Code Club.
- **Facilitate critical research.** Access to the equipment in the VR/AR Lab will open up new areas of research to CSI faculty, in turn leading to the development of new technologies and products that enable business growth and employment. To date, faculty are already making use of the incubator to commercialize their research.
- **Create and attract jobs.** Not only will the VR/AR lab support the growth of new companies and their resulting employees, but by helping establish a new hub for

PROJECTS PROPOSED FOR THE DRI FUNDING

innovation and technology on Staten Island, the project also has the potential to create and attract many more jobs to the Downtown which are likely to be in high-paying high-growth industries.

- **Support cultural community anchors:** VR/AR is a highly interdisciplinary field reliant on innovative technologies to entertain, provide captivating performance art, and storytelling. CSI as the anchor institution of higher education on Staten Island has longstanding partnerships with the borough’s cultural institutions and will leverage the VR/AR lab to further promote the North Shore as not only a technical hub but a cultural hub.
- **Increase visitation:** The VR/AR Lab will help drive visitation to the Lighthouse Point project and the corridor as a whole, thereby supporting small businesses by increasing foot traffic on the North Shore. The building’s proximity to public transportation including the Staten Island Ferry and the St. George Staten Island Railway station will also encourage greater use of public transit.

PUBLIC SUPPORT

In both the preliminary and final community surveys, this project consistently scored among the top highest priority projects. In the third Community Open House, community participants vocalized their support for this project during the breakout sessions, calling out the project’s desirable innovation programs and ability to catalyze job growth. CSI was also identified by the community as an institutional anchor in the neighborhood that played a crucial role connecting local residents to affordable education and promoting access to career paths that offered upward mobility. LPC Members consistently echoed this idea throughout the planning process: that the CSI innovation center was an essential step toward “bridging the gap” for existing low-income residents and first-generation college students to well-paying jobs and career mobility.

JOBS CREATED

Beginning in the first year, the Lab will hire an operating team of 3 full-time staff members and 5 part-time staff members. Additionally, CSI expects to support 10 incubator companies each year, each of which have the potential to hire an additional 6 employees, resulting in up to 60 new startup jobs per year. The estimate for job creation by early-stage startups in New York State comes from the Kauffman Foundation’s Early-Stage Entrepreneurship Index.

ACQUISITION OF
REAL PROPERTY

CSI has signed a 5-year lease (with the option to renew for another 5 years) with Triangle Equities.

PROJECT BUDGET AND
FUNDING SOURCES

In addition to the DRI funding, CSI is leveraging contributions from National Grid and the New York City Council.

Sources	Amount
DRI	\$2,314,000
New York City Council	\$533,000
National Grid	\$100,000
Total	\$2,947,000

Photo source: Fu Wilmers Design, Town of Islip

PROJECTS PROPOSED FOR THE DRI FUNDING

Uses	PHASE 0: Construction	PHASE 1: Launch	PHASE 2: Initial Ramp Up	PHASE 3: Final Ramp Up	Amount
VR/AR lab construction	\$280,000	\$0	\$0	\$0	\$280,000
Interior fit-out	\$571,000	\$0	\$0	\$0	\$571,000
Mechanical & building systems	\$382,000	\$0	\$0	\$0	\$382,000
Permitting/ general requirements	\$55,000	\$0	\$0	\$0	\$55,000
Hardware	\$0	\$307,000	\$415,000	\$487,000	\$1,209,000
Strategic consulting	\$0	\$85,000	\$150,000	\$150,000	\$385,000
Furniture	\$0	\$65,000	\$0	\$0	\$65,000
Total					\$2,947,000

FEASIBILITY AND COST JUSTIFICATION

The hardware costs and operating budget for this project were developed by the Glimpse Group, an expert in immersive learning focused on Augmented Reality and Virtual Reality for educational use. The costs calculated for hardware are based on market projections and generalized expected costs for types of VR/AR hardware foreseen to be available on the market in 2021. The construction budget was developed by CSI. Total construction costs for the Center for Innovation were estimated on a per-square-foot basis by cost category using estimates from the ENR Square Foot Costbook 2019 Edition. The VR/AR Lab share of construction represents approximately two-thirds of the total cost.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

This project will consist of investments in a construction phase, and three ongoing investment phases over approximately five and a half years.

Project Timeline:

Month 0:

- Site design and initial construction fit-out begins

Month 3:

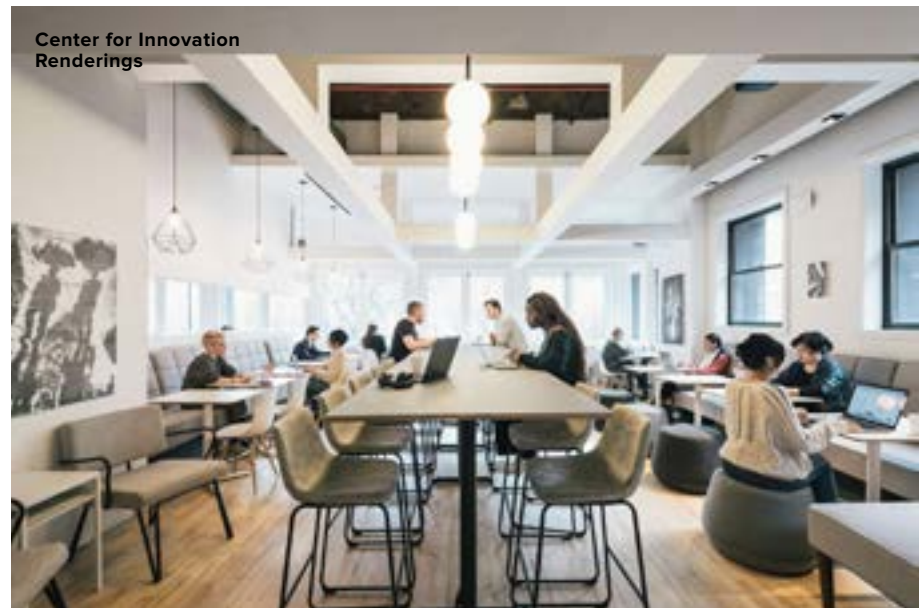
- Initial fit-out completed
- Purchase a mix of hardware, software, equipment, and furniture that will support an initial rollout of the Lab space and programming.

Month 15:

- Open the VR/AR Lab
- Invest in hardware upgrades and new equipment to meet the needs of its users over time.

Month 39:

- Invest in hardware upgrades and expansion of equipment.
-



PROJECT REPORTING

Key metrics for the creation of the CSI VR/AR Lab include:

- Number of jobs created, including percentage offering a livable wage
- Number of companies incubated that leverage the Lab's resources
- Demographic diversity of company founders
- Number of incubator companies that stay in Downtown Staten Island following program
- Number of local residents hired in part-time or full-time jobs with incubator companies
- Demographic diversity of local residents hired
- Number of school groups, hackathons, meetups, and other community events where members of the local community have the opportunity to learn about and engage with VR/AR
- Number of participants in free community programs

Create a Community Event & Entertainment Space at Empire Outlets



**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total DRI funding request: **\$1,950,000**
Total project cost: **\$3,567,000**

PROJECT DESCRIPTION

Empire Outlets is a \$500 million development anchored by a 350,000-square-foot outdoor shopping center that first opened in 2019. It features 100 designer outlets including Nordstrom Rack, Gap, and Levi’s. The four levels of retail are located steps from the St. George Ferry Terminal, on publicly owned waterfront space between the ferry terminal and the Richmond County Bank Ballpark.

The DRI funds would support the creation of the Premiere – a first-of-its-kind multidimensional arts destination located on the fourth level of Empire Outlets, part of the 40,000-square-foot “entertainment district” set to open in the near future, which includes a 12,000-square-foot food hall. The Premiere event and entertainment facility will include three key components:

- **The Premiere Theater:** A 75-seat black box theater space designed to accommodate the needs of the community to host small theater performances, live music performances, fundraisers, presentations, and more. This space will be furnished primarily with theater seating with table seating at the exterior, and equipped with a truss grid, lighting, draping, staging, and multimedia audio and video packages that will maximize the space’s ability to host a variety of different types of events. The black box theater will provide a blank cultural canvas to the North Shore community, offering the public a space to showcase new artist voices

PROJECTS PROPOSED FOR THE DRI FUNDING

from the worlds of Broadway, comedy, music, and literature. To ensure this space is accessible for local community organizations, the rental fee will be waived and space reserved for Staten Island nonprofit and cultural groups for up to 100 nights per year for a minimum of 4 years.

- **The Premiere Film:** An immersive film studio and movie theater that will allow people of all ages the opportunity to create and star in a movie of their own making. This cinematic attraction, formerly in residence at Lincoln Center, has been hailed as the “next frontier for storytelling for future generations” by ABC News, Forbes, People Magazine, the Hollywood Reporter, and more. This state-of-the-art space consists of a green screen, sound stage, VR and CGI content capture stations, and editing software, as well as a luxury movie screening room. This will be used for the Premiere’s award-winning event programming and when not in use will be utilized for film festivals and other group programs. To ensure this space is accessible for local community members, a 30% discount on the admissions price will be available for North Shore residents for a minimum of 4 years.
- **The Premiere Education Programming:** A training center that includes a variety of education programs for all ages focused on acting, improvisation, filmmaking, screenwriting, playwriting, editing, special effects, and more. The programming will include a mix of classes, workshops, camps, festivals, and STEAM learning modules. Each semester, the Premiere will allow a local North Shore school group (with up to 10 registrants) to participate in one free 10-week acting session and one free 10-week improvisation session.

This project will build on Empire Outlets’ history of hosting community artistic performances, including “Newsies” by Spotlight Theatre Company and “Broadway in the Boroughs,” both in 2019, and create a space that appropriately matches demand from community groups in order to institutionalize Empire Outlets’ role as host to community cultural events.

PROJECT LOCATION OR ADDRESS

35 Richmond Terrace, Staten Island, NY 10301



PROPERTY OWNER/SPONSOR

St. George Outlet Development LLC is a partnership between BFC Partners and Goldman Sachs. The company does business as Empire Outlets and is the operating entity for the development. St. George Outlet Development LLC holds a 99-year ground lease for the property from the fee owner, the New York City Economic Development Corporation (NYCEDC).

CAPACITY

St. George Outlet Development LLC employs a seven-person on-site operations management team to oversee property maintenance and 24/7 security to secure the space. The entity has a full-time marketing and public relations staff to promote the space and extensive mailing lists and promotional opportunities to support ongoing programming. Travis Noyes, senior vice president of sales and marketing, is overseeing this effort for Empire Outlets.

BFC Partners is a 25-year-old real estate development, management, and marketing company that has a history of working on the revitalization of the North Shore and other New York City neighborhoods. Staten Island projects include two in Stapleton: a 105-unit senior housing development and a 92-unit affordable housing development. BFC has concluded more than \$1.5 billion in acquisition and development projects and has more than \$1 billion in development.

PROJECT PARTNERS

Operating partners: The Premiere will serve as the operating partner for the event and entertainment space. The Premiere is a woman-owned business that has been operating award-winning concepts and programming under the name Red Carpet Kids in residency at Lincoln Center. They have executed more than 200 immersive theatrical film experiences, partnered with more than 20 educational institutions, and are managed by a seasoned team of experts. The team includes Eva Shure (Co-Founder & CEO), Craig Saslow (Co-Founder & COO), and Vance Garret (CCO; formerly the creative director and producer of Sleep No More, the Museum of Ice Cream, and Modelland. The Premiere will manage the day-to-day needs of the space, ensuring it is properly resources in terms of staffing and maintenance. They have agreed to a 10-year lease of the space from BFC Partners and are committed to establishing a long-term presence in Staten Island with this permanent flagship facility.

Industry advisor partners: The Premiere is also working with industry leaders including Kachina Dechert (a leading Hollywood stunt performer), Jen Bender (a prolific Broadway producer, director, and theatrical brand manager), Eugene Johnson (founder and CEO of an A.I.-driven marketing firm), and Cainon Coates (a seasoned venture capitalist and entrepreneur).

Marketing and programming partners: The Premiere’s community outreach plan and ongoing marketing strategy will involve targeted meetings with North Shore organizations such as Staten Island Arts, The Pride Center, and the St. George Theatre to help advise on building awareness of the space and the final programming calendar. The Premiere will host a series of community meetings at the new facility designed to solicit input on community needs and inform the community of the benefits available to them. The Premiere will also meet directly with North Shore schools to engage them on the potential arts programming. BFC Partners’ in-house community relations director – Eric Woodlin – will be tasked with overseeing relationship building and execution. Ongoing marketing for the space will leverage digital platforms including social media and email lists as well as on-site signage, tabling, and promotion events.

Construction partners: BFC Partners, the developer for Empire Outlets, will oversee the construction of the space and secure qualified vendors for construction of the facility. To promote local vendor contracting opportunities, BFC Partners will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as the Minority Women in Business Association of Staten Island and the Staten Island Business Outreach Center to promote additional contracting opportunities as they arise. BFC Partners’ in-house MWBE contracting director will be tasked with overseeing contracting arrangements. BFC is committed to meeting or exceeding target MWBE contracting thresholds.

STRATEGIES

This project aligns with the following DRI strategies:

Support industry growth and entrepreneurship to create jobs and opportunity for Staten Islanders of all racial and economic backgrounds

- Ensure affordable workspace for artists, entrepreneurs, and new businesses
- Help local students and residents gain exposure to growing industries and employment opportunities

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Invest in community spaces that serve a broad mix of residents
- Expand retail, dining, and entertainment options to meet the needs of local residents and visitors



ANTICIPATED REVITALIZATION BENEFITS

- **The Premiere will help activate the area and enhance the downtown cultural and entertainment district:** With both formal cultural programming and casual gatherings, the Premiere community event and entertainment space will further activate the area around a major multimodal transportation hub. Much of this activation will take place during evenings and weekends, increasing foot traffic at times that the area is more sparsely populated. The creation of this kind of community space will draw residents from across the region to downtown and capture those passing through while commuting. The cultivation of arts and entertainment downtown will work in tandem with the restoration of the St. George Theatre and the growing retail and restaurant opportunities in St. George that are expanding the variety of nightlife programs available on the North Shore.
- **The Premiere will meet demand from local performing arts groups that require free or low-cost performance space:** BFC Partners has received requests from community organizations for use of space for theater, fundraising, and other pop-up activations for 2020. Inquiring organizations include Spotlight Theater, Staten Island Shakespeare Theater, Illuminant Productions, Sundog Theater, Leukemia & Lymphoma Society, Staten Island Film Festival, the Pride Center of Staten Island, the Council of Jewish Organizations on Staten Island, and Port Richmond High School. In total, Empire Outlets expects to book approximately 150 events per year with audiences ranging from 50-150 people. The nearby St. George Theatre receives about one dozen inquiries per year for events that require 50-99 seats, but its space is too large and costly for most community arts groups. For example, Harbor Lights Theater Company's 2015 production of "Gypsy" cost \$30,000 more than it would have at a smaller venue, and the company sold only half the seats it needed to break even. Veteran's Memorial Hall, a 150-seat venue at the Snug Harbor Cultural Center, closed in 2013 when a pipe burst during winter frost. That venue would require approximately \$7 million to repair. Sea View Playwright's Theater is housed in the chapel of a former protestant church closer to the middle of the Island and has limited space. While Wagner College has performance spaces with capacity for 350, 100, and 150, the fees are cost-prohibitive for community groups. Community groups are also interested in reaching new audiences through an accessible space downtown.
- **The Premiere will promote cutting edge educational programming:** The new event and entertainment space will offer arts programming that expose visitors of all ages to world-class educational resources. These concepts will enable a new generation of content creators to gain firsthand exposure to industry techniques that allow them to hone their skills and foster their creativity. The training center will also work in tandem with the adjacent CSI Innovation Center VR/AR Reality Lab, forging partnerships with their planned programs.

PROJECT REPORTING

Early on in the first community open house, participants identified the need for more affordable performing arts space downtown, where there is currently a gap in the market underserved by existing venues. Community survey results demonstrate strong support for the project, which scored above the group average in both surveys, despite being a newer addition to the project slate. In the third Community Open House, participants vocalized their support for this project during the breakout sessions, calling out the need for community performance space and youth- and family-oriented activities. LPC Members also expressed their belief that this project had

PROJECTS PROPOSED FOR THE DRI FUNDING

the potential to “transform” the North Shore and create a new anchor that visitors from across the region would travel to Staten Island for.

JOBS CREATED

25 full-time-equivalent positions in the arts and entertainment sector will be created through this project. This will include 10 general venue management positions (manager, talent director, show producer, marketing director, sales manager, finance director, human resource director, IT manager, etc.), 6.5 education positions, and 8.5 hospitality and brand ambassador positions. BFC Partners will partner with HireNYC to ensure North Shore residents get first opportunity at all open positions.

The project will also create internship opportunities for theater students in partnership with local universities including St. John’s University, Wagner College, and the College of Staten Island. Additionally, by creating a performance space that is not otherwise available, the space will support jobs in the performing arts.

ACQUISITION OF REAL PROPERTY

No acquisition of real property is required.

PROJECT BUDGET AND FUNDING SOURCES

A summary of project sources and uses is below:

Sources	Amount
DRI	\$1,950,000
The Premiere	\$1,217,000
St. George Outlet Development LLC	\$400,000
Total	\$3,567,000

Uses	Amount
Construction	\$570,000
Interior Fit-Out	\$631,000
Technology Equipment	\$2,088,000
Ancillary Equipment	\$278,000
Total	\$3,567,000

The Premiere will also contribute all costs associated with staffing, working capital, corporate intellectual property, and corporate general administration – a total value of approximately \$450,000.

FEASIBILITY AND COST JUSTIFICATION

Technical construction cost estimates were developed by BFC Partners based on build-out costs for similar facilities. The black box theater technology package cost estimates were developed by Pro Sho, a local Staten Island audio and visual company. The film studio cost estimates were developed by Vance Garrett Productions, an NYC technology company.

PROJECTS PROPOSED FOR THE DRI FUNDING

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- NYC Department of Health will need to issue permits for all food and beverage concessions (type of permit may vary).
- NYC Department of Consumer Affairs may require licensing for vendors.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Empire Outlets expects the project to take six months to complete. Planning for programming will begin concurrently as construction is taking place.

Project Timeline:

- **Month 1:** Initiate agency approvals, Construction begins
- **Month 3:** Major trade work construction (plumbing, electrical, HVAC, etc.) completed; Launch of community marketing and outreach strategy
- **Month 4:** Interior installations (furniture, fixtures, equipment, signage, etc) completed; Begin staff recruitment and hiring
- **Month 5:** Operations planning and staff training begins
- **Month 6:** Final punch list and project completed

PROJECT REPORTING

Key metrics for the event and entertainment space include:

- Total number of community events and performances hosted
- Total annual attendance at the facility programs
- Growth in attendance over time, year-to-year
- Total number of local schools that participate in the program

Reopen the Staten Island Museum’s Historic St. George Location



**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total DRI funding request: **\$1,928,000**
Total project cost: **\$1,928,000**

PROJECT DESCRIPTION

For more than 100 years starting in 1917, the Staten Island Museum operated out of a historic building at 75 Stuyvesant Place in the heart of St. George and a short walk from the St. George Ferry Terminal. After the museum expanded into a newly renovated space at Snug Harbor Cultural Center in 2015, as it faced challenges with the St. George building’s ADA accessibility and building code compliance, the museum decided to consolidate operations at Snug Harbor and closed its historic location to visitors in 2017.

With the DRI funds, the Staten Island Museum seeks to renovate and reopen the ground level and garden of its original building as a gateway to Staten Island culture and history. The reopened space would complement the museum’s new location and seek to capture Downtown Staten Island visitors from on and off the island. The space, which would be open on weekends to the public and be available at other times for special events, would include exhibits on the history of Staten Island and the Staten Island Ferry, as well as rotating exhibits, and provide an attractive space for meetings and events.

PROJECT DESCRIPTION

To reopen the building, the Staten Island Museum must make significant physical improvements. The building is noncompliant with modern safety and accessibility codes and no longer has a Public Assembly Permit or Certificate of Occupancy. The bathrooms are not wheelchair accessible, the emergency lighting is inadequate, and the building lacks fire alarm and sprinkler systems.

Renovation of the 2,900 square feet on the first floor of the building interior and the garden will enable the Museum to provide key amenities to the Staten Island community and visitors:

- **Staten Island Culture and History Exhibit (750 square feet):** Leveraging the building's location near the Staten Island Ferry Terminal, this exhibition will teach both local residents and visitors about the significance of Staten Island and guide them to places of cultural and historical interest. This will include a special section on the ferry and waterfront, resurfacing materials from the museum's collections. Modernizing the exhibition space with wall panels allows the Museum to better communicate the borough's history and to create distinct zones of programming within the space.
- **Rotating Artist Gallery (900 square feet):** A gallery space will feature two to three special exhibitions per year, each selected annually from an open call to Staten Island-based artists and curators. Exhibitions will be decided by a panel of arts and community representatives to showcase local talent for the community and visitors to the borough. The panel will be comprised of community representatives that offer diverse perspectives and selection criteria will emphasize the Museum's commitment to diversity, equity, and inclusion.
- **Staten Island Gift Shop (100 square feet):** The gift shop will build on the Museum's relationships to consign products by local artists and craftspeople, local brands like Richmond Hood, and other gifts promoting Staten Island. In addition to building community pride, the gift shop display case supports local businesses and furthers downtown Staten Island's place as an iconic destination for visitors.
- **Garden Courtyard (3,900 square feet):** Landscaping improvements will beautify the entrance to the 1917 museum building and contribute to the greater streetscape in St. George. Furthermore, the introduction of five benches and other seating area improvements will return the courtyard as a usable green space for St. George residents and workers.
- **Exterior Fence Display (140 feet perimeter):** Four lightbox display frames will be installed: two flanking the museum's entrance and two on the corner of Wall St and Stuyvesant Place. All four will display large-scale, poster-style images that can be switched out to feature artists' works, giving more exposure to local artists. This builds on the legacy of the Museum's annual Fence Show where local artists have displayed their work for 70 years. Since the corner location at Stuyvesant Place and Wall Street is a highly visible pedestrian zone, these displays contribute to streetscape improvements throughout the downtown.
- **Building Upgrades:** Construction on the historic building involves refurbishment of the first-floor gallery, removing existing exhibit walls, painting from floor to ceiling,

PROJECTS PROPOSED FOR THE DRI FUNDING

and installing new window treatments. The renovation will introduce new all-gender restrooms and an ADA-accessible toilet, creating a more inclusive space. Safety upgrades include new exit signs and emergency lighting at the entry. Lastly, the addition of bicycle racks will give visitors another transportation option in a multimodal neighborhood.

PROJECT LOCATION OR ADDRESS

75 Stuyvesant Place, Staten Island, NY 10301



PROPERTY OWNER/SPONSOR

The Staten Island Museum, incorporated legally as the Staten Island Institute of Arts and Sciences, is the project sponsor. The Staten Island Museum owns and operates the building, and the City of New York owns the land.

CAPACITY

The Staten Island Museum is the oldest nonprofit cultural institution in the borough, working to celebrate local arts and culture, educate about science, and recall local history for 139 years. Today, the museum has the expertise to create dynamic exhibitions that communicate the value of local talent. The museum currently has 14 full-time-equivalent staff members and 14 part-time workers based out of its location at the Snug Harbor Cultural Center. The museum will focus 4.6 full-time-equivalent employees on planning and facilitating the return to 75 Stuyvesant, its original home. 1.5 full time equivalent employees funded by the museum will operate the space: two part-time visitor services staff members working at the front desk and one part-time security officer.

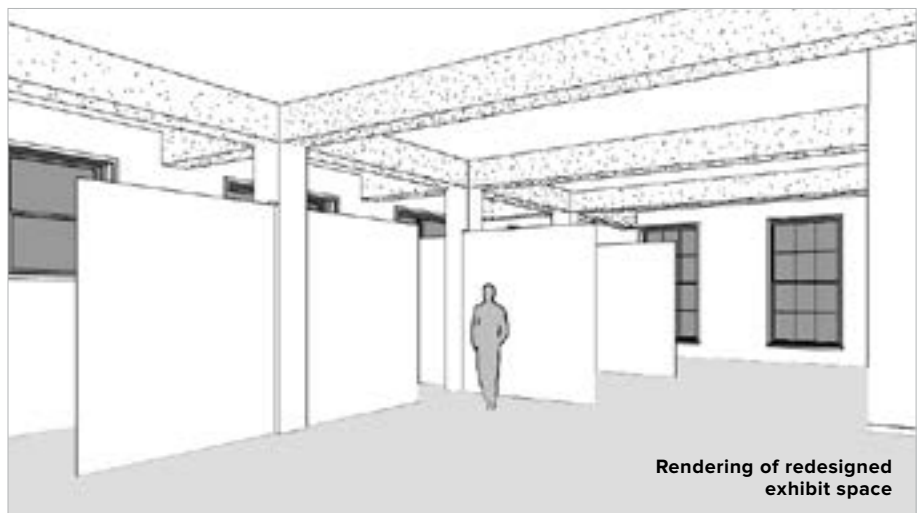
The Staten Island Museum has successfully leveraged government funding for capital projects in the past. The museum used \$24.4 million in City funds to convert a dormitory at the Snug Harbor Cultural Center built in 1879 into what is now the museum’s primary exhibition space. The Staten Island Museum’s \$3.4 million in annual

operating funds are supported in part by public funds through the NYC Department of Cultural Affairs and the New York State Council on the Arts, as well as individual, foundation, and corporate contributions. The Museum expects that the DRI funding can be leveraged to bring further support to this project and the museum overall.

The museum has access to financing options, including the ability to borrow against investment holdings. The museum has \$190,000 in borrowing power by drawing a loan management fund from investment accounts. The institution also has a \$50,000 line of credit from Victory State Bank and it has previously accessed lines of credit from Empire State Bank in order to complete capital construction projects. The museum will secure a bridge loan to complete this project, likely through the Fund for the City of New York.

PROJECT PARTNERS

- **Project planning partners:** The Staten Island Museum is part of the City of New York's Cultural Institutions Group (CIG) and will coordinate closely with the NYC Department of Cultural Affairs as is customary throughout this project.
 - **Exhibition design partners:** SKOLNIK Architecture and Design Partnership - an architectural, exhibition, and communication design firm founded in 1980 – will lead exhibition design and fabrication. SKOLNIK will carry out the necessary exhibition design work with guidance from the Staten Island Museum. SKOLNIK has worked with museums across the country and on Staten Island their projects include the “Once Upon an Island” exhibit at the Staten Island Children’s Museum and the National Lighthouse Museum. Other New York projects include the 9/11 Tribute Museum and “The Intimate World of Alexander Calder” at Cooper Hewitt Smithsonian Design Museum.
 - **Marketing partners:** To inform the public about the reopening of the Museum, a section of the Staten Island Museum website which receives 50,000 unique visitors annually would be devoted to detailing the project and promoting awareness in the local community. The Museum would also leverage its social media channels, physical and digital mailing lists, pamphlets at the Ferry Terminal Information Booth, tabling at community events, and regular press activities to promote the reopening.
 - **Community partners:** The Museum will promote exhibition opportunities for local artists through existing partnerships with Staten Island Arts, SIEDC, the Staten Island Chamber of Commerce, the Staten Island Advance, and NY Foundation for the Arts. The selection panel for the exhibitions will also consist of five representatives selected annually from a broad range of cultural and community organizations, such as the Canvas Institute, St. George Theatre, and Community Board 1. The gift shop will also include wares from local artists and shops.
 - **Contractors:** To promote local vendor contracting opportunities, the Museum will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as the Minority Women in Business Association of Staten Island and the Staten Island Business Outreach Center to promote contracting opportunities as they arise. The Museum will seek to work with Staten Island-based and MBWE firms on all aspects of this project and has made concerted efforts to increase their MBWE vendor spending since 2018 as part of the Museum’s diversity, equity and inclusion plan.
-



STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand and modernize existing cultural institutions to attract and serve visitors
- Showcase the history and culture of the downtown and its residents

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Establish attractive downtown gateways to welcome and direct visitors
- Strengthen connections between upland communities and the waterfront
- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces

ANTICIPATED REVITALIZATION
BENEFITS

Reopening the historic museum building would return an existing asset to the growing constellation of cultural attractions in St. George. This project creates significant social benefits to the public, providing a place for community art and access to cultural experiences for both locals and tourists. The surrounding neighborhood will be enhanced by creation of an aesthetically pleasing courtyard space, and the proximity to the Staten Island Ferry provides a unique opportunity to create a cultural gateway for visitors to the area. The museum would help drive more visitor traffic to Downtown and, by offering a new opportunity to learn about Staten Island and engage with local artists and vendors, visitors are more likely to extend their stay.

Historically, the museum’s location at 75 Stuyvesant averaged up to 25,000 annual visitors for daily exhibitions and events, and an additional 3,000 people per year used the courtyard as an outdoor space. The Staten Island Museum’s Snug Harbor site presently attracts 30,000 general visitors, plus 10,000 school group students annually. This location of the Staten Island Museum will initially operate two days per week on weekends to phase in operations, plus special events, with the opportunity to expand hours based on successful visitation. The museum conservatively projects that the St. George location would attract 10,000 visitors for weekend attendance and events annually, plus an additional 3,000 people for courtyard use.

The Staten Island Museum will re-evaluate hours at this location after the first year. The museum’s goal is to expand hours in the second and third years. Friday hours may be considered for “Courtyard Fridays” where the Museum may open to provide outdoor space for Downtown workers to eat lunch or enjoy their break time. Long-term, the Staten Island Museum hopes to leverage mission-aligned partnerships to make full use of the building.

PUBLIC SUPPORT

In both the preliminary and final community surveys, this project consistently scored among the highest priority projects. In the third Community Open House, community participants vocalized their support for this project during the breakout sessions, identifying the museum as one of downtown’s longstanding historic cultural anchors and sharing fond memories of childhood field trips to this facility.

JOBS CREATED

Two new part-time visitor services positions and one part-time security position, approximately 15 hours per week or 0.4 FTEs annually, would initially be created to operate the renovated first floor space at 75 Stuyvesant Place. The Museum would leverage its existing partnerships with SYEP, AHRC and other job-placement organizations to identify local hires and recruit diverse candidates. The museum will evaluate visitation and costs after the first year to explore the potential expansion of hours, which would support additional jobs.

ACQUISITION OF REAL
PROPERTY

No acquisition of real property is required.

PROJECTS PROPOSED FOR THE DRI FUNDING

PROJECT BUDGET AND FUNDING SOURCES

Sources	Amount
DRI	\$1,928,000
Total	\$1,928,000

Uses	Amount
Refurbishment of first floor interior	\$925,000
Asbestos abatement	\$103,000
Restoration of doors and windows	\$77,000
Exterior garden landscaping	\$77,000
Exhibition design & fabrication	\$256,000
Contractor overhead	\$217,000
Soft costs (architecture fees, permitting, approvals, etc)	\$273,000
Total	\$1,928,000

The Staten Island Museum will contribute all operating expenses for staff costs, gift shop inventory, and overhead needed during the planning and implementation of the project to operate the first floor upon completion – a value of approximately \$800,000.

FEASIBILITY AND COST JUSTIFICATION

Cost estimates were prepared by the Staten Island DRI Planning Team based on a scope of work developed in consultation with the Staten Island Museum. The interior refurbishment estimate assumes a cost of \$245 per square foot based on comparable renovation projects.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- NYC Department of Environmental Protection will require asbestos abatement reporting.
- All landscaping will need to comply with NYC Zoning Resolution 37.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

The Museum expects that this project will be completed within two years, after which the building would reopen to the public.

Project Timeline:

- **Month 1:** Project kickoff (upon contracting)
- **Month 3:** Complete architectural drawings
- **Month 6:** Contractor bidding, permit submissions, review and approval
- **Month 9:** Construction Kickoff
- **Month 9:** Exhibition content coordination and design
- **Month 18:** Exhibition fabrication
- **Month 21:** Construction completion and closeout
- **Month 22:** Exhibition installation and interior preparations
- **Month 24:** Building reopens to the public

PROJECT REPORTING

- Key metrics for this project include:
- Total number of visitors from Staten Island
 - Total number of visitors from outside Staten Island
 - Growth in number of overall visitors to the museum
 - Number of applications received from local artists to display work

Beautify & Expand the Minthorne Street Commercial Center



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$1,250,000**
Total project cost: **\$1,750,000**

PROJECT DESCRIPTION

The series of connected commercial buildings at 181-215 Bay Street – known to most Staten Islanders by the retail businesses located at the back of the property on Minthorne Street – serves as a highly visible and accessible commercial center in the Tompkinsville neighborhood, immediately adjacent to the Staten Island Railway station and a short walk to Tompkinsville Park and Lyons Pool.

Until 2006, the back of this 33,000-square-foot building (facing Minthorne Street) was home to an auto service center. After the auto center closed, the Angiuli Group invested nearly \$6 million to repurpose this portion of the building, curating a mix of local retailers that today includes Flagship Brewing Company, DaddyO's BBQ, Flour & Oak pizzeria, O'Henry's Publik House, and the coworking space Enrichmint. The Angiuli Group also developed a privately operated public space, Inspiration Plaza, across the street. Since opening in 2014, Minthorne has become a popular retail destination that attracts Staten Island residents and visitors alike.

Despite this new activity hub, the front of the building (facing Bay Street) and the side of the building (facing Victory Boulevard) feature an outdated façade consisting of dark glass and paneling that make the ground-floor office space appear vacant or closed. The disconnect between the modern, activated Minthorne corridor and the conditions on Victory and Bay Street dampen visitation to Minthorne Street businesses and discourage pedestrians, including tourists to Staten Island, from further exploration along the Bay Street corridor since the façades on Bay and Victory are most visible to tourists walking from the St. George Ferry Terminal.

PROJECTS PROPOSED FOR THE DRI FUNDING

This DRI project would improve the building’s physical appearance along Victory and Bay Street and create a new commercial space on Victory Boulevard to knit together the success of Minthorne Street with the Bay Street corridor and surrounding community assets, such as the rail station, park, and recreation center. The scope of the project includes façade improvements, sidewalk realignment, creation of new retail space including building interior improvements, and installation of exterior signage and wayfinding.

Specific components include:

- 1. Façade improvements:** The project would fully replace the façade along Victory Boulevard and Bay Street. This includes removal of the mirrored crown at the upper level of 181-201 Bay Street and resurfacing the full façade of 181-201 Bay Street and the neighboring buildings at 208-215 Bay Street with a brick and stone exterior that is more aligned with the aesthetic of the neighborhood, as well as modern lighting and signage.
- 2. Creation of new retail space:** The project would also create a new 2,500-square-foot retail space on Victory Boulevard in place of what is now a blank wall. The envisioned tenant for the space is a coffeehouse, wine bar, and/or specialty dessert bar that would appeal to both locals and tourists and host music, art shows, and other gatherings for the creative community. To facilitate the creation of this storefront, the Angiuli Group would excavate and regrade a portion of the sloped sidewalk along Victory Boulevard to make way for the new retail space entrance.
- 3. Installation of wayfinding signage:** At the corner of Victory and Bay, adjacent to the new retail space, a large directional sign and map would be installed to direct tourists and other visitors to local attractions, including the Staten Island Zoo, Snug Harbor Cultural Center, National Lighthouse Museum, the Staten Island Children’s Museum, Richmond County Bank Ballpark, public transit, and more.

PROJECT LOCATION OR ADDRESS

181-215 Bay Street, Staten Island, NY 10301. This is one complex with multiple addresses.

PROPERTY OWNER/SPONSOR

The Angiuli Group will be the project sponsor. The property is owned by Angiuli Motors, Inc. an affiliate of the Angiuli Group.

CAPACITY

The Angiuli Group is a privately owned company based in Staten Island. Gary C. Angiuli, CEO, and Sam L. Angiuli, COO, will oversee the project. Through its affiliates and subsidiaries, the Angiuli Group invests in, develops, and manages various businesses and real estate ventures with 10 to 15 properties and two to three businesses under management at a time.

PROJECT PARTNERS

- Retail operator:** While not yet identified, the Angiuli Group anticipates selecting a locally owned retail tenant to operate in the new retail space.
- Contractors:** To promote local vendor contracting opportunities, the Angiuli Group will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as MWBA and the Staten Island Business Outreach Center to promote contracting opportunities as they arise.

Building
façade on
Victory Street



Sidewalk on
Victory Street



STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits
- Invest in the local businesses by supporting improvements to storefronts and commercial space
- Transform underused buildings into move-in ready space for new businesses

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Enhance downtown navigability through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances
- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces
- Create consistent visual cues to draw people across the corridor, including public art

ANTICIPATED REVITALIZATION
BENEFITS

Renovating this property would improve the visual and pedestrian experience at one of the most prominent intersections in Downtown Staten Island and create a new food and beverage establishment to attract locals and visitors. Specific benefits include:

- **Improve placemaking and wayfinding to increase visitation and activation:** The corner of Victory and Bay is one of the most prominent locations in Downtown Staten Island, and Victory serves as one of the three main arteries connecting the upland areas of the borough to downtown. Yet the intersection does not live up to its potential to activate the neighborhood and connect the Bay Street corridor. The façade replacement will represent a major physical upgrade to the area, replacing an unattractive, inactive corner site with one that is modern and welcoming to visitors. In addition, new signage will encourage tourists and locals to explore other North Shore cultural and entertainment destinations.
- **Create new opportunities for local employment:** By creating a new retail space and prioritizing a local business that would draw tourists and locals and accommodate cultural activities, this project will support local business and create new local jobs.

PUBLIC SUPPORT

Community survey results demonstrated strong support for the project, which scored above the group average in the final community survey. Additionally, LPC Members throughout this process expressed their belief that this corner was a critical activity hub in the neighborhood and Minthorne Street was one of the only mixed-use developments successfully attracting locals and visitors back to downtown especially during weekend and evening hours.



Photo source: Fu Wilmers Design

PROJECTS PROPOSED FOR THE DRI FUNDING

JOBS CREATED

Based on the number of jobs in the existing restaurants in the same building on Minthorne Street, it is estimated that a new commercial space would create 10 to 20 part-time permanent jobs, or 5 to 10 full-time-equivalent positions.

ACQUISITION OF REAL PROPERTY

No property acquisition is required.

PROJECT BUDGET AND FUNDING SOURCES

In addition to the DRI funding, The Angiuli Group will be contributing roughly 30% of project costs. This is expected to cover all interior building improvements to fit out the new tenant space, whereas the DRI funding is proposed to cover exterior capital improvements, which will impact the community at large.

Sources	Amount
DRI	\$1,250,000
The Angiuli Group	\$500,000
Total	\$1,750,000

Uses	Amount
Upper Level	
Removal of beveled mirror	\$125,000
Install improved upper façade	\$125,000
Windows	\$50,000
Miscellaneous finishes	\$25,000
Middle-Level	
Install Improved Middle Façade	\$175,000
Windows and doors	\$100,000
Signage	\$75,000
Lighting	\$50,000
Miscellaneous finishes	\$25,000
Lower Level	
Install improved lower façade	\$125,000
New storefront (demo and structure)	\$25,000
Install new storefront for business	\$50,000
Lighting	\$25,000
Sidewalk excavation/shoring/new level	\$125,000
Miscellaneous finishes	\$25,000
Interior Renovations	\$500,000
Other	
Mobilization/permits/insurance/scaffolding	\$100,000
Punchlist	\$25,000
Total	\$1,750,000

PROJECTS PROPOSED FOR THE DRI FUNDING

FEASIBILITY AND COST JUSTIFICATION

Estimates for the project were developed by engineers and contractors retained by the Angiuli Group and reviewed by the Staten Island DRI Planning Team.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- NYC Department of Transportation will need to issue permits for the realignment of the sidewalk and construction of the retaining wall on Victory Boulevard. The sidewalk will need to meet all ADA requirements.
- All landscaping will need to comply with NYC Zoning Resolution 37.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Implementation of this project is anticipated to take approximately 18 months to complete.

- Project Timeline:
- **Months 1-3:** Schematic design; due diligence; Letters of No Objection from NYCDOT
 - **Month 3:** Contracting begins, design drawings, full construction drawings
 - **Month 6:** Contractor bids, obtain work permits from DOB
 - **Month 9:** Construction, leasing
 - **Month 12:** Tenant-specific construction
 - **Month 15:** Façades complete, tenant-specific signoffs, tenant soft opening
 - **Month 18:** Fully operational new business

PROJECT REPORTING

- Key metrics for the activation of the corner of Victory and Bay include:
- Number of new jobs created in the retail space
 - Number of community/art/cultural events hosted
 - Total visitors to the new retail store
 - Total visitors to the stores on Minthorne Street

Upgrade Seamen's Society Headquarters to Enhance Service Delivery



Existing conditions:
Building exterior

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$1,155,000**
Total project cost: **\$1,284,000**

PROJECT DESCRIPTION

Seamen's Society for Children and Families is a nonprofit organization with a long history of serving children and families in need in New York City. Seamen's Society was founded on Staten Island in 1846 to relieve the destitute conditions of the children and widows of sailors in the Port of New York. The agency has always placed the welfare of vulnerable children and their families at the forefront of its mission to strengthen and preserve families, so that children and adults have the opportunity to realize their full potential.

Today, Seamen's Society provides critical services to vulnerable populations in the local community from its headquarters at 50 Bay Street near the St. George town center. Services include a family day care program, mental and behavioral health care, health home care management, education scholarship support, a youth tutoring program, foster care and adoption, preventative/family stabilization, and domestic violence intervention and counseling. The agency serves children and their families across Staten Island and in Brownsville, Brooklyn. Since the COVID-19 pandemic disrupted the daily lives of families across Staten Island, Seamen's Society has played an increasingly important role in serving and connecting Staten Island's vulnerable populations and local residents to support resources.

This project would make significant upgrades to the interior and exterior of Seamen's Society's headquarters building, a six-story, approximately 27,000-square-foot space. Seamen's Society is the only tenant in the building and occupies the full space. In addition to making exterior enhancements that will help beautify the downtown, the project will improve building systems, enhance the facility's interior to expand, and enhance the delivery of crucial community services. Specifically, the project will:

Improve the building exterior and signage to increase accessibility and awareness of this community resource hub:

- 1. Enhance the appearance and functionality of the building's Bay Street façade by installing a new awning and exterior lighting to enhance the visitor experience.
- 2. Install a 12-foot-by-12-foot outdoor digital screen on the front of the building, facing Bay Street, to enhance communication and awareness of Seamen's Society's community programs and resources as well as partnerships with collaborating nonprofits and partners.

Enhance building functionality to ensure Seamen's Society can continue operating its programs in a safe, modern environment:

- 3. Renovate essential building infrastructure such as HVAC, windows, elevator, flooring, bathrooms, roofing, lighting, and stairwells.
- 4. Enable seamless communications throughout the facility by installing intercoms, security systems, audio-visual conference room equipment, and indoor digital signage.

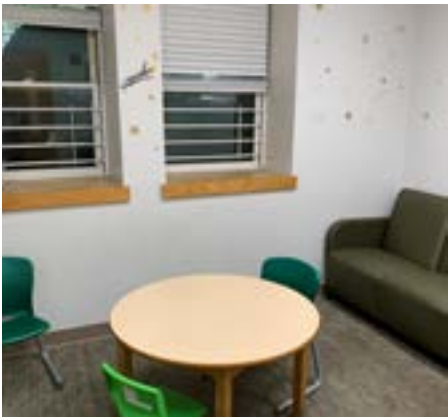
Improve the building interior to enhance service provision of essential community programs in this centrally located downtown space:

- 5. Renovate service areas and install trauma-informed upgrades throughout the facility, including in therapy offices, the reading nook, meeting pods, changing rooms, and a safe space room. These trauma-informed upgrades are crucial for expanding the continuity of care for children and families experiencing trauma – the core population Seamen's serves. Creating these sensitive and safe environments will allow the organization to better deliver their community programs through the installation of specialized furniture, equipment, and sound systems, and adding cubicles to create privacy for meetings in shared spaces.
- 6. Upgrade existing meeting/multipurpose rooms throughout the facility. Including creation of a multipurpose community room; creation of a refurbished outdoor deck and patio space for outdoor gatherings, events, and gardening; and upgrading of two conference rooms for meetings. These upgrades will allow Seamen's to expand delivery of its community programs including the family day care and youth tutoring program, where demand has increased significantly post-COVID. Additionally, when not in use by Seamen's Society programs, these areas will be accessible to the public and local organizations for free.

PROJECT LOCATION OR ADDRESS

50 Bay Street, Staten Island, NY 10301

PROJECTS PROPOSED FOR THE DRI FUNDING



PROPERTY OWNER/SPONSOR

Seamen’s Society for Children and Families is the project sponsor and will manage the project and maintain the property and all programming within the building. The building is owned by Friends of Seamen’s Society, a nonprofit closely affiliated with Seamen’s Society.

CAPACITY

Seamen’s Society is a nonprofit organization that has run programs for children and families in Staten Island for over 100 years. The majority of the organization’s nearly 200 professionals serve more than 1,250 children from their building on Bay Street. Seamen’s Society’s operating budget, averaging \$23 million, comes primarily from the award of City service contracts.

Seamen’s Society has the capacity to manage the majority of project repairs and maintenance as they currently manage all repairs and building upgrades, including a recent façade improvement project totaling \$100,000. Mary Ponte, who is Chief of Staff and will be tasked with managing this project, has the capacity and expertise to oversee this project. Ms. Ponte has been managing the facility department team of three for the last three years. She also previously managed an electrical installation company for 20 years prior to joining Seamen’s Society, where she similarly worked on building upgrades and installation projects. Repairs outside of the internal team’s expertise will be managed by contracted vendors.

Seamen’s Society also has the capacity to ensure the space is well marketed to the public. First, the organization maintains a digital presence with a website and Facebook, Twitter, and LinkedIn accounts, through which it will promote new community spaces. As part of day-to-day programming, each Seamen’s Society department is engaged in community outreach, through which it will promote improved community spaces to reach underserved communities who can benefit from the space.

Through the Seamen’s Society Board of Directors, the organization has relationships with financial institutions to help make all payments as needed.

PROJECT PARTNERS

- **Contractors:** To promote local vendor contracting opportunities, Seamen’s Society will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as Minority Women in Business of Staten Island and the Staten Island Business Outreach Center to promote contracting opportunities as they arise. Seamen’s has also engaged the West Brighton Community LDC to request additional support connecting them with qualified firms and plan to put a notice in the Staten Island Advance advertising the opportunities. While not yet identified, Seamen’s Society anticipates selecting a locally owned construction partner to complete the capital upgrades to the building. Its recent façade improvement was completed by a local MBE last year. All other in-house upgrades and installations will be completed by Seamen’s Society facilities staff.

STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Invest in community spaces that serve a broad mix of residents

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Establish attractive downtown gateways to welcome and direct visitors
- Enhance downtown navigability through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances
- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces
- Create consistent visual cues to draw people across the corridor, including public art

ANTICIPATED REVITALIZATION
BENEFITS

Upgrading Seamen’s Society’s headquarters will strengthen the organization’s ability to scale and deliver critical resources for the North Shore and broader Staten Island communities. It will:

- **Enhance provision of critical community services:** Critical improvements to the organization’s space, including thorough, trauma-informed building upgrades and multi-purpose meeting areas, will create spaces that are more supportive of their community’s needs. Preserving these critical social services Downtown also ensures they can have the greatest impact, as it is the most accessible place for vulnerable populations to reach, given its proximity to transit.
- **Retain local jobs:** This project will retain the jobs of the nearly 200 employees in the building today and will strengthen Seamen’s Society’s ability to compete for new contracts in the future that would create new job opportunities.
- **Provide free meeting and event space for local organizations:** The creation of enhanced community spaces such as the multipurpose room, conference room, and outdoor patio will not only increase the scale of Seamen’s existing program delivery but also fulfill a core community need for expanding free and accessible space for local organizations on the North Shore.
- **Improve downtown wayfinding and promote community anchors:** The inclusion of digital multi-lingual signage on the exterior of 50 Bay Street, just one block from the St. George Ferry Terminal, will 1) alert visitors to local attractions, including the more than 20 million annual ferry riders who pass through the St. George Ferry Terminal, and 2) strengthen the fabric of the Downtown by better connecting community members to services and community resources offered by Seamen’s and its partners.

PUBLIC SUPPORT

In the preliminary community survey, conducted in February, this project scored in the top 10 highest priority projects. However, in the final community survey, which took place after the COVID-19 pandemic, this project scored the highest of all projects under consideration. The increasingly significant role of this project among the

PROJECTS PROPOSED FOR THE DRI FUNDING

community’s priorities - also expressed during the third Community Open House – reflects a post-pandemic desire to focus funding on projects more closely tied to community recovery and provision of essential services as a path to long-term economic recovery. Additionally, LPC Members have repeatedly emphasized their belief that Seamen’s Society plays a crucial role in providing social services to local residents and enhancing their services downtown as essential to the community’s future. Given the economic devastation COVID-19 has created in Staten Island, LPC Members also stressed the importance of investing in nonprofits like Seamen’s Society that play a role in helping residents find and navigate pathways to recovery.

JOBS CREATED

This project will not create any new jobs immediately. However, these upgrades will make Seamen’s Society more competitive for a larger number of City contracts, which require these prerequisites to apply. With additional City contracts, Seamen’s Society would be able to hire additional employees.

ACQUISITION OF REAL PROPERTY

There is no acquisition of real property required.



Example meeting room



Example indoor digital signage

PROJECTS PROPOSED FOR THE DRI FUNDING

PROJECT BUDGET AND
FUNDING SOURCES

In addition to the DRI funding, the Seamen’s Society Board of Directors has agreed to contribute 10% of total project costs. It is anticipated that the funding from Seamen’s Society will cover non-capital improvements such as books and toys for waiting room improvements, as well as some capital improvements.

Sources	Amount
DRI	\$1,155,000
Seamen’s Society Board	\$129,000
Total	\$1,284,000

Uses	Amount
Repair and replace essential building infrastructure	\$839,000
Enable seamless communications	\$112,000
Upgrade existing meeting/multipurpose rooms	\$108,000
Renovate service areas and install trauma-informed upgrades	\$104,000
Install exterior digital signage	\$85,000
Exterior building improvements	\$36,000
Total	\$1,284,000

FEASIBILITY AND COST
JUSTIFICATION

The repair needs were determined by Seamen’s Society based on site surveys and investigations completed to date, as well as organizational priorities. Cost estimates were produced by Seaman’s Society’s maintenance team, in concert with past vendors.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- All exterior signage will need to comply with NYC zoning regulations.

TIMEFRAME FOR
IMPLEMENTATION AND

This project is ready to commence upon confirmation of the DRI award. Project completion is expected within approximately two years.

Project Timeline:

- **Month 1:** Contracting beings, vendor selection
- **Month 3:** City permitting, interior renovations begin
- **Month 12:** Exterior renovations begin
- **Month 24:** Project completion

PROJECT REPORTING

- Key metrics for improvement of Seamen’s Society’s building and programs include:
- Number of community meetings/events hosted in the new space
 - Number of people served in the newly upgraded spaces
 - Number of meetings/community events posted through new digital signage

Restore the Historic St. George Theatre



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$1,058,000**
Total project cost: **\$5,571,000**

PROJECT DESCRIPTION

The St. George Theatre is a cornerstone of Downtown Staten Island. The theater is less than a 10-minute walk from the St. George Ferry Terminal, at the heart of the St. George civic center and near the primary retail corridor in St. George. The theater was originally constructed as a vaudeville venue and movie palace by the Solomon Brill and Isle Theatrical Co. in 1929 but fell into disrepair. In 2004, although the building does not have official landmark status, preservationists and community stakeholders came together to embark on an ambitious, long-term plan to revive the structure.

Today, the St. George Theatre is the largest performing arts center on Staten Island and a prized resource for local artists and community-based groups. Each year, the theater hosts 84 main-stage public performances, 14 arts-in-education shows for students, a two-week free dance and literacy workshop for 75 students, a one-week free Career Paths in the Arts workshop for high school students, and 16 to 20 community-based events. Once restored, the theater will make its lobby space available to local organizations to host small intimate events such as art shows, readings, press conferences, workshops, and classroom activities.

The theater is currently undergoing a significant capital plan, "Restoring a Masterpiece," to improve its physical infrastructure, encompassing both interior restoration and exterior work to protect the theater's envelope and ensure its longtime viability. The DRI funding would allow the theater to broaden the scope of planned capital

PROJECTS PROPOSED FOR THE DRI FUNDING

improvements to enhance the entranceway, renew the interior structure, and address life-safety features. The scope of the project includes:

- Restoration of the exterior, including a full roof replacement, renovation of the building’s façade, and asbestos abatement.
- Installation of a custom mosaic at the front entrance that replicates the iconic interior artwork surrounding the theater’s majestic proscenium. This mosaic will simultaneously improve the streetscape directly outside the theater and extend the historically significant artwork into the public realm.
- Restoration of interior spaces that have fallen into disrepair including the Grand Lobby and Mezzanine Lobby, men’s and women’s lounges, orchestra walls, north stairs, and inner lobby. The project will include restoration of the paint, plaster, and finishes.

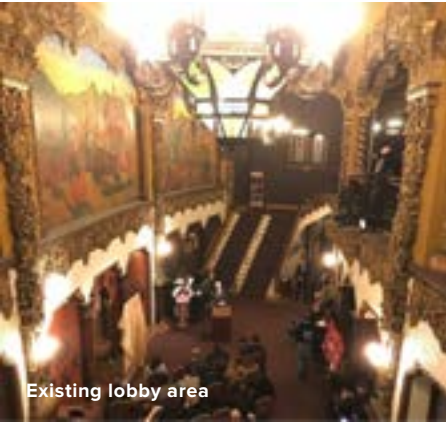
PROJECT LOCATION OR ADDRESS

35 Hyatt Street, Staten Island, NY 10301

PROPERTY OWNER/SPONSOR

St. George Theatre Restoration Inc. is the project sponsor and property owner.

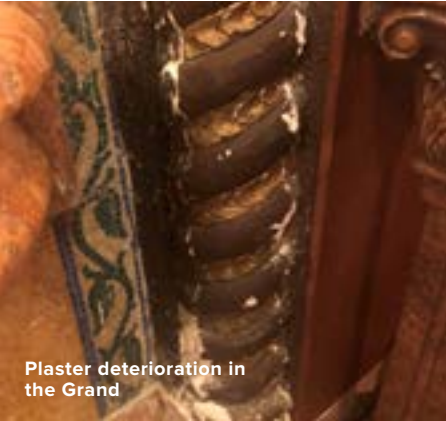
Existing Conditions



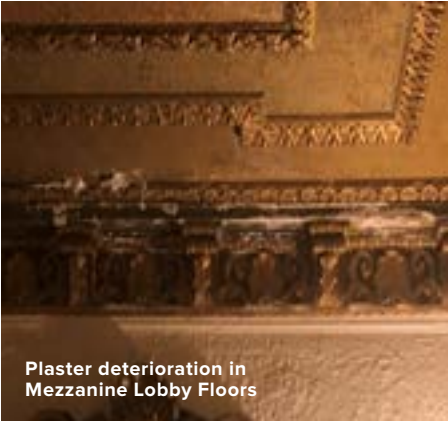
Existing lobby area



Plaster damage and cracking in outdoor vestibule



Plaster deterioration in the Grand



Plaster deterioration in Mezzanine Lobby Floors

CAPACITY

St. George Theatre Restoration Inc. is a nonprofit organization with seven full-time staff members, two part-time administrative staff members, and 194 regularly called workers. The organization has been responsible for over \$13,000,000 in capital projects since 2008, including new equipment, restroom repairs, new seating, electrical upgrades, and security improvements. More recently, the theater has completed a new marquee, new mezzanine seating with aisle safety improvements, restored orchestra seats, and renovated bathrooms.

The organization has an operating budget of \$4,452,000 in FY2020. The theater has an untapped \$200,000 line of credit available immediately and a preliminary agreement in place with Richmond County Savings Bank for a bridge loan that would allow the organization to fund improvements while awaiting reimbursement from the State.

PROJECT PARTNERS

- **Project management partners:** The NYC Department of Cultural Affairs (DCLA) will bid and coordinate the roof and façade portion of the project, which will be managed by either the NYC Economic Development Corporation (NYCEDC) or NYC Department of Design and Construction (DDC). When DCLA funds a significant portion of capital costs, the agency's Capital Unit becomes actively involved in sharing its expertise, coordinating with other city agencies, and monitoring project design and construction.
- **Design partners:** EverGreene Architectural Arts will lead and inform the interior construction project. Based in Brooklyn, the company is the largest specialty contractor of architectural art in the country. The firm has worked on dozens of theater projects across the country, including with Kings Theatre in Brooklyn, the Boston Opera House, and Radio City Music Hall. EverGreene has previously worked with the St. George Theatre on improvements to the front entrance lobby. Unicorn Art Studio will design, fabricate, and install the exterior mosaic. Since 1995, the studio has specialized in custom fine art mosaics, custom architectural mosaics, and functional mosaics for private and commercial spaces. Founded by well-known mosaic artists and designers Yakov and Angele Hanansen, they have been creating large-scale mosaic murals since 1975 with a broad range of commissions for public, commercial, and residential spaces.
- **Contractors:** To promote local vendor contracting opportunities, the St. George Theatre will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as MWBA and the Staten Island Business Outreach Center to promote additional contracting opportunities as they arise.

STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits

Strengthen industry growth and entrepreneurship to create jobs and opportunity for Staten Islanders of all racial and economic backgrounds

- Ensure affordable workspace for artists, entrepreneurs, and new businesses

ANTICIPATED REVITALIZATION
BENEFITS

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand and modernize existing cultural institutions to attract and serve visitors
- Invest in community spaces that serve a broad mix of residents
- Showcase the history and culture of the downtown and its residents

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces
- Create consistent visual cues to draw people across the corridor, including public art
- Strengthen connections between upland communities and the waterfront

A restored St. George Theatre is key to the revitalization of its namesake neighborhood, using arts and culture to attract Staten Island residents and visitors from throughout the greater New York City metro area. More than 95,000 people attended shows or participated in activities at the theater last year. Approximately 65% of attendees are from Staten Island, meaning the theater attracts more than 30,000 off-Island visitors annually. Among Staten Island attendees, 34% live on the South Shore, 41% are from the East Shore and Mid-Island, and 25% are from the North Shore. Investing in this unique cultural asset will continue to draw Staten Island residents to the downtown and draw tourists from off-island. The theater is a crucial institution that can support inter-borough tourism to Staten Island during its post-COVID economic recovery.

The organization brings world-class entertainment into the community and increases access to the arts through community outreach, educational programming, and public performances. The venue presents national and regional tours; arts programs for youth; and events for other cultural/nonprofit groups, and connects local artists to audiences. Since the theater reopened in June 2004, it has welcomed more than 1,400 events and more than 2,000,000 patrons. The cultural anchor strengthens the local real estate market and drives traffic to nearby restaurants, bars, bakeries, and other small businesses.

This project is critical for the health and safety of patrons, artists, and staff at the St. George Theatre. Currently the theater’s interior plaster is crumbling and falling, which could eventually lead to the entire ceiling being netted due to safety concerns. If these physical improvements are not addressed soon, the theater risks closure, which would lead to a vacant spot at the heart of the St. George neighborhood and cause the loss of jobs for existing employees in Downtown.

These physical improvements also enable the theater to maintain and grow community benefits. The 24 additional events annually through a new Lobby Public Art and Performance Series are only possible if repairs to the Grand Lobby are completed. The Lobby Public Art and Performance Series will provide space to local organizations and artists, with a focus on outreach to BIPOC and female led groups for greater community inclusion and raise awareness of the initiative with these traditionally underserved groups. The theater also plans to expand its historic tours program to include a new “happy hour tour” program twice monthly, creating an increase of hours for tour guides on staff.

PROJECTS PROPOSED FOR THE DRI FUNDING

The decline in patronage to nearby businesses if the theater were to close would also result in lost sales at nearby food and beverage establishments. Rehabilitating the theater, on the other hand, enables it to host high attendance events, attracting potential customers to the small businesses in St. George and will directly contribute to recovery of the downtown area post-COVID.

Lastly, streetscape enhancements will provide benefits for the greater community. The restoration of the building’s envelope includes asbestos abatement, promoting a healthier environment. A restored front entrance will create an inviting and aesthetically pleasing streetscape for residents, passersby, and attendees alike.

PUBLIC SUPPORT

Since the inception of the planning process, the public and the LPC Members have consistently voiced support for this project, which is viewed as an iconic cultural and historic anchor for downtown. In both the preliminary and final community surveys, this project consistently scored in the highest-priority projects. In the third Community Open House, community participants vocalized their support for this project during the breakout sessions, calling out the St. George Theatre as an important resource and amenity for artists, local families, visitors, and community organizations. The venue was viewed not only as an entertainment facility but as a community hub, given the partnerships St. George Theatre cultivates with local cultural groups, nonprofits, and youth organizations. LPC Members have also consistently emphasized that restoration of this venue is necessary not only for the safety of the venue patrons and the neighborhood, but also for the preservation of Downtown’s most successful tourist destination.

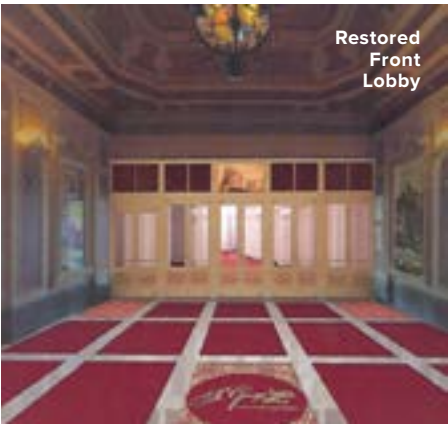
JOBS CREATED

The new Lobby Public Art and Performance Series will contribute 0.83 full-time equivalent jobs. The 24 events each year will each require nine workers, creating an increase of approximately 1,728 work hours annually for existing part-time staff (planning, front of house, stagehands, maintenance, technical crew, etc.). To respond to the need for increased staffing hours, the theatre anticipates adding 25 people to its part-time work call list, an increase of 13% to the current call list.

ACQUISITION OF REAL PROPERTY

There is no acquisition of real property required.

Proposed Conditions



PROJECTS PROPOSED FOR THE DRI FUNDING

PROJECT BUDGET AND FUNDING SOURCES

In support of the project, St. George Theatre has secured funds from the NYC Department of Cultural Affairs, NYC Council Members Debi Rose and Steven Matteo, and Borough President James Oddo.

Sources	Amount
NYC Department of Cultural Affairs	\$1,092,000
DRI	\$1,058,000
Council Member Debi Rose	\$1,000,000
Council Member Steven Matteo	\$200,000
Borough President James Oddo	\$200,000
Additional City Capital Contributions from DCLA, Borough President Oddo, Council Member Matteo (FY21 anticipated)	\$1,900,000
Vincent Gruppiso Foundation	\$70,000
Staten Island Foundation	\$50,000
Individual Donations	\$1,000
Total	\$5,571,000

Uses	Amount
Full Roof Replacement & Façade Restoration including asbestos abatement	\$4,547,000
Mosaic Entrance: Design and Installation	\$94,000
Interior Restoration	\$711,000
Scaffolding for Interior Restoration	\$200,000
Materials Testing for Interior Restoration	\$17,000
Utilities	\$2,000
Total	\$5,571,000

FEASIBILITY AND COST JUSTIFICATION

Cost estimates for the interior restoration portion of the project were prepared by EverGreene Architectural Arts. Cost estimates for the fabrication and installation of the entrance mosaic were generated by Unicorn Art Studio. Cost estimates for the roof replacement were provided to the theater by Cube Construction Services, LLC.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.

*The St. George Theatre is not an official New York City landmark so it will not require approval from the NYC Landmarks Preservation Commission.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Restoration of the St. George Theatre is anticipated to take approximately two years to complete.

Project Timeline:

- **Month 1:** Rehabilitation work commences
- **Month 4:** Mosaic unveiled
- **Month 16:** Grand Lobby restoration completed
- **Month 24:** Roof and façade construction completed

Mosaic Installation:

- **Month 1:** Stencil in mosaic design at front entrance; conduct tile analysis; order specific mosaic tiles (3-4 month lead time)
- **Month 3:** Mosaic installation; 2-3 weeks to completion
- **Month 4:** Mosaic unveiling ceremony

Interior Architectural Arts Restoration:

- **Month 3:** Testing: color analysis of interior plaster and paint
- **Month 4:** Receive color analysis report from contractor
- **Month 8:** Install scaffolding in the two-story Grand Lobby
- **Month 10:** Phase 1 begins (two-story Grand Lobby, mezzanine lobby)
- **Month 11:** Remove scaffolding
- **Month 12:** Men's & women's lounges
- **Month 15:** North Stairs, Inner Lobby, Vomitorium
- **Month 15:** Phase 2A begins - Balcony Fascia, ceiling below Balcony, Orchestra Walls
- **Month 15:** Interior restoration completed
- **Month 16:** Unveiling of restored Grand Lobbies and announcement of new Lobby Public Art and Performance Series

Roof and Façade Restoration:

- **Month 8:** Design kick-off meeting with NYC Department of Cultural Affairs
- **Month 12:** Scope of work analysis
- **Month 13:** Bidding process begins (conducted by NYC Department of Cultural Affairs)
- **Month 16:** Contractor selection
- **Month 24:** Construction completed

PROJECT REPORTING

Key metrics for the restoration of the theater include:

- Number of shows and events hosted
- Number of patrons who visit the theater
- Number of activities hosted by local organizations in the Grand Lobby area

Create a Small Business Recovery Fund

Local restaurants adapt to outdoor dining following the COVID-19 pandemic.



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$1,000,000**

Total project cost: **\$1,141,000**

PROJECT DESCRIPTION

Small businesses in Staten Island, particularly storefront businesses that form the foundation of a vibrant corridor, are facing significant challenges in the coming years. Many of these challenges predate COVID and have only been exacerbated by the current crisis, which has the potential to eliminate jobs and leave properties along the corridor vacant or in disrepair.

In 2016, a Commercial District Needs Assessment conducted by the Staten Island Chamber of Commerce identified that the downtown corridor suffered from storefront vacancy and disrepair, detracting from the visitor experience and discouraging private investment. As of January 2020, there was a 21% storefront vacancy rate (56 of ~260 storefronts) along Bay Street, significantly higher than the average for Staten Island (7%), and access to capital was identified as one of the greatest barriers to business and property development. The study found that of the 184 small business storefronts that were occupied downtown, nearly 100 needed significant physical improvements. The numerous vacant lots throughout the corridor created noticeable eyesores that broke up the overall continuity, creating barriers for small business retention and attraction.

Now, as the impacts of COVID-19 continue to reverberate through the economy, small businesses are facing declining revenues and the threat of permanent closure. Many

have struggled to implement the capital improvements required to adhere to new health and safety guidelines. While more than 1,350 small businesses in Downtown Staten Island received loans from the federal Paycheck Protection Program, most businesses used those funds to stay afloat during early closures, and businesses such as restaurants, retail stores, and personal care services continue to face significant revenue losses that make capital expenditures cost prohibitive even as COVID-19 restrictions are slowly lifted.

The proposed Small Business Recovery Fund – to be administered by the Staten Island Economic Development Corporation (SIEDC) and the Staten Island Chamber of Commerce – would establish a grant fund that would help existing businesses recover and support new businesses locating downtown. The fund would be designed to provide grants to property owners or their commercial lessees, which could be used for a wide variety of eligible costs that would support the recovery and growth of downtown and create a safer, more welcoming, and more stable environment. Eligible projects would include:

- **Physical adaptations to meet new health and safety standards**, including but not limited to improvements to indoor and outdoor spaces to support outdoor seating or service areas, equipment needed for contactless service or delivery options, ventilation and air filtration upgrades, desk or counter dividers, signage and floor markers, and improved broadband service to enable digital services. Two grant sizes will be available under this category, including a total of **\$100,000 for grants offered at \$5,000 per business and \$300,000 for grants ranging from \$15,000 to \$100,000 per business**. The latter grants will require a 15% match; the microgrants will not require a match.
- **Building upgrades to improve business operations or re-tenant space**, including but not limited to storefront design improvements, interior upgrades, lighting, signage, sidewalk repairs, or other physical improvements that would make a difficult-to-rent retail space more marketable and support the opening of new downtown businesses. A total of **\$250,000 will be available for grants ranging from \$15,000 to \$100,000 per business**, with a 15% match requirement..
- **Startup capital costs for new businesses that provide community benefits**, including but not limited to façade improvements, interior fit-out costs, equipment, and exhaust systems. Community benefits are defined as businesses that create healthy food options, family or kid-friendly activities, and/or job growth. A total of **\$250,000 will be available for grants ranging from \$15,000 to \$100,000 per business**, with a 15% match requirement.

Eligible applicants must be located within the DRI Study Area and, in total, the Small Business Recovery Fund is expected to serve approximately 30 to 70 small businesses. If the applicant is a lessee, the property owner must grant written permission for the work to be undertaken and the lessee must have at least three years remaining on their current lease.

PROPERTY OWNER/SPONSOR

The Staten Island Economic Development Corporation (SIEDC) will serve as lead sponsor of the Small Business Recovery Fund, working in close partnership with the **Staten Island Chamber of Commerce**, which will share responsibilities for

PROJECTS PROPOSED FOR THE DRI FUNDING

administering the fund. SIEDC will hold the contract with the State, act as the funding conduit for dispersing grants, and hold ultimate responsibility for all contract terms. The Chamber will be responsible for promoting and marketing the fund. A committee of seven crossover members from both organizations will review applications to the fund and select grantees.

.....

Existing Conditions



CAPACITY

SIEDC, a 200-member nonprofit organization, has advocated for economic development through public and private investment in Staten Island for nearly three decades. The organization is responsible for more than \$550 million in new investment, the creation of more than 3,500 jobs and the development of more than 1,000 acres of vacant industrial land. SIEDC’s 13-person team provides a variety of business support services such as financing assistance, job training, and technology assistance. SIEDC has previously managed a revolving loan fund for local industrial firms.

Founded in 1895, the Staten Island Chamber of Commerce represents the interests of its nearly 700 members as well as other businesses in the borough. The Chamber’s 10-person staff works to meet Staten Island business leaders’ networking, advertising, educational, and advocacy needs. The Chamber was previously the managing entity for the NYC Neighborhood 360 program in Downtown Staten Island for the past three years, working to cultivate a more merchant- and customer-friendly environment along the Bay Street corridor. As part of that work, the Chamber recently managed a storefront enhancement grant program for the Stapleton neighborhood, working with property and business owners to make physical improvements to their properties.

PROJECT PARTNERS

N/A

STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits
- Invest in the local businesses by supporting improvements to storefronts and commercial space
- Transform underused buildings into move-in ready space for new businesses

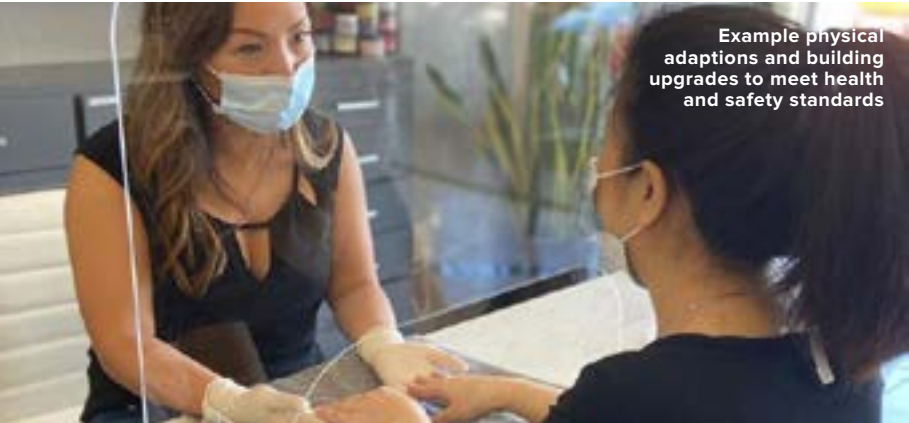
Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand retail, dining, and entertainment options to meet the needs of local residents and visitors

ANTICIPATED REVITALIZATION BENEFITS

The Small Business Recovery Fund would help establish Downtown as a vibrant and safe destination within the local and regional community. Investment in existing small businesses will help preserve existing jobs and business closures resulting from COVID-19 that threaten to increase the already high number of vacancies and blighted properties downtown. New investment in dilapidated and underutilized sites will also return sites to productive use and encourage future development and the introduction of new amenities that will create a welcoming environment for Staten Islanders and visitors alike.

Proposed Conditions



Example physical adaptations and building upgrades to meet health and safety standards



PUBLIC SUPPORT

The concept for the Small Business Recovery Fund was a direct response to the LPC's desire to supplement recovery efforts following the COVID-19 pandemic and particularly to target resources to struggling small businesses in the downtown corridor. It is strongly supported by both the community and the LPC and has been echoed at every LPC and community meeting occurring after the DRI program's pause, and in the results from the final community survey in which this project scored second highest only to Seamen's Society out of all the priority projects under consideration. Community members also expressed strong support for this project during the third Community Open House, noting the importance of supporting local small businesses and providing opportunities for new business creation in the wake of the pandemic.

PROJECTS PROPOSED FOR THE DRI FUNDING

PROJECT BUDGET AND FUNDING SOURCES

The two sponsor organizations will reserve \$100,000 for program administration costs, including marketing, review of applications, and follow-up with applicants and grantees which will be shared equally between the two organizations.

Sources	Amount
Private matching funds	\$141,000
DRI	\$1,000,000
Total	\$1,141,000

Uses	Amount
Project Costs – Covered by private matching funds	\$141,000
Project Costs – Covered by grant funds	\$900,000
Program administration costs	\$100,000
Total	\$1,141,000

FEASIBILITY AND COST JUSTIFICATION

SIEDC and the Staten Island Chamber of Commerce developed these grant categories, size ranges, and matching requirements in consultation with local businesses and property owners along the corridor. They also leveraged their past experience administering similar property improvement grant programs and their knowledge of capital construction costs in the Study Area.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

SIEDC and the Staten Island Chamber of Commerce are ready to establish the structure of the fund and begin disbursing grants immediately following the DRI award. This is a top priority project and implementation of the fund will take place as quickly as possible to meet the urgent, time sensitive needs of small businesses.

Project Timeline:

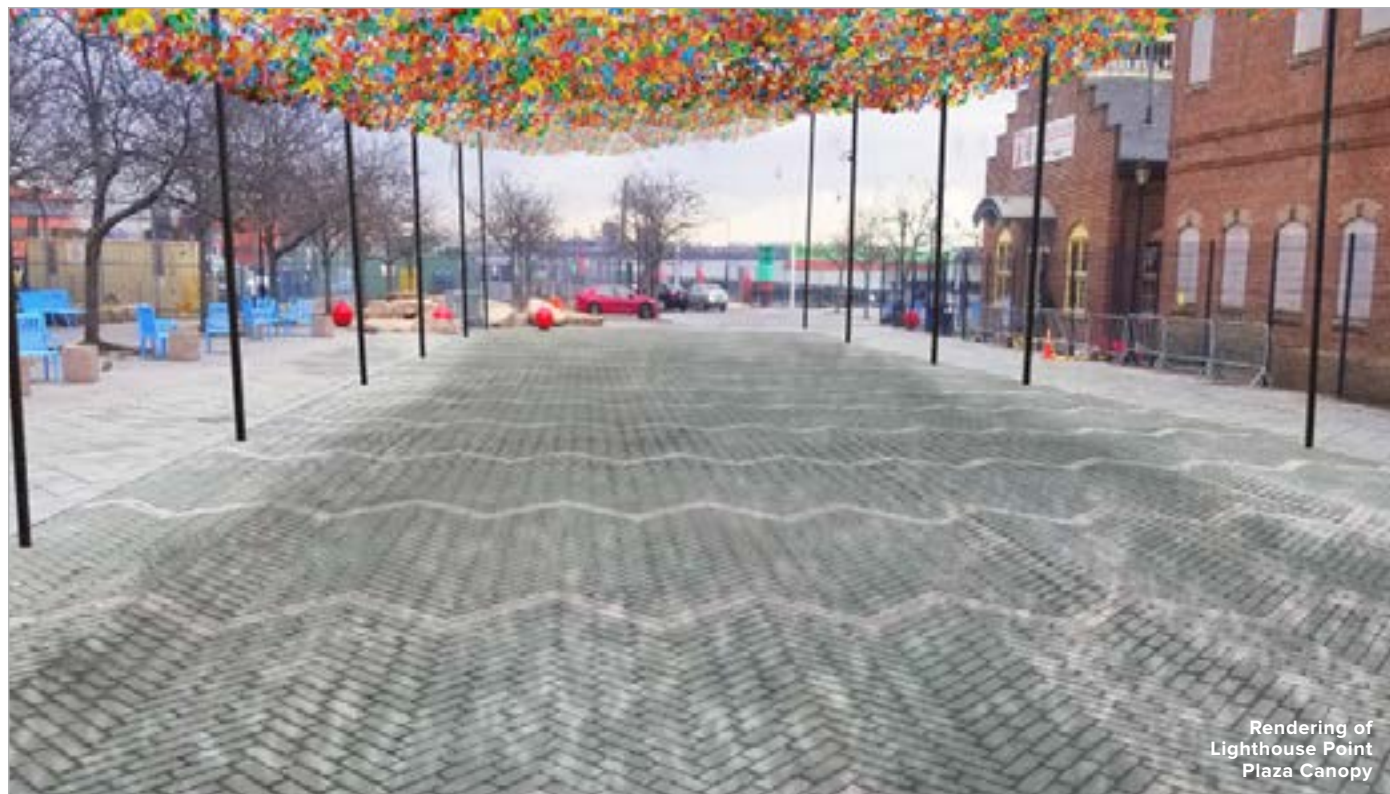
- **Month 1:** Establish legal structure for fund
- **Month 2:** Finalize application and selection guidelines
- **Month 3:** Launch marketing campaign for grant program
- **Month 4:** Application period for grants
- **Month 12:** Begin evaluation of applications received
- **Month 36:** All grant funds disbursed

PROJECT REPORTING

Key metrics for the grant fund include:

- Number of applicants to the grant fund
- Number of grants awarded
- Demographic diversity of small businesses awarded grants, including minority and women ownership
- Number of jobs preserved or created at small businesses receiving funds

Install a Decorative Canopy at Key Locations Downtown



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$726,000**

Total project cost: **\$726,000**

PROJECT DESCRIPTION

A core strategy for the revitalization of Downtown Staten Island is to create a network of public and private places that attract both locals and visitors and provide a mix of cultural, recreational, and community activities. Today, there is limited public open space within Downtown Staten Island to host such activities and no central focal point by the waterfront to host community gatherings and events – a need that will become even more pressing in the short-term as residents and businesses seek space for safe, outdoor activities and in the long-term as the local residential population grows with the opening of Lighthouse Point and future projects. This project would install a highly visible and multifunctional decorative canopy at key waterfront locations downtown to create opportunities for safe, accessible, dynamic public gatherings and programming. Several target locations have been identified including:

- **Lighthouse Point Plaza** – this waterfront public space is adjacent to and would complement the National Lighthouse Museum, which draws 15,000 visitors annually with plans to expand to 175,000 visitors, and the Lighthouse Point mixed-use development, which will deliver its first phase in 2021. It also sits at a critical juncture between the St. George Ferry Terminal and the entrance to the North Shore Waterfront Esplanade Park, which will ultimately provide a continuous greenway trail

from St. George to Stapleton. The area is presently closed to motorized vehicles but is largely unprogrammed.

- **Empire Outlets Esplanade** – this privately owned waterfront public space is located along the edge of Empire Outlets directly adjacent to the St. George Ferry Terminal’s western entrance. Empire Outlets is a 1.1 million-square-foot development anchored by 350,000 square feet of outdoor shopping that opened in 2019. The next phase of Empire Outlets plans to include a food court and event facilities; the canopy would complement plans to foster a entertainment destination at the gateway to the borough. The area is presently open but is largely unprogrammed.
- **Other potential locations** – while the two locations above have been identified as the primary targets for installations, other potential locations considered back-up options include the intersection of Victory Boulevard and Minthorne Street in Stapleton, Prospect Street in Stapleton, and Sands Street in Stapleton. These sites are in the public right of way and viability is contingent on approval by the NYC Department of Transportation and other City agencies. More limited City review and approval is required for the primary targets.

Providing shade and color, canopies create natural gathering places and can create an inviting atmosphere for food markets, outdoor seating, and public art with plenty of space for necessary health and safety measures. Placemaking through a canopy and public programming at this location would invite nearby residents, museum patrons, and ferry travelers to venture further into the downtown and take part in community events.

Programming will be developed in partnership with community-based organizations and may include concerts, festivals, arts and cultural events, and exercise classes. A key programming opportunity is the development of a farmer’s market, which will leverage the canopy’s shade and rain protection features. Access to healthy food is a priority for the North Shore of Staten Island, where there are 28 bodegas for every supermarket, and venues like farmers markets are key to improving food access in the borough. Currently, the St. George Greenmarket offers fresh, local produce year-round every Saturday across from the Richmond County Supreme Court, but given Lighthouse Point Plaza’s larger outdoor area, the location is an ideal place to establish another farmer’s market according to GrowNYC’s Greenmarket guidelines.

The canopy will be designed to create an iconic, decorative backdrop that enhances the overall aesthetic of the plaza. The canopies will be as large as 150 feet long by 50 feet wide and 14 feet above the ground. The installations will elevate the experience of the plaza areas and create memorable gathering places that attract residents, workers, and visitors alike. Infrastructure for the canopies will be installed by burying poles in the ground. While these poles are permanent structures, all other components of the canopy structure will be seasonal and flexible and designed to be taken down and stored during winter months and significant weather events.

PROJECT LOCATION OR ADDRESS

Lighthouse Point Plaza, adjacent to 200 The Promenade at Lighthouse Point, Staten Island, NY 10301, and Empire Outlets, 35 Richmond Terrace, Staten Island, NY 10301

Existing Conditions



Existing
Lighthouse
Point Plaza



Existing Empire
Outlets Esplanade

PROPERTY OWNER/SPONSOR

The **Staten Island Economic Development Corporation (SIEDC)** will manage the design, construction, and initial operations for the canopy, procuring a local vendor for maintenance. SIEDC will also manage programming of the space upon installation, with plans to transfer programming responsibilities to a community-based organization over time. Both plaza locations are owned by the NYC Economic Development Corporation (NYCEDC); the Lighthouse Point location is under long-term lease to Triangle Equities (developer of the Lighthouse Point development), and the Empire Outlets location is under long-term lease to St. George Outlet Development LLC (developer of Empire Outlets). Both lessees and NYCEDC have collaborated on project plans.

CAPACITY

SIEDC, a 200-member nonprofit organization, has advocated for economic development through public and private investment in Staten Island for nearly three decades. The organization has enabled and helped shape more than \$550 million in new investment, the creation of more than 3,500 jobs, and the development of more than 1,000 acres of vacant industrial land. SIEDC has managed dozens of contracts with City and State agencies, including through the Brownfield Opportunity Area (BOA) program and New York City Regional Economic Development Council grants. SIEDC has 13 full-time staff and is prepared to undertake planning and implementation of this project with its existing staff.

PROJECT PARTNERS

SIEDC has identified Custom Canopies Inc., as a potential vendor for designing and developing the canopy. Custom Canopies has been manufacturing shade canopies, sails, and umbrellas for commercial use for more than 20 years and though based in California, Custom Canopies Inc. has served customers throughout the country. Custom Canopies helped assess the feasibility of the Lighthouse Point Plaza site and recommended technical specifications for the design that was best suited for the site context.

Additionally, SIEDC will collaborate with numerous community-based organizations, as well as the National Lighthouse Museum, Triangle Equities, and Empire Outlets to outline a programming plan that complements each of these attractions and coordinates events to maximize synergies and community impact.

STRATEGIES

This project aligns with the following DRI strategies:

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Invest in community spaces that serve a broad mix of residents
- Unlock the potential of large, underutilized parcels to create new destinations

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Establish attractive downtown gateways to welcome and direct visitors
- Strengthen connections between upland communities and the waterfront
- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces

ANTICIPATED REVITALIZATION BENEFITS

The canopy will create a new public gathering and outdoor event space in an area where there is little such space today. In the short-term, it will enhance a key space in the neighborhood to make it more feasible for residents and businesses to utilize the plaza during economic recovery phases. In the long-term, it will support the growing population encouraged by the City of New York’s recent Bay Street rezoning and other public and private investments and serve commuters at the nearby ferry terminal and office workers within walking distance in St. George.

Activation of the public space also provides opportunities for local cultural groups, government agencies, and community-based organizations to reach new audiences. By increasing foot traffic and encouraging more activity in the plaza in a safe and healthy way, all surrounding venues will benefit from what is now a dormant space. These beneficiaries include the National Lighthouse Museum and the Lighthouse Point development.

As part of a greater wayfinding and streetscape strategy for Downtown Staten Island, this canopy can set a precedent for other public spaces and eventually be scaled to locations throughout the Downtown corridor.

PROJECTS PROPOSED FOR THE DRI FUNDING

Proposed Conditions



PUBLIC SUPPORT

In both the preliminary and final community surveys, this project received moderate support, consistent with the average score across all projects. In the breakout discussions at the first Community Open House, community members emphasized their desire to have more outdoor recreation and gathering spaces. Throughout the planning process, LPC Members noted the ability for the canopies to complement other nearby projects, to create synergies with adjacent development, and to contribute to overall downtown beautification.

JOBS CREATED

This project will not create any new direct jobs.

Sources	Amount
DRI	\$726,000
Total	\$726,000

Uses	Amount
Canopy superstructures	\$348,000
Installation	\$149,000
Canopy decoration	\$68,000
Storage	\$41,000
Maintenance	\$34,000
Freight	\$20,000
Project administration costs	\$66,000
Total	\$726,000

PROJECTS PROPOSED FOR THE DRI FUNDING

FEASIBILITY AND COST JUSTIFICATION

Custom Canopies Inc. developed the engineering cost estimates for the canopy. The vendor has significant experience with canopy design, installation, and maintenance.

REGULATORY REQUIREMENTS

- NYCEDC will need to approve all canopy plans as the owner of the space.
- NYC Fire Department will need to review and approve plans for fire code compliance.
- If any canopy additions affect trees, NYC Department of Parks & Recreation will need to issue permits and approvals.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Implementation of this project is anticipated to take 12 months to complete.

Project Timeline:

- **Month 1:** Contractor & vendor selection
- **Month 3:** Canopy design development; agency coordination & approvals
- **Month 6:** Installation & programming plan development
- **Month 12:** Canopies open & programming launch

PROJECT REPORTING

Key metrics for the canopies include:

- Number of participants attending canopy programs
- Number of programs hosted
- Number of social media posts tagged to location
- Number of partner organizations involved in programming

Improve Wayfinding & Branding Throughout Downtown



Ferry Terminal
Promenade
Signage Rendering

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$600,000**
Total project cost: **\$600,000**

PROJECT DESCRIPTION

One of the most significant challenges facing Downtown Staten Island is the lack of wayfinding to effectively move people through the corridor and between major activity hubs. This challenge is immediately apparent upon arriving at Staten Island's primary gateway, the St. George Ferry Terminal, where disembarking passengers are greeted with minimal directional signage offering guidance to nearby amenities and local attractions. Immediately upon exiting the ferry terminal, visitors are welcomed onto a wide concrete promenade of bus lanes and loading areas which lack a clear pedestrian path and obscure visibility of nearby destinations. Visitors that do manage to traverse the hurdles of this initial entry into the island and arrive in St. George are then forced to rely on their own navigation tools to venture deeper into Downtown, explore the adjacent neighborhoods of Tompkinsville and Stapleton, and see what attractions the neighborhood has to offer.

Throughout the corridor, poor streetscaping, infrastructure obstacles, and a lack of wayfinding discourages exploration and limits the number of pedestrians who use public transit like the Staten Island Railway. These challenges are particularly apparent in Stapleton, the southernmost neighborhood in Downtown, where the entrances to Staten Island Railway (SIR) station – two narrow stairways leading to an elevated

platform – are unwelcoming, poorly lit, and lack visibility from the street. The uninviting atmosphere surrounding the station limits foot traffic between the historic retail corridor on Bay Street and the emerging waterfront district nearby.

The DRI funding would allow the Staten Island Chamber of Commerce to implement a district-wide wayfinding and branding strategy that would improve the visitor experience and strengthen visual connections around key transit nodes and key sites downtown. The scope of the proposed wayfinding strategy consists of three primary components:

- 1) Ferry Terminal Promenade Signage:** Signage lining the promenade directly outside the ferry terminal will improve the primary gateway to the borough taking advantage of existing utility pedestals and providing visually compelling information about nearby destinations and navigation routes.
- 2) District-wide Signage:** Blade-style signage would serve as “breadcrumbs” throughout downtown and around the SIR station entranceways, identifying destinations from a distance and providing new visual cues to guide visitors to destinations. These will serve as recognizable markers that call out local businesses, attractions, and key sites.
- 3) Stapleton SIR Station Improvements:** Beautification improvements to the Stapleton SIR Station entrance will promote the area as a welcoming southern gateway to Downtown. Specific improvements may include lighting upgrades, fencing upgrades or decoration, painting, or other street-level improvements that will enhance the pedestrian experience.

All signage and branding interventions will be easy to distinguish along the corridor and use the distinct Downtown Staten Island branding scheme introduced by the Chamber three years ago. All signage will also be constructed of durable materials to withstand outdoor wear and tear and user-friendly iconography will be designed to help tourists who are not fluent in English.

The Chamber envisions completing this project in two phases to manage cash outlays. To do so, they will engage a design consultant to develop two scopes of \$300,000 each that can be undertaken in succession and then work with private and public partners to finalize required approvals for the installation of each project component.

PROJECT LOCATION OR ADDRESS

- 1) Ferry Terminal Promenade Signage:** St. George Ferry Terminal at 1 Bay St, Staten Island, NY 10301.
- 2) District-wide Signage:** Up to 100 blade signs will be located throughout the corridor from St. George to Stapleton on private properties with consenting businesses and property owners that the Chamber has existing relationships with.
- 3) Stapleton SIR Station Improvements:** Located at the Stapleton station platform and two entrances located on Prospect Street and Water Street, between Bay Street and Front Street.

PROJECTS PROPOSED FOR THE DRI FUNDING

Existing Conditions



PROPERTY OWNER/SPONSOR

The Staten Island Chamber of Commerce is the project sponsor, responsible for program design and management, vendor solicitation, property owner negotiation, and maintenance.

- 1) **Ferry Terminal Promenade Signage:** The promenade outside the St. George Ferry Terminal is owned by NYCDOT.

- 2) **District-wide Signage:** The locations for the blade signs will include a variety of private properties, avoiding the complications of public right-of-way approvals and leveraging the Chamber’s relationships with small businesses and property owners.
- 3) **Stapleton SIR Station Improvements:** The Stapleton station is owned and maintained by the Metropolitan Transportation Authority (MTA) through the Staten Island Railroad (SIR) division. Adjacent sidewalk and public realm areas are owned by the NYC Department of Transportation (DOT).

All agencies whose approval is required have been consulted by the Chamber in the development of this project proposal.

CAPACITY

Founded in 1895, the Staten Island Chamber of Commerce represents the interests of its nearly 700 members as well as other businesses in the borough. The Chamber’s 10-person staff works to meet Staten Island business leaders’ networking, advertising, educational, and advocacy needs. The Chamber launched the Downtown Staten Island brand three years ago as part of its implementation of Neighborhood 360°, a program of the NYC Department of Small Business Services (SBS). The implementation of that branding strategy includes a website and a limited number of fence and streetlight banners in downtown. The Chamber secured the placements by successfully negotiating with property owners and continues to maintain the banners.

PROJECT PARTNERS

- **The New York City Department of Transportation (DOT)** engaged in multiple in-person and virtual conversations of this proposal. The agency has agreed to partner on this project and enter into detailed discussions about signage placement with the Chamber if the award for the project is made.
- **The Metropolitan Transportation Authority (MTA)**, through Staten Island Railway (SIR), engaged in multiple in-person and virtual conversations and walkthroughs for this proposal. The agency has also reviewed the preliminary designs and helped advise on the final scope of work to inform this proposal. It is willing to engage in this partnership and has agreed to enter into a memorandum of understanding with the Chamber if the award for the project is made.
- **Design partners:** The Chamber will partner with qualified local contractors on the design and fabrication of the signs. They have already engaged GSA Signs, a master sign hanging company licensed in New York City with more than 25 years of experience in New York State and New Jersey, and they are well-versed in local zoning codes and permitting processes.
- **Contracting:** To promote local vendor contracting opportunities, the Chamber will leverage its longstanding partnership with local businesses and collaborate with groups such as Minority Women in Business of Staten Island and the Staten Island Business Outreach Center to promote additional contracting opportunities as they arise.

STRATEGIES

This project aligns with the following DRI strategies:

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Establish attractive downtown gateways to welcome and direct visitors
- Strengthen connections between upland communities and the waterfront
- Enhance downtown navigability through improved signage and wayfinding,

- improved sidewalks and crosswalks, and enhanced train station entrances
- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces
- Reduce physical and visual barriers, including fencing and dead-end streets
- Create consistent visual cues to draw people across the corridor, including public art

ANTICIPATED REVITALIZATION
BENEFITS

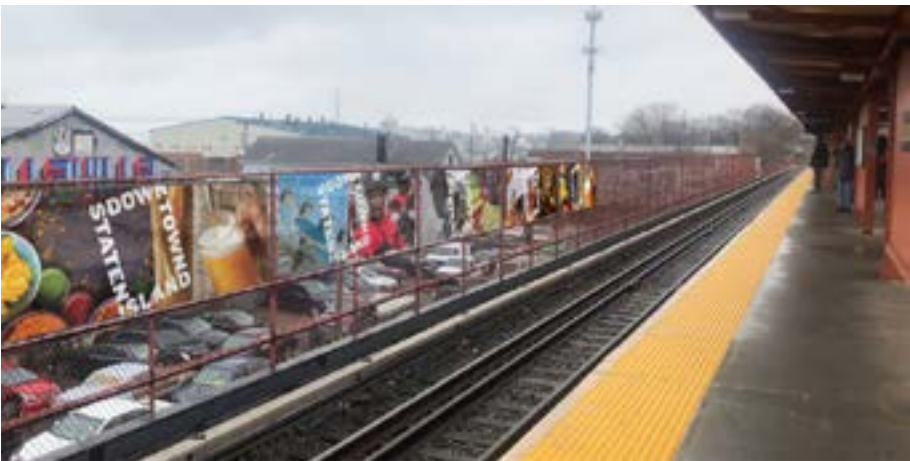
Creating a comprehensive, unified wayfinding scheme for Downtown Staten Island will have benefits for visitors and locals alike. Specifically it will:

- **Promote connectivity to and between destination and nodes:** Strategically placed signage and branding will encourage more visitors to explore and patronize downtown’s variety of destinations, cultural institutions, and small businesses. This will increase walkability between existing activity hubs and help establish downtown as a regional destination.
- **Enhance the visitor experience:** Clear and consistent signage and branding will simplify navigation for visitors and promote an easier more enjoyable trip experience. Enhanced pedestrian areas and new connections facilitated by the wayfinding will also increase opportunities for visitors to discover new sites of interests to them and increase the overall variety of options they can participate in during their trip.
- **Increase perception of safety:** Improved lighting and pedestrian streetscape improvements around key transit hubs will increase visibility of the SIR Station entrances and create a more inviting atmosphere. This will benefit both transit riders exiting and entering the station as well as pedestrians attempting to cross through these streets between the retail corridor on Bay Street and the new developments and open space on the waterfront.
- **Support local businesses:** By facilitating foot traffic throughout the corridor, the wayfinding will make it more likely for Downtown visitors to discover and patronize local small business establishments and increase overall spending in the borough. The signage will also make the district more competitive relative to other tourism destinations.
- **Promote a cohesive downtown brand:** A cohesive wayfinding and branding strategy will build on the Chamber’s existing work to establish a unified brand for downtown. The signage will serve as consistent visual cues that create a recognizable look and feel for the entire district.

PUBLIC SUPPORT

Since the inception of the planning process, the public and the LPC Members have consistently voiced support for this project and the persistent need for improvements to both downtown wayfinding and the visual character of the Bay Street corridor. In both the preliminary and final community surveys, this project consistently scored in the top half of priority projects. In the third Community Open House, participants voiced their support for projects like the wayfinding and branding improvements that would benefit all users of Downtown – residents, workers, and visitors – and make the area more attractive for pedestrians and future businesses. LPC Members have also consistently emphasized that this project is “a necessity” and the “single most important project” this initiative can implement. It was frequently mentioned that wayfinding that would improve navigation to and between downtown destinations was a crucial piece to ensuring the long-term success and viability of many of the other projects under consideration.

Proposed Conditions



District-wide
Signage
Rendering

JOBS CREATED

This project will not directly create jobs.

PROJECTS PROPOSED FOR THE DRI FUNDING

Proposed Conditions



PROJECT BUDGET AND FUNDING SOURCES

The Staten Island Chamber will implement this project over two concurrent implementation phases.

Sources	Amount
DRI	\$600,000
Total	\$600,000

Uses	Amount
Ferry Terminal Promenade Signage	\$270,000
District-Wide Signage	\$100,000
Stapleton SIR Station Improvements	\$180,000
Project Administration	\$50,000
Total	\$600,000

Representative Phase I Budget	Amount
Ferry Terminal Promenade Signage	\$270,000
Administration	\$30,000
Total	\$300,000

Representative Phase II Budget	Amount
District-Wide Signage	\$100,000
Stapleton SIR Station Improvements	\$180,000
Administration	\$20,000
Total	\$300,000

FEASIBILITY AND COST
JUSTIFICATION

Cost estimates were prepared by the Staten Island DRI Planning Team based on a scope of work developed in consultation with the Chamber.

REGULATORY REQUIREMENTS

- NYCEDC and NYCDOT will need to approve all signage plans for inside the ferry terminal as the owner and operator of that building.
- NYCDOT will need to approve all signage plans for the ferry terminal promenade as the owner of that area.
- MTA will need to approve all plans for the Stapleton SIR station as the owner of that area.
- All signage will need to comply with NYC zoning regulations.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

The Station Island Chamber is prepared to undertake planning and implementation with its existing staff and the project is anticipated to take approximately 24 months to complete.

Phase I

- **Month 1:** Initiate DOT discussion and negotiations
- **Month 4:** Secure DOT approval; Initiate vendor procurement
- **Month 5:** Finalize designs; Begin material production and development
- **Month 6:** Initiate signage and branding installations
- **Month 12:** Phase I complete – All signage and branding installed

Phase II

- **Month 13:** Initiate property owner and MTA negotiations
- **Month 16:** Secure property owner and MTA approval; Initiate vendor procurement
- **Month 17:** Finalize designs; Begin material production and development
- **Month 18:** Initiate signage and branding installations
- **Month 24:** Phase II complete – All signage and branding installed

PROJECT REPORTING

- Key metrics for the wayfinding program include:
- Growth in visitors to downtown
 - Perception of visitor experience downtown
 - Growth in pedestrian counts along Bay Street and throughout downtown
 - Ridership of SIR Stapleton Station
 - Perception of pedestrian experience at the station

Redesign the Ferry Terminal Information Booth



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$501,000**
Total project cost: **\$501,000**

PROJECT DESCRIPTION

Downtown Staten Island is a dynamic cultural hub with numerous attractions that appeal to a wide variety of visitors. These attractions – including the Staten Island Yankees, St. George Theatre, Empire Outlets, a cluster of renowned Sri Lankan and Italian restaurants, the Stapleton Arts scene, and much more – have attracted a growing number of local and international tourists to the island. In addition, in 2019, more than 2 million tourists rode the Staten Island Ferry to take advantage of iconic views of the Lower Manhattan skyline. While the COVID-19 pandemic has disrupting national and international tourism, visitation from New York City residents via the ferry is expected to help fuel Staten Island’s recovery, and national and international tourism will remain a long-term driver of growth.

The concept for the Ferry Terminal Information Booth was originally hatched more than 15 years ago as a collaboration between the NYC Economic Development Corporation (NYCEDC), which owns the terminal, and the Staten Island Borough President’s Office to create a central information hub for tourists and other visitors. Today, the 330-square-foot booth, which sits at the north end of the ferry terminal’s main concourse, serves approximately 11,500 tourists from around the world each year and is staffed with dedicated volunteers whose primary purpose is to welcome visitors

arriving on the ferry, educate them on the many things to see and do in Staten Island, encourage them to stay on the island and explore local destinations, and help them have a seamless experience navigating Downtown.

However, the effectiveness of the information booth and the critical services it provides are hindered by several challenges. First, in its current design, the booth is difficult to locate within the ferry terminal and many visitors pass by without realizing this resource is available. Second, given the booth’s lack of wireless internet and computer equipment, the volunteers are forced to rely primarily on printed information resources and manual processes. This limits their efficiency and effectiveness. Third, given the lack of heat and adequate security features inside the booth, operations are limited by seasonal fluctuations and volunteer availability. And fourth, while Staten Island is working to grow its micro-tourism and inter-borough tourism appeal during economic recovery, the existing booth lacks the ability to scale its services to meet increases in demand.

The DRI funds would support a series of enhancements to the information booth that would improve the booth’s operations and enhance the overall visitor experience. These enhancements include:

- **Booth Renovation:** Reconstruct the booth to optimize the existing footprint and the visibility of the reception desk. This would include demolishing an opaque partition blocking views of the desk, replacing it with a new glass partition, and adjusting the orientation of the reception desk. These improvements will increase sightlines and the visibility of the booth from all angles of the main concourse, the ferry disembarkation hall, and the terminal entrance.
- **Display Improvements:** Install new and enhanced visual aids to display important information. This includes installing a large map of Downtown Staten Island in line with Walk NYC design standards on the exterior cladding of the booth, installing modern, eye-catching display shelves that increase the visibility of printed materials, and installing a new backlit display that will communicate information to visitors while the booth is closed.
- **Technology Upgrades:** Upgrade the booth’s technology capability and equipment to improve visitor services and booth operations. This includes installing Wi-Fi and securing tablets and touchscreen kiosks to facilitate more efficient, interactive, and accessible customer service to visitors. Additionally, this would include installing a heating system, security cameras, and a panic button to increase the comfort and safety of volunteers.

PROJECT LOCATION OR ADDRESS

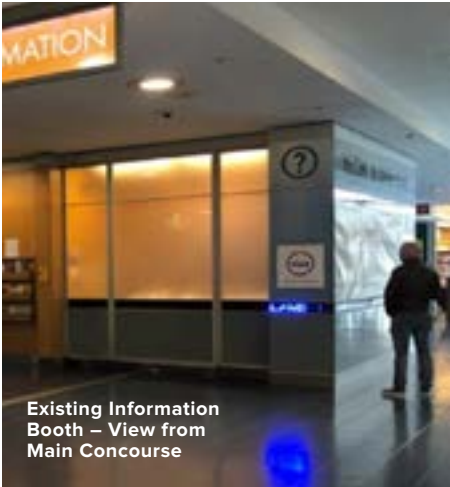
1 Bay Street, Staten Island, NY 10301

PROPERTY OWNER/SPONSOR

NYCEDC, which owns the information booth facility within the St. George Ferry Terminal, will serve as project sponsor and manage the planning and execution of this project, in close partnership with **Visit Staten Island**, a partnership led by the Staten Island Borough President’s Office, which runs all operations at the information booth.

PROJECTS PROPOSED FOR THE DRI FUNDING

Existing Conditions



CAPACITY

NYCEDC’s mission is to encourage economic growth in each of the five boroughs in New York City. The agency has extensive experience overseeing the solicitation of qualified contractors and the management of construction and renovation projects.

PROJECT PARTNERS

The improvements to the information booth will be contracted to qualified outside vendors in a process that will be managed by NYCEDC.

To ensure the project's success, **Visit Staten Island** – the current operator of the information booth and a nonprofit created in 2018 that serves as the primary marketing entity for Staten Island which represents a collaboration between the Staten Island Borough President's Office, the Staten Island Chamber of Commerce, Destination St. George, and New York State – will continue managing the day-to-day operations of the booth. The organization is responsible for highlighting Staten Island attractions and destinations and operates the information booth under an agreement with NYCEDC. Visit Staten Island is prepared to continue this arrangement with its existing staff.

Visit Staten Island will also leverage its extensive connections with local attractions, cultural organizations, and local businesses to develop targeted marketing and communications content and promote upcoming partner events. Collectively, these partners will work with Visit Staten Island to leverage the information booth to raise awareness of Downtown Staten Island.

STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

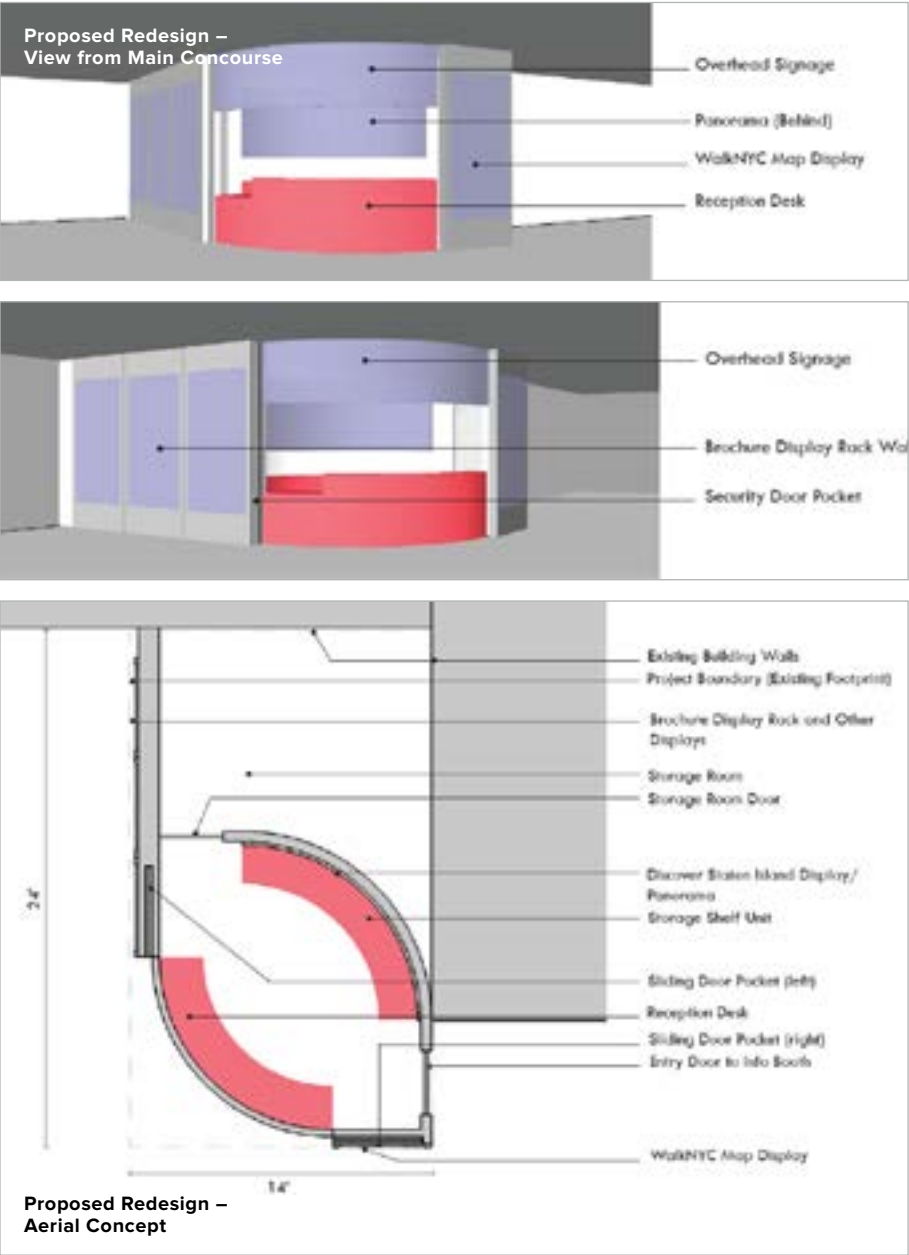
- Establish attractive downtown gateways to welcome and direct visitors
- Enhance downtown navigability through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances

ANTICIPATED REVITALIZATION BENEFITS

The Ferry Terminal Information Booth serves as a central hub for information on Downtown Staten Island. Based on the proposed improvements outlined in the redesign, and once New York City tourism reaches pre-pandemic levels, Visit Staten Island estimates it will be able to quadruple the number of visitors it currently serves to approximately 50,000 annually. The redesigned information booth will also produce the following benefits:

- **Create a welcoming information hub to meet demand:** The physical and operational improvements to the information booth will ensure that the primary gateway to Downtown is equipped with an accessible and effective information center that has the ability to serve greater numbers of visitors to the borough.
- **Enhance the visitor experience:** The information booth improvements will also create a better visitor experience. New automated kiosks will enable 24/7 service and new technology features will allow volunteers to make more dynamic and tailored recommendations customized to the unique needs and goals of individual visitors.
- **Increase visitation to Downtown attractions:** By ensuring information is readily available and accessible to all visitors seeking guidance on Downtown attractions, an information booth that serves more visitors more effectively can drive visitation to local establishments. This will increase downtown foot traffic and overall vibrancy and increase tourism spending and its economic impact on Staten Island.

Proposed Conditions



PUBLIC SUPPORT

In all three Community Open Houses, small business owners in the corridor have consistently identified the need to upgrade the information booth, since it functions as a key marketing tool for drawing ferry commuters and other visitors further into the corridor. Additionally, LPC Members have emphasized their belief that, with the right investment, Staten Island is well positioned to capture a larger share of inter-borough micro-tourism during and after the COVID-19 pandemic that can help bring regional visitors to downtown in lieu of domestic and international visitation which will help small business in the neighborhood.

PROJECTS PROPOSED FOR THE DRI FUNDING

ACQUISITION OF REAL PROPERTY

PROJECT BUDGET AND FUNDING SOURCES

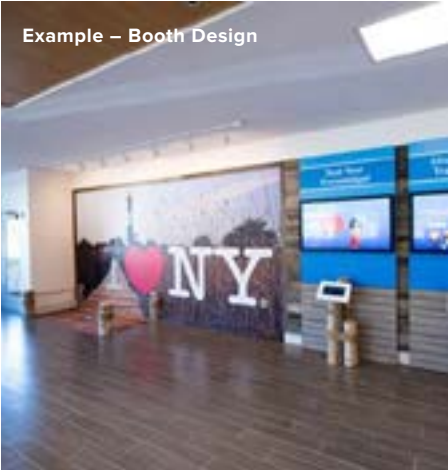
This project will not create any new direct jobs.

Sources	Amount
DRI	\$501,000
Total	\$501,000

Uses	Amount
Construction	\$392,000
Furniture	\$27,000
Technology	\$22,000
Soft Costs (architecture fees, approvals)	\$60,000
Total	\$501,000

Visit Staten Island will contribute staff costs and overhead expenses needed during the planning and implementation of the project.

Proposed Conditions



PROJECTS PROPOSED FOR THE DRI FUNDING

FEASIBILITY AND COST JUSTIFICATION

The cost estimates were prepared by the Staten Island DRI Planning Team based on a scope of work developed in consultation with Visit Staten Island and NYCEDC.

REGULATORY REQUIREMENTS

- NYCEDC will need to approve all renovation plans as the owner of the building.
 - NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
 - NYC Fire Department will need to review and approve facility fire code compliance.
-

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

NYCEDC and Visit Staten Island are prepared to undertake planning and implementation with their existing staffs. The project would not begin until the start of New York City's fiscal year 2023, which begins July 1, 2022. The project is anticipated to take approximately 12 months to complete.

Project Timeline:

- **Month 1:** Project kickoff, start of design process
 - **Month 3:** Contractor bidding, permitting, design review and approval
 - **Month 5:** Renovation begins
 - **Month 7:** Orders for technology, equipment, and furniture placed
 - **Month 9:** Completion of construction and installations
 - **Month 12:** Information booth reopens and project closeout
-

PROJECT REPORTING

Key metrics for this project include:

- Total number of visitors served (annually, daily)
- Growth in number of visitors served
- Number of days and hours per year information booth is open
- Efficiency of information booth service time
- Local business and cultural attraction satisfaction with information booth services

Restore a Historic Wall at Lighthouse Point



Rendering of
restored historic wall

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$495,000**
Total project cost: **\$661,000**

PROJECT DESCRIPTION

Lighthouse Point is a 500,000-square-foot, mixed-use development located at the foot of the St. George Ferry Terminal on the site of the former U.S. Lighthouse Services General Depot, which was managed by the Coast Guard until the late 1960s and has been vacant ever since. The site is listed on the National Registry of Historic Places. Phase I of the Lighthouse Point development is currently under construction, is set to open in early 2021, and will include 115 rental apartments (20% affordable to households earning up to 60% of area median income), 65,000 square feet of commercial and community space, and a 300-space parking garage.

Around the perimeter of the site is a historic brick wall that was built in 1913 as part of the original Lighthouse Services facility and has been a visible element of the downtown for more than a century. The wall wraps around one of the most prominent corners in Downtown Staten Island, directly across from the ferry terminal entrance and forming the gateway to Bay Street and the rest of downtown. The wall is in significant disrepair, mars the view of disembarking visitors, and creates an ongoing safety hazard for pedestrians.

Existing Conditions



Biological growth



Cracks developing in the brick



Oxidizing iron stars



Historic wall

PROJECTS PROPOSED FOR THE DRI FUNDING

	<p>The DRI funds would support the restoration of the historic wall to accomplish three primary goals:</p> <ul style="list-style-type: none">● Restore the wall’s structural integrity – The restoration would repair and replace the crumbling and damaged components of the wall that make it a safety hazard for pedestrians. This work would include masonry repair and replacement, brick mortar and joint repair, and coping stone replacement.● Prevent future physical deterioration – The restoration would include mitigation upgrades designed to improve the wall’s long-term durability. This work would include biological growth removal and other improvements.● Preserve original historic features – The restoration would restore and replace the unique components of the wall’s décor and design that showcase its original character. This includes paint removal, decorative star replacement and installation, and gate replacement and installation.
PROJECT LOCATION OR ADDRESS	35 Bay Street, Staten Island, NY 10301
PROPERTY OWNER/SPONSOR	<p>Triangle Equities, the developer at Lighthouse Point, is the project sponsor and the developer and asset manager of the Lighthouse Point development. The New York City Economic Development Corporation (NYCEDC) owns the land on which Lighthouse Point sits and holds a long-term lease with Triangle Equities.</p>
CAPACITY	<p>Triangle Equities is a full-service real estate development firm specializing in retail and mixed-use development. Triangle Equities is currently overseeing a portfolio of five active mixed-use developments and 10 managed properties in the New York City area. They concentrate primarily on emerging and underserved markets with the goal of maximizing the neighborhood’s future potential.</p>
PROJECT PARTNERS	<p>Contractors: To promote local vendor contracting opportunities, Triangle Equities will partner with SIEDC and the Chamber as well as groups such as MWBA and the Staten Island Business Outreach Center to promote contracting opportunities as they arise.</p>
STRATEGIES	<p>This project aligns with the following DRI strategies:</p> <p>Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination</p> <ul style="list-style-type: none">● Showcase the history and culture of the downtown and its residents <p>Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space</p> <ul style="list-style-type: none">● Establish attractive downtown gateways to welcome and direct visitors● Enhance downtown navigability through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances● Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces● Reduce physical and visual barriers, including fencing and dead-end streets
ANTICIPATED REVITALIZATION BENEFITS	<p>Restoring this historic wall would improve the pedestrian experience at one of the most prominent gateways in Downtown Staten Island and create an attractive gateway that showcases the neighborhood’s history. Specific benefits include:</p>

PROJECTS PROPOSED FOR THE DRI FUNDING

- **Enhance visitor experience and improve pedestrian safety:** In its current condition, the historic wall is a dangerous and unsightly barrier between the ferry terminal and the activity hubs soon to open at Lighthouse Point, as well as destinations further into the downtown. Restoring the structure will ensure the structural integrity of the landmark, remove real and perceived dangers to pedestrians traversing the adjacent sidewalk, beautify the corridor, and facilitate a more seamless experience navigating the area around the St. George Ferry Terminal – the gateway to the borough.
- **Preserve a historic landmark and create a unique sense of place:** A restored wall would also create an attraction around the perimeter of Lighthouse Point that serves as a visible reminder of the site’s legacy and former use as the U.S. Lighthouse Services General Depot, which operated on the St. George waterfront for more than 75 years. This would showcase Downtown’s manufacturing history, provide a permanent reminder of the site’s significance, and renew interest in learning more about the history of the area at nearby attractions, such as the National Lighthouse Museum.

PUBLIC SUPPORT

Community survey results demonstrated moderate support for the project, with an overall score near the average for all projects. Several LPC Members expressed support for the project, noting that the existing wall (which has been hidden underneath scaffolding for a number of years) has been a longstanding eyesore and approving of the renderings of the restored wall. They noted a unique opportunity to preserve a physical reminder of downtown’s manufacturing history. LPC Members also emphasized that the wall’s prominent location near the entrance to the St. George Ferry Terminal make this a particularly visible improvement.

JOBES CREATED

This project will not create any new jobs.

ACQUISITION OF REAL PROPERTY

There is no acquisition of real property required.

PROJECT BUDGET AND FUNDING SOURCES

Triangle Equities will contribute 25% of project costs; the remainder will be funded through the DRI.

Sources	Amount
DRI (75%)	\$495,000
Triangle Equities (25%)	\$166,000
Total	\$661,000

Uses	Amount
Masonry	\$421,000
Metals	\$124,000
General conditions and insurances	\$84,000
Soft costs	\$32,000
Total	\$661,000

Proposed Conditions

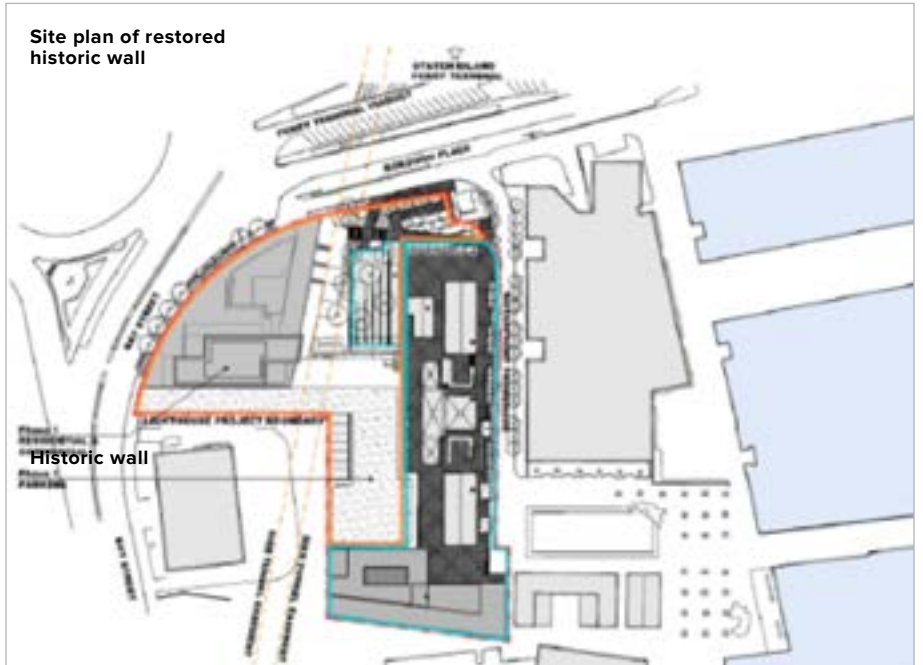
Rendering of restored historic wall



Rendering of restored historic wall



Site plan of restored historic wall



PROJECTS PROPOSED FOR THE DRI FUNDING

FEASIBILITY AND COST
JUSTIFICATION

Estimates for the project were developed by engineers and contractors retained by Triangle Equities and reviewed by the Staten Island DRI Planning Team.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Implementation of this project is anticipated to take approximately six months to complete. The restoration will take place in stages with two sections of three wall panels each being restored at a time.

- Project Timeline:
- **Month 1:** Finalize restoration plan; Contractor bids; Obtain work permits from DOB
 - **Month 4:** Restoration of wall panels 1-3 and wall panels 4-6
 - **Month 5:** Restoration of wall panels 7-9 and wall panels 10-12
 - **Month 6:** Fully restored historic wall complete

PROJECT REPORTING

- Key metrics for the restoration of the historic wall include:
- Perception of pedestrian experience at Lighthouse Point

Upgrade the Ground-Level Façade at the 60 Bay Street Office Building



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$485,000**
Total project cost: **\$5,432,000**

PROJECT DESCRIPTION

60 Bay Street – located a short walk from the St. George Ferry Terminal and Borough Hall – is the largest privately owned office building in Downtown Staten Island, with more than 100,000 square feet of office space, 14,000 square feet of retail, and a 200-space parking garage. The 1970s-era office building, which is tenanted by local small businesses like law offices, nonprofits, government agencies, and the College of Staten Island Tech Incubator, is a prominent property in Downtown, clearly visible as locals and tourists walk or drive from the ferry terminal into the Bay Street corridor. It also has an important position in the office market, which currently lacks modern Class A office space and has not seen the development of a new office building in more than a decade. 60 Bay Street today has more than 15,000 square feet of vacancy, with another 33,000 square feet of leases maturing in the next two years. These vacancies and potential vacancies represent nearly half of the building's rentable area.

To address vacancies and significant capital needs at the building, the building owner, Muss Development, has initiated an approximately \$6 million multi-year capital plan focused on five components: 1) life safety measures; 2) mechanical equipment

PROJECTS PROPOSED FOR THE DRI FUNDING

upgrades; 3) common area modernization; 4) vacant space upgrades to attract new tenants; and 5) exterior building modernization. By the end of 2025, Muss expects to invest approximately \$4.95 million. The DRI funds would support the remaining upgrades, focusing on a portion of the fifth component, allowing exterior renovations to proceed in parallel with other improvements.

Specifically, the DRI funds would support modernization of the building’s front entrance on Bay Street. Currently, the front entrance to 60 Bay Street includes an outdated canopy with no awning to prevent melting ice and rain from impacting building users or pedestrians. Exterior lighting is minimal, contributing to an unsafe feeling. Modernizing the Bay Street entrance would improve aesthetics of the building – which is immediately visible to pedestrians and motorists departing St. George Ferry Terminal toward Bay Street – and provide an improved pedestrian experience. Proposed improvements include:

- A full awning covering the entire length of the building
- A new entrance door canopy
- Site lighting on the awning and additional flood lights over the sidewalk
- Sidewalk replacement along the entire building frontage
- Landscaping improvements, including four new planter pits

These improvements, coupled with interior renovations, would significantly improve the aesthetics of this stretch of Bay Street and support office leasing to ensure downtown office space remains occupied and active. If fully occupied, 60 Bay Street has the capacity to house as many as 600 employees. Exterior renovations to 60 Bay Street would also complement a number of other proposed the DRI projects within walking distance, including the exterior improvements to the adjacent Seamen’s Society headquarters at 50 Bay Street, the St. George Theatre, the Staten Island Museum, and the National Lighthouse Museum.

DRI FUNDING REQUEST AND
TOTAL PROJECT COST

60 Bay Street, Staten Island, NY 10301

Existing Conditions



PROPERTY OWNER/SPONSOR

The property is owned by Allied 60 Bay, LLC, which is a real estate entity owned and managed by the principals of **Muss Development, LLC**. Muss Development is the project sponsor and the principals have the legal authority to execute contracts on behalf of Allied 60 Bay, LLC, and will oversee the project.

CAPACITY

Founded in 1906 by Isaac Muss, Muss Development is a family-owned and -operated, full-service real estate development and investment company that is currently led by the father-and-son team of Joshua and Jason Muss. The company is headquartered in Forest Hills, Queens, and maintains offices in Manhattan, Brooklyn, and Staten Island. Since 1997, Muss has developed more than \$1.5 billion of assets and currently manages more than 1.5 million square feet of office space throughout New York City, giving it extensive experience with similar capital upgrades. Muss has a history of using local contractors and subcontractors that it has worked with for many years. In addition, Muss has more than 100 years of experience in ground-up construction, for which it can rely on for additional construction expertise.

PROJECT PARTNERS

Contracting: To promote local vendor contracting opportunities, Muss Development will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as MWBA and the Staten Island Business Outreach Center to promote contracting opportunities as they arise.

STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Invest in local businesses by supporting improvements to storefronts and commercial space

Support industry growth and entrepreneurship to create jobs and opportunity for Staten Islanders of all racial and economic backgrounds

- Provide space, equipment, and programming for startups and innovators

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Enhance downtown navigability through improved signage and wayfinding, improved sidewalks and crosswalks, and enhanced train station entrances
-

ANTICIPATED REVITALIZATION BENEFITS

Proposed modernization of 60 Bay Street, including interior and exterior spaces, would:

- **Support commercial tenant attraction and retention:** 60 Bay Street is the largest private office building in Downtown Staten Island. With floor plates of approximately 10,000 square feet, it can accommodate a wide variety of tenants, from large-scale businesses to startups looking for more flexible space. Improvements will help attract and retain tenants for 50,000 square feet of space that is vacant or has near-term lease expirations, space that accommodates up to 300 jobs. Preserving this office space in the heart of downtown is crucial for many local small businesses.
- **Support neighborhood activation and small business growth:** Many of Downtown Staten Island's largest attractions are in walking distance of 60 Bay Street, including Empire Outlets, St. George Theatre, the National Lighthouse Museum, and the

soon-to-open Lighthouse Point. Fully tenanted 60 Bay Street will help create a “Live, Work, Play” neighborhood by bringing additional worker spending to support local restaurants, shops, and other retail outlets.

- **Encourage greater exploration of the downtown by improving the pedestrian environment:** The Bay Street corridor is the main route into downtown, and 60 Bay Street sits prominently at the beginning of the route, accessible to the Staten Island Ferry, four bus routes, and a large parking garage. The proposed improvements will improve the pedestrian experience on Bay Street with a modern, protected awning and exterior lighting that will increase the safety and security of pedestrians.

PUBLIC SUPPORT

At the third Community Open House, community participants vocalized their belief that this office building provides crucial workspace to a number of local organizations, including nonprofits and small businesses, and expressed their desire to ensure this space was preserved. At the request of the LPC Members, Muss Development revised its original proposal, which included renovations to both the front (Bay Street) façade and back (Central Avenue) façade of the building to instead focus on just the Bay Street façade, which fronts the downtown’s main corridor. LPC Members supported improving the pedestrian experience along this area to help make downtown a more attractive and competitive business location.

JOBS CREATED

This project will not directly result in new jobs. However, the project will support leasing or re-leasing of at least 50,000 square feet of office space at 60 Bay Street. Based on common metrics in office leasing as of March 2020, this space has the ability to house approximately 300 jobs. As a whole, 60 Bay Street has the ability to attract and retain more than 600 small business jobs downtown.

Proposed Conditions



PROJECTS PROPOSED FOR THE DRI FUNDING

ACQUISITION OF REAL PROPERTY

No property acquisition is required.

PROJECT BUDGET AND FUNDING SOURCES

In 2019, Muss Development launched a four-year capital plan to renovate and modernize 60 Bay Street. Of the roughly \$6 million needed to complete the project, Muss Development will be contributing \$4.95 million and the DRI funding is requested for the remaining amount.

Sources	Amount
Muss Development	\$4,947,000
DRI	\$485,000
Total	\$5,432,000

Uses	Amount
Upgrade and Modernization of Building Fire Alarm System	\$520,000
Façade Maintenance	\$540,000
Replacement of Chiller Parts and Upgrade	\$170,000
Common Area Corridors and bathrooms	\$505,000
Security Camera Upgrade	\$17,000
Window Replacement	\$425,000
Air Handling Units Replacement and Upgrade	\$655,000
Base Building Work on Vacant Space	\$600,000
Tenant Improvement Funds for Vacant and Renewals	\$1,425,000
Exterior Improvements on Bay Street	\$485,000
Total	\$5,432,000

Detailed Budget: Exterior Improvements on Bay Street	Amount
Soft Costs	
Architectural	\$35,000
Engineering	\$25,000
Controlled Inspections	\$10,000
Expediting	\$12,000
Permit fees	\$10,000
Construction Costs	
Full Building Wide Awning	\$225,000
Entrance Door Canopy	\$52,000
Site Lighting	\$22,000
Sidewalk Concrete Improvements	\$60,000
Landscaping Improvements	\$34,000
Total	\$485,000

FEASIBILITY AND COST
JUSTIFICATION

The proposed project was developed by the professionals of Muss Development and a senior partner at ADI Architects, in consultation with a structural engineer.

The funding sources proposed by the sponsor meet a reasonable investment expectation for a large commercial office building. The sponsor’s committed capital investments for tenant improvements and upgrades to vacant space (\$2.05 million) equal approximately \$40 per square foot of vacant or renewal space, which is a standard allocation in Downtown Staten Island, where average market rents range from \$28 to \$33 per square foot. Investments in other building improvements (\$2.85 million) represent an additional approximately \$25 per square foot of total building space.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- NYC Department of Transportation will need to issue a special permit for the improvements to the sidewalk. The improvements will need to meet all ADA requirements.
- All landscaping and signage will need to comply with NYC zoning guidelines.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Capital improvements at 60 Bay Street are expected to last four years. The timeline for the exterior components of the projects to be funded by the DRI are estimated to take just one year to complete, with milestones below:

Project Timeline:

- **Month 1:** Contracting begins; schematic designs and permitting
- **Month 3:** Construction begins
- **Month 12:** Project completion

PROJECT REPORTING

Key metrics for the renovation of the Bay Street entrances to 60 Bay Street include:

- Building vacancy rate
- Number of re-leases signed and jobs retained
- Growth in total employees

Create a North Shore Art Trail



**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total DRI funding request: **\$420,000**
Total project cost: **\$420,000**

PROJECT DESCRIPTION

Despite three vibrant town centers and numerous popular attractions across the North Shore, Downtown Staten Island lacks a consistent look and feel. A lack of connectivity is felt across neighborhoods as well as between neighborhood corridors and the waterfront. Creating a “North Shore Art Trail” public art program would help knit together disparate areas of downtown and beautify key sites along both the Bay Street corridor and the waterfront.

The North Shore Art Trail will include more than 30 outdoor installations spanning St. George, Tompkinsville, and Stapleton. It will focus on Bay Street, Front Street, and side streets connecting those main streets to the waterfront greenway. The program will include art installed on the walls of buildings, street intersection crosswalks, public utility assets, and in small open spaces. The various mediums of art will include murals, street painting, painted utility infrastructure, commissioned sculptures, digital art, light installations, significant permanent installations, and art focused on sustainability and the environment.

- The installations will reflect five goals:
- 1. Fueling local economies
 - 2. Driving tourism
 - 3. Fostering civic engagement
 - 4. Enhancing opportunities for local artists
 - 5. Defining civic identity and creating a more connected community

PROJECTS PROPOSED FOR THE DRI FUNDING

The Staten Island Economic Development Corporation (SIEDC) will manage the North Shore Arts Trail, organizing review committees featuring local voices to select artist applications. Projects will be installed, at minimum, on sites controlled by private and nonprofit entities, in agreement with the property owners. If approval is granted by City and State agencies, projects will also be installed on public sidewalks, crosswalks, and other public sites.

Potential locations for consideration include:

- **Private and nonprofit sites:** Empire Outlets, Lighthouse Point, MakerPark, National Lighthouse Museum, Richmond County Bank Ballpark, St. George Theatre, Urby, and on vacant lots and on vacant buildings
- **Public sites:** Lyons Pool, Richmond County Courthouse, Stapleton Waterfront Park, Staten Island Borough Hall, St. George Ferry Terminal, Staten Island Railway entrances, Tappan Park, Tompkinsville Park
- **Crosswalks:** Richmond Terrace & Wall Street, Richmond Terrace and Borough Hall Entrance, Bay Street & Victory Boulevard, Bay Street & Swan Street, Bay Street & Clinton Street, Bay Street & Canal Street, Front Street & Canal Street, and Front Street & Wave Street.

Existing Conditions



PROJECTS PROPOSED FOR THE DRI FUNDING

PROJECT LOCATION OR ADDRESS	<p>Public art will be installed across the Downtown Staten Island corridor, focused on Bay Street and the waterfront. Installations will be spread across the St. George, Tompkinsville, and Stapleton town centers. The final mix of selected installations and their locations will be determined by the community selection panel, as described below</p>
PROPERTY OWNER/SPONSOR	<p>The Staten Island Economic Development Corporation (SIEDC) is the sponsor of the North Shore Art Trail. SIEDC will manage the solicitation of public art proposals, organize local review committees to evaluate proposed installations, and request proposals from local artists to carry out the installation work. The art installations will take place across a variety of private and public properties, with SIEDC securing agreement from property owners.</p>
CAPACITY	<p>SIEDC, a 200-member nonprofit organization, has advocated for economic development through public and private investment in Staten Island for nearly three decades. The organization has enabled and helped shape more than \$550 million in new investment, the creation of more than 3,500 jobs, and the development of more than 1,000 acres of vacant industrial land. SIEDC has managed dozens of contracts with City and State government, including through the Brownfield Opportunity Area (BOA) program and New York State Regional Economic Development Council grants. The organization has a staff of 13, including a project manager dedicated specifically to the revitalization of the North Shore. The SIEDC staff has been directly involved in three major public art installation programs across Staten Island, as well as two recent mural programs in New Dorp and Dongan Hills. SIEDC maintains a strong relationship with the local arts community, which will enable easier partnerships with artists and vendors for the purposes of the public art trail.</p>
PROJECT PARTNERS	<p>SIEDC will partner with other local government offices, including the Offices of Borough President James Oddo, Council Member Debi Rose, and Staten Island Community Board 1, to market the initiative and ensure local artist representation. The organization will also engage with local arts and culture organizations such as Staten Island Arts, Staten Island Makerspace, the Sri Lankan Art and Cultural Museum, and Historic Tappan Park Community Partnership to promote the initiative and connect with local artists.</p> <p>The final selection of outdoor art installations will be chosen by a community panel composed of representatives from a mix of downtown organizations, cultural nonprofits, and local residents. This panel, to be organized by SIEDC, will be responsible for identifying the final installations and locations included in the art trail.</p>
STRATEGIES	<p>This project aligns with the following DRI strategies:</p> <p>Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination</p> <ul style="list-style-type: none">● Showcase the history and culture of the downtown and its residents <p>Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space</p> <ul style="list-style-type: none">● Establish attractive downtown gateways to welcome and direct visitors● Strengthen connections between upland communities and the waterfront

ANTICIPATED REVITALIZATION
BENEFITS

- Enhance the pedestrian experience with better lighting, outdoor seating, seasonal markets, and encouraging use of public spaces
- Create consistent visual cues to draw people across the corridor, including public art

The North Shore Art Trail would connect the downtown corridor, cultivating a cohesive downtown identity that is inclusive of St. George, Tompkinsville, and Stapleton. The public art trail would draw visitors and locals alike from the St. George Ferry Terminal into surrounding neighborhoods, support local businesses, and encourage walkability. The trail would become part of a growing ecosystem of cultural attractions in Downtown Staten Island and help promote micro-tourism and inter-borough tourism to Staten Island during economic recovery.

An increase in pedestrian traffic will also increase perceptions of public safety and draw people to further activate public spaces along the corridor. Engaging local artists would solidify Downtown Staten Island’s reputation as a hub for arts and creativity and provide platforms for celebrating and showcasing their work.

Proposed Conditions



PROJECTS PROPOSED FOR THE DRI FUNDING

PUBLIC SUPPORT

In both the preliminary and final community surveys, this project consistently received moderate support, consistent with an average score among all priority projects. Throughout the three Community Open Houses, participants expressed the desire to build on the existing arts district established in Stapleton and create more entertainment options throughout the downtown. LPC Members have also consistently expressed the need to help visitors navigate downtown and emphasized that this project would not only serve as a cultural amenity but would also provide a trail of “breadcrumbs” that could help visitors navigate between key destinations and activity hubs. Additionally, LPC Members have been supportive of the idea of giving local artists a public platform that would not only showcase their work but would also improve the overall aesthetic of the public realm and provide opportunities for work during and after the pandemic.

JOB'S CREATED

This project will not create any direct jobs.

PROJECT BUDGET AND FUNDING SOURCES

Sources	Amount
DRI	\$420,000
Total	\$420,000

Uses (Representative Breakout)*	Amount
Crosswalk art	\$200,000
Commissioned sculptures	\$30,000
Installation art	\$30,000
Digital art	\$30,000
Sustainable art	\$30,000
Wall murals	\$20,000
Painted murals	\$20,000
Painted utility equipment	\$20,000
Program administration costs	\$40,000
Total	\$420,000

**The estimate above represents a hypothetical mix of outdoor installations. The final mix of selected installations will be determined by the community selection panel.*

FEASIBILITY AND COST JUSTIFICATION

SIEDC reviewed public art programs from around the world in order to develop its cost estimates and understanding of feasibility.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve plans for any installations that adhere to or involve alterations of structural, mechanical, electrical, plumbing, and life safety of buildings.
- NYC Fire Department will need to review and approve plans for fire code compliance.
- NYC Department of Transportation will need to issue a special permit for any installations located on sidewalks, crosswalks, or road medians. The improvements will need to meet all ADA requirements.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

- NYC Department of Parks & Recreation will need to issue a special permit for any installations located in parks, plazas, or other public open spaces.
- All installations will need to comply with NYC zoning regulations.

Implementation of this project is anticipated to occur over the course of one year.

Project Timeline:

- **Month 1:** Program launch, formation of community panel, initiate artist outreach and begin sourcing ideas from local artists
- **Month 3:** Selection of winning artists and ideas
- **Month 4:** Initiation of agency & property owner coordination
- **Month 6:** Installation preparation and development
- **Month 9:** Final installation & launch of the North Shore Art Trail

PROJECT REPORTING

Key metrics for the North Shore Art Trail include:

- Number of public art installations
- Number of artists engaged
- Number of community groups engaged
- Number of programs involving public art installations
- Number of social media posts tagged

Enhance the National Lighthouse Museum to Improve Visitor Experience



**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total DRI funding request: **\$409,000**
Total project cost: **\$409,000**

PROJECT DESCRIPTION

For 75 years, the U.S. Lighthouse Services General Depot operated on the waterfront of what is now the St. George neighborhood of Downtown Staten Island. This facility was the national headquarters for testing and distributing all materials and equipment used by light keepers and personnel around the country. In 2005, the NYC Economic Development Corporation (NYCEDC) funded the rehabilitation of the 1912 foundry building, also known as Building 11 and one of six remaining historic buildings on the Lighthouse Point site. In 2016, the recently chartered National Lighthouse Museum opened in the 2,400-square-foot space.

The National Lighthouse Museum is a self-guided exhibit space that highlights the significance of the Lighthouse Point site and the maritime heritage of lighthouses around the world. The museum includes permanent exhibits, hosts monthly lectures and school tours, and runs seasonal boat tours of New York City Harbor. These attractions serve more than 15,000 visitors annually, the majority of whom are international tourists. Long-term, the museum plans to renovate and expand into the adjacent Building 10, also owned by NYCEDC, which would allow the museum to

significantly expand its exhibit space and create new multi-purpose community space.

With the DRI funds, the National Lighthouse Museum seeks to renovate its existing building to improve the conditions of the site and enhance the museum’s visitor experience as it continues to prepare for long-term expansion. Enhancements will include the following components:

- **Exterior Courtyard Upgrades (4,410 square feet):** Landscaping improvements will beautify the entrance to the museum to create a more welcoming gateway and beautify Lighthouse Point Plaza. The introduction of planters, seating, and outdoor historical artifacts will convert the museum’s outdoor courtyard into a usable open space for patrons to relax, congregate, and take advantage of the waterfront views. The project would also replace the existing fence around the perimeter of the museum property with an 8-foot-tall black aluminum design that is able to withstand high winds and salt air and will more aesthetically align with a cultural facility.
- **Signage and Banner Installation:** Install a network of signs and banners in the plaza and pathways leading to the museum to direct patrons and highlight the site’s history. Options include: 1) replacing the educational signage previously located on the construction fence of the Lighthouse Point project, which highlighted the history of the Lighthouse Point site and the former use of each remaining historic structure; 2) installing new banners and signs to help guide visitors from the nearby St. George Ferry Terminal to the museum; and 3) once the museum gains approval to occupy the adjacent Building 10, installing a large banner advertising the museum’s future expansion.
- **Door & Window Repairs:** All of the museum’s 30 upper windows (3x3’) and 16 lower windows (3x2’) need new caulking to restore their protective waterproof seal; the double-stable doors which serve as the rear entrance to the museum need to be repaired; and the peeling and weathered trim around all windows and doors needs repainting. These enhancements will refresh the exterior aesthetic of the museum and prevent water leaks that could damage the museum’s structural integrity.
- **Security Camera Installation:** Install a new security system to enhance the safety and security of the museum. The new system would include two outdoor scan cameras installed at diagonal corners of the building, which offer key viewpoints of the property perimeter. The cameras will deter vandalism and vagrancy; improve safety for patrons visiting the museum and the adjacent Lighthouse Point Plaza; and make the public open space more attractive as a community gathering space.

PROJECT LOCATION OR ADDRESS

200 The Promenade at Lighthouse Point, Staten Island, NY 10301

PROPERTY OWNER/SPONSOR

The **National Lighthouse Museum** is the project sponsor and holds a five-year ground lease for the property from the fee owner, NYCEDC. NYCEDC’s long-term plan for Lighthouse Point redevelopment calls for the preservation of Buildings 10 and 11 for cultural or educational use.

Existing Conditions



CAPACITY

The National Lighthouse Museum was formally established as a nonprofit in 1999 with the purpose of establishing and maintaining a history museum of lighthouses on the site of the former U.S. Lighthouse Service General Depot, which operated in Staten Island from 1864 to 1939. The museum currently has 2 full-time and 2 part-time staff members, 6 part-time consultants, and 14 members of its board of trustees. It is prepared to undertake planning and implementation of this project with its existing staff.

The National Lighthouse Museum has successfully leveraged New York State funding for capital projects in the past. In 2016, the museum administered a \$300,000 grant from the Dormitory Authority (DASNY) to design and install its interior exhibit space. The museum has an annual operating budget of \$298,000. Through its relationships with local financial institutions such as Richmond County Savings Bank and Northfield Bank, it will secure a bridge loan to complete this DRI project.

PROJECT PARTNERS

- **Wayfinding partners:** Triangle Equities, which has a 49-year ground lease for the adjacent Lighthouse Point Plaza from NYCEDC, will continue to maintain its agreement with the National Lighthouse Museum to install signage on their construction fence to promote wayfinding to the museum. When construction is

completed, new locations for the signs will be identified within the development, which will be selected in collaboration with the museum.

- **Contractors:** The improvements to the building and outdoor space will be contracted to qualified vendors. To promote local vendor contracting opportunities, the National Lighthouse Museum will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as MWBA and the Staten Island Business Outreach Center to promote contracting opportunities as they arise.

STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand and modernize existing cultural institutions to attract and serve visitors
- Showcase the history and culture of the downtown and its residents

Improve connections to key activity hubs and the waterfront to encourage exploration, attract new users, and expand open space

- Establish attractive downtown gateways to welcome and direct visitors
- Strengthen connections between upland communities and the waterfront

Existing Conditions



PROJECTS PROPOSED FOR THE DRI FUNDING

ANTICIPATED REVITALIZATION BENEFITS

Making exterior improvements to the National Lighthouse Museum and improving signage will introduce more locals and visitors to this historical and cultural asset, further driving downtown visitation and spending. Benefits would include:

- **Enhance the visitor experience:** The proposed improvements would allow the museum to enhance its visitor experience, contributing to the overall experience had by tourists and other visitors to Downtown Staten Island’s growing number of cultural attractions and entertainment destinations. The renovated outdoor courtyard, new safety features, and improved wayfinding signs will all elevate the visitor experience and allow the museum to attract more guests, capitalizing on its proximity to the Downtown’s primary transit hub, the St. George Ferry Terminal.
- **Preserve a unique cultural attraction:** The proposed improvements to the museum will preserve the structural integrity and functionality of the existing building, the only attraction dedicated to showcasing the significance of the Lighthouse Point site in the national context. Preserving the operations of this facility is also crucial to enabling the museum to achieve its vision of future expansion, which at full build out is projected to serve approximately 175,000 annual visitors.
- **Sustain a core waterfront anchor:** The National Lighthouse Museum is also playing a crucial role as an anchor on Downtown Staten Island’s waterfront. While future open spaces and private developments are planned for the waterfront, the museum is one of just a few waterfront attractions currently in operation and the only facility currently open at Lighthouse Point. Given the significance of these areas to the transformation of Downtown, it is critical for the museum to continue encouraging residents, workers, and visitors alike to visit these key opportunity areas.

PUBLIC SUPPORT

In the preliminary community survey, this project scored among the top third of priority projects. In the third Community Open House, participants vocalized their support for the downtown’s longstanding cultural anchors. LPC Members have also expressed a desire to fund projects in “clusters” that create synergies with nearby and adjacent projects. The National Lighthouse Museum project is one element within one of those emerging clusters at Lighthouse Point, along with the canopy proposal for the adjacent public plaza and the CSI Innovation Center proposal at the adjacent Lighthouse Point mixed-use development.

JOBS CREATED

This project will not create any new direct jobs.

ACQUISITION OF REAL PROPERTY

No acquisition of real property is required.

PROJECTS PROPOSED FOR THE DRI FUNDING

PROJECT BUDGET AND FUNDING SOURCES

Sources	Amount
DRI	\$409,000
Total	\$409,000

Uses	Amount
Exterior landscaping, fence improvements, and painting	\$261,000
Upper windows	\$60,000
Security camera system	\$7,000
Signage replacement	\$6,000
Soft costs (architecture fees, approvals)	\$38,000
Contracted project management support	\$37,000
Total	\$409,000

FEASIBILITY AND COST JUSTIFICATION

The cost estimate for the security camera system was prepared by Synapse AV Designs LLC. The remaining cost estimates were prepared by the Staten Island DRI planning team based on a scope of work developed in consultation with the National Lighthouse Museum.

REGULATORY REQUIREMENTS

- NYCEDC will need to approve all renovation plans as the owner of the building.
- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- NYC Landmarks Preservation Commission will need to review and approve all exterior façade alterations.
- All exterior façade improvements, landscaping, and signage will need to comply with NYC zoning regulations.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Implementation of this project is anticipated to take approximately 15 months to complete.

- Project Timeline:
- **Month 1:** Project kickoff and start of design process
 - **Month 3:** Contractor bidding, permit submissions, review and approval
 - **Month 9:** Window caulking and painting begins, orders for prefabricated fence materials, camera security system, and outdoor planters and seating placed
 - **Month 15:** Completion of building repairs and installations and project closeout

PROJECT REPORTING

- Key metrics for this project include:
- Total number of museum visitors from Staten Island
 - Total number of museum visitors from outside Staten Island
 - Growth in number of overall visitors to the museum
 - Utilization of the outdoor space

Renovate the Façade and Create a New Storefront at 585 Bay Street



DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total DRI funding request: **\$274,000**
Total project cost: **\$343,000**

PROJECT DESCRIPTION

Stapleton's historic street grid, anchored by Tappen Park, and its connection to the Staten Island Railway continue to give the neighborhood the look and feel of a traditional town center. However, storefront vacancies and building disrepair in recent decades, including to historic façades like the Paramount Theatre's, have diminished the area's historic fabric. In recent years, the Staten Island Chamber of Commerce, Staten Island Arts, and other community groups have worked to revitalize Stapleton's Bay Street corridor with public art and façade improvements that have attracted new retailers. These efforts are amplified by the redevelopment of Stapleton's waterfront with hundreds of new housing units and a world-class esplanade.

585 Bay Street is a three-story commercial building located at the heart of Stapleton's historic town center, at the prominent corner of Bay and Cross Street, one block from Tappen Park and the Stapleton rail station. The ground level facing Bay Street currently houses a wireless and electronics retailer, while the Cross Street side of the building has no active uses. Both sides of the building have façades that no longer reflect Stapleton's historic character. The property's owner, Hook Enterprises, has

proposed improvements to the façade and ground-floor commercial space that would restore the building's original historic design, extend the existing storefront at 585 Bay Street around the corner to the Cross Street, and create a new storefront on Cross Street, while incorporating several other energy efficiency, resiliency, and building improvements. Major components would include:

- **Façade restoration:** The building redesign will replace the current overhang awning and windows with a historic-style glass front and flush signage. The design will restore and extend the ground-level cornice and add planting boxes. In addition, the storefront window display will have a high thermal value and incorporate impact-resistant glass to protect from vandalism and potential hurricane effects. The impact-resistant glass will also mitigate the need for pull-down gates.
- **Storefront expansions:** The project will open up the brick wall on Cross Street so that the storefront of the wireless and electronics store turns the corner to Cross Street and follows the same façade design. In addition, the project would create a new retail storefront at a rear commercial space, also along Cross Street, in place of a blank brick wall. The addition of a storefront on Cross Street, which is a dead-end street lined with surface parking lots and vacant brick buildings, would help further activate the Bay Street Corridor.
- **Roof improvements:** The roof is comprised of two separate areas, one at the top of the three-story segment of the building which will be upgraded with new flat roofing finish, painted white for solar reflectivity, and the other above the single-story commercial space. At the lower roof a 'green roof' assembly will be installed providing benefits for building climate control and stormwater retention.
- **Accessibility improvements:** In an effort to improve accessibility for the retail space the project will include one of two measures in the exterior space adjoining the building: installation of a dedicated exterior ramp from the sidewalk level to the level of the first floor, or a mechanical lift providing similar access. Both strategies are commonly used in New York City and the costs are approximately equal.
- **Public space improvements:** To improve the area around the storefronts, this project also includes installation of new exterior lighting and brick sidewalk pavers. Lighting on the exterior of the building will be installed to give pedestrians light at the street level, to direct customers to the entries, and to strategically accent the historic elements of the rehabilitated façade. The sidewalk area fronting the building on both Bay and Cross Streets, approximately 1,100 square feet, will be rehabilitated utilizing brick pavers to match the precedent surrounding Tappen Park. These brick pavers have been installed on various other sidewalks at Bay Street, Water Street, and other intersections visually connected to the project site and are an integral component for rehabilitating the pedestrian experience and revitalizing the historic town center.
- **Energy efficiency and HVAC replacement:** The new commercial space will be equipped with a new forced air system for heating and cooling. The equipment will meet, or exceed, the established thresholds required by the energy conservation code.

In addition to the components above, Hook Enterprises is collaborating with RISE:NYC, a City of New York resiliency program, to implement dry flood-proofing in the form of manual flood gates that would protect the retail space during a future flood. Doing so would ensure local residents have continued access to goods and services during emergencies. These measures are not part of the DRI funding request.

PROJECTS PROPOSED FOR THE DRI FUNDING

Besides the direct benefits to the area immediately surrounding 585 Bay Street, this building upgrade is envisioned to serve as a demonstration project for future investment as revitalization continues, encouraging a cohesive restoration and development effort that returns rundown building façades and disconnected uses to their former quality.

DRI FUNDING REQUEST AND
TOTAL PROJECT COST

585 Bay Street, Staten Island 10304

PROPERTY OWNER/SPONSOR

Hook Enterprises, LLC owns the property and will be the project sponsor.

Existing Conditions



Existing Building



Existing Building



Cross Street Streetscape

CAPACITY

Hook Enterprises, LLC is owned by Joe Tirone, a real estate broker and investor. He is a former Wall Street executive with extensive experience in mortgage finance and trading as well as other investment banking activities. He is a board member of the Staten Island Board of Realtors and founder of the Joe Tirone Team at Compass real estate which manages an extensive portfolio of listings across Staten Island. In addition to Joe’s expertise on the Staten Island real estate market, Joe has previous experience working directly with the State and Governor Cuomo’s office – after Super Storm Sandy devastated his community of Oakwood Beach, he helped organize the Oakwood Beach Buyout Committee which became the first community selected to pilot the program and receive a State-run buyout.

PROJECT PARTNERS

- **Design partner:** The design work and construction documents will be undertaken by v+b. v+b is a local MBE-certified architecture and urban design studio founded in 2010. Its office is located in St. George, and it has worked on numerous projects in the North Shore.
- **Other contractors:** To promote local vendor contracting opportunities, Hook Enterprises, LLC will leverage its longstanding partnership with SIEDC and the Chamber as well as groups such as MWBA and the Staten Island Business Outreach Center to promote additional contracting opportunities as they arise.

Proposed Conditions



STRATEGIES

This project aligns with the following DRI strategies:

Create an environment where small businesses can recover, grow, and thrive to form the foundation of a strong and more resilient corridor

- Support recovery needs and preservation of jobs at local businesses and nonprofits
- Invest in local businesses by supporting improvements to storefronts and commercial space
- Transform underused buildings into move-in ready space for new businesses

Strengthen cultural and community anchors to draw back visitors and establish Downtown as a local and regional destination

- Expand retail, dining, and entertainment options to meet the needs of local residents and visitors
- Showcase the history and culture of the downtown and its residents

ANTICIPATED REVITALIZATION
BENEFITS

Revitalizing 585 Bay Street would have the following benefits:

- **Expand retail space to support job creation:** By adaptively reusing an underused portion of an existing building, Hook Enterprises will be adding to the neighborhood's stock of street-level retail space, adding one of the few new spaces in over a decade. This new retailer will also create new job opportunities for local residents.
- **Improve street-level activation and create a sense of place:** The complete façade renovation will improve the pedestrian experience and attractiveness of this prominent corner, while helping to rebuild the historic character of the neighborhood.
- **Encourage responsible future development:** Transformation within Stapleton would serve to demonstrate what is possible, provide a guide for other small property owners, and incubate dialogue and planning within the community.
- **Promote sustainability:** The improved thermal performance of the exterior façade will have a significant, positive impact on the conditioned space, helping to reduce overall energy consumption of the retail space and building. The lower flat roof, at the rear of the building, will be upgraded to include a green roof design. The benefits of this upgrade are two-fold: first, the soft-engineering of the green roof reduces heat gain on the building and reduces the building's carbon footprint and, secondly, it provides additional thermal resistance to the overall ceiling/roof assembly helping to reduce the overall energy consumption of the retail space and building.

PUBLIC SUPPORT

Several LPC Members advocated for this project as a way to contribute to the overall beautification of the corridor, a critical need identified at the start of the planning process, and as an investment in the corridor's small businesses, a need that has only increased amid the COVID-19 pandemic. In the third Community Open House, participants voiced a desire to ensure that every neighborhood Downtown, not just St. George, received the DRI investment, and this is one of the only Stapleton projects under consideration. Additionally, LPC Members have expressed their belief that this site is a prominent and visible hub in downtown, given its corner location along Bay Street and proximity to the nearby Stapleton rail station.

PROJECTS PROPOSED FOR THE DRI FUNDING

JOBS CREATED

This project will create four to six new retail and operations full-time positions through the adaptive reuse of an underused space on Cross Street into a new storefront. In addition, improving the current tenant’s space will bolster their business, supporting growth and possibly an increase in employment at the existing storefront.

ACQUISITION OF REAL PROPERTY

There is no acquisition of real property required.

PROJECT BUDGET AND FUNDING SOURCES

The total project cost inclusive of the components identified in the application is \$343,000. This total budget includes a 20% equity commitment from Hook Enterprises, LLC. The following breakout identifies the project components and the estimated cost associated with each.

Sources	Amount
DRI	\$274,000
Hook Enterprises	\$69,000
Total	\$343,000

Uses	Amount
Commercial Storefront and Cornice	\$234,000
Brick Pavers	\$39,000
Roof Repairs	\$28,000
Accessibility	\$16,000
Energy Efficiency Split-System HVAC	\$12,000
Windows and Doors	\$9,000
Lighting	\$5,000
Total	\$343,000

FEASIBILITY AND COST JUSTIFICATION

Initial estimates for the project were developed by engineers and contractors retained by Hook Enterprises.

REGULATORY REQUIREMENTS

- NYC Department of Buildings will need to review and approve facility plans for alterations of structural, mechanical, electrical, plumbing, and life safety.
- NYC Fire Department will need to review and approve facility fire code compliance.
- NYC Department of Transportation will need to issue permits for any improvements to the sidewalk. The sidewalk will need to meet all ADA requirements.
- All exterior façade improvements, landscaping, and signage will need to comply with NYC zoning regulations. The project is considered “as of right,” as there are no special variances or waivers required.
- If landscaping occurs in proximity to utilities, standards compliance and infrastructure alteration are subject to ConEdison requirements and easements.

PROJECTS PROPOSED FOR THE DRI FUNDING

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

The owner and consultant team are prepared to initiate design and construction upon selection. It is anticipated that the project will take approximately 9 months to complete.

Project Timeline:

- **Month 1:** Design, construction drawings, and permitting
- **Month 3:** Construction begins
- **Month 9:** Construction completion

PROJECT REPORTING

Key metrics for the renovation of Bay and Cross Street include:

- Jobs created by expansion/addition of the storefront on Cross Street
- Investment in storefronts of neighboring commercial storefronts

DOWNTOWN STATEN ISLAND

Downtown Revitalization Initiative Strategic Investment Plan

.....

Prepared for New York State
Downtown Revitalization Initiative
New York City | November 2020