

DOWNTOWN UTICA

Connecting People, Place, & Purpose

Downtown Revitalization Initiative Strategic Investment Plan

City of Utica
Mohawk Valley Regional Economic Development Council



November 2020



**Downtown
Revitalization
Initiative**



ACKNOWLEDGMENTS

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Cover Image Source: Kelly Murray, The Community Foundation

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FOREWORD

Downtowns define our Cities and regions. With their energy and diversity as well as their artistic, cultural and historical assets, vibrant downtowns serve as anchors and catalysts for local and regional growth. 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.

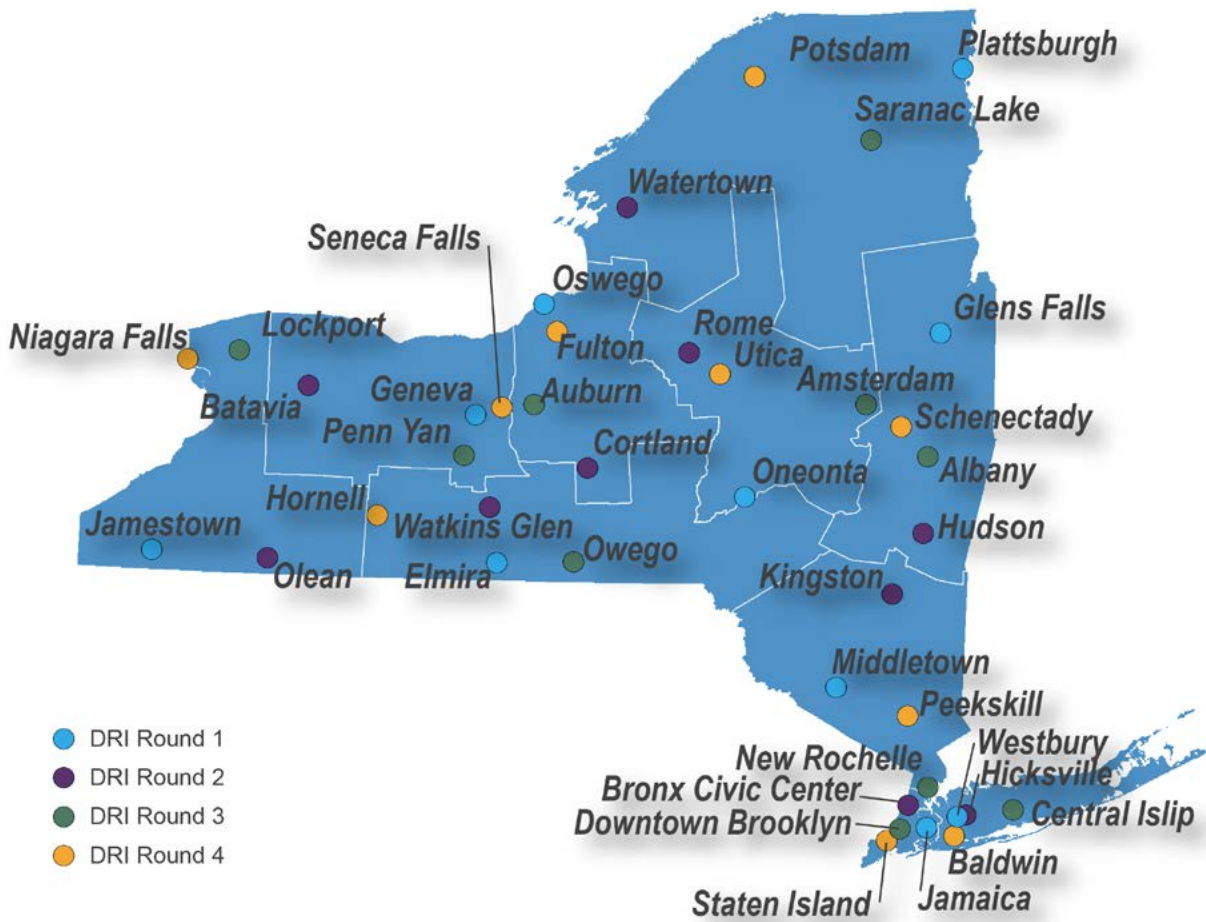
In the first four years of the DRI, the State has committed \$400 million to invest in downtowns that are ripe for revitalization and have the potential to

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 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



DRI Round Four Communities

Western New York: Niagara Falls

North Country: Potsdam

Finger Lakes: Seneca Falls

Capital Region: Schenectady

Central New York: Fulton

Mid-Hudson: Peekskill

Southern Tier: Hornell

New York City: Staten Island

Mohawk Valley: Utica

Long Island: Baldwin, Town of Hempstead

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 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.

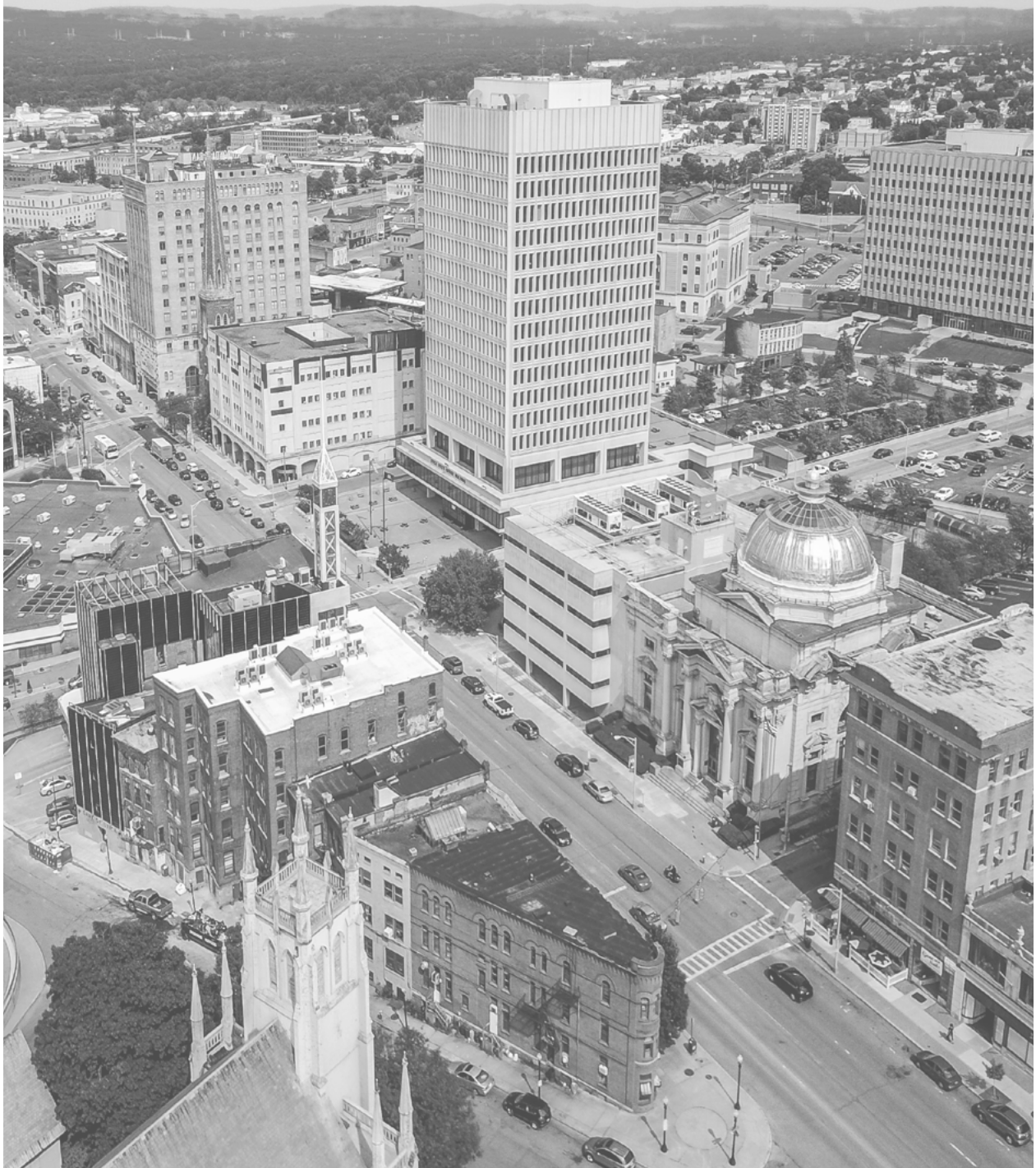
We often hear the phrase “live, work and play” to describe City life, but we need to move beyond that limited characterization. Downtowns are so much more than that; they are a place to connect, eat, shop, drink, learn, absorb, innovate, observe and interact—they serve as a spark to human inventiveness 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.

EXECUTIVE SUMMARY

DOWNTOWN UTICA: CONNECTING PEOPLE, PLACE, AND PURPOSE



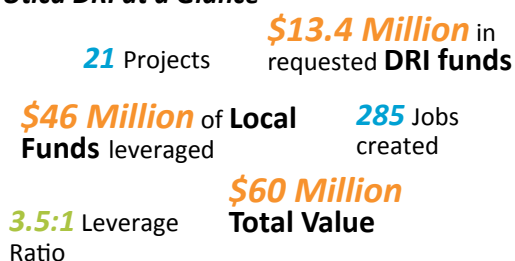
Source: City of Utica

OVERVIEW

Momentum is building as more individuals experience downtown Utica, an exceptional place with numerous opportunities that connect people, place, and purpose. As the Mohawk Valley Region's Round Four Downtown Revitalization Initiative (DRI) winner, Utica has prepared this Strategic Investment Plan by evaluating assets; cataloging past efforts; identifying partners; setting a vision, goals and strategies; engaging community members; and recommending transformative projects. Work on this plan began in 2019, and as the events of 2020 unfolded it became clear that investing in downtown revitalization will be more important than ever as the City recovers from the impacts of the COVID-19 pandemic in the months and years ahead.

A hub of commerce, education, and services within the Mohawk Valley, Utica has witnessed significant investment within and adjacent to the DRI area in recent years. Buildings are being reclaimed and repurposed for mixed-use loft apartments and

Utica DRI at a Glance



commercial uses. More people are living downtown and enjoying interesting and historic architecture, a strong local arts scene, sports venues, restaurants, and a soon to be redeveloped waterfront. The integration of immigrant communities has made Utica one of the most diverse Cities in New York State and has fostered an environment of inclusivity. Utica is not stopping there – this Strategic Investment Plan will help continue its transformation, leveraging the immense civic pride Uticans have for their City.

A wide variety of projects were evaluated while developing the Strategic Investment Plan. The list of potential projects from the DRI application was supplemented by submissions received through an

‘Open Call for Projects.’ Nearly 50 project proposals were assessed using set evaluation criteria that considered their (1) alignment with City and State DRI goals, (2) catalytic effect, (3) project readiness, (4) co-benefits, (5) cost effectiveness and feasibility, (6) sponsor capacity, (7) need, and (8) public support. Each project was further evaluated based on alignment with DRI strategies and synergies with other plans.

Based on the evaluation, the LPC recommends 21 projects for DRI investment across three categories:

- Sixteen projects are recommended in the New Development and Rehabilitation of Existing Structures category including developing or redeveloping property for mixed-use, commercial, residential, or public uses. It is worth noting that these projects are split evenly between for-profit/private developers and non-profit entities.
- Four projects are recommended in the Public Improvement category including improving the streetscape by incorporating pedestrian improvements and green infrastructure practices, repairing critical infrastructure to support anticipated growth, creating new and exciting recreational amenities, and incorporating public art as an economic driver.
- One project is recommended in the Revolving Loan and Grant Fund category. This project establishes a Business Assistance Fund for interior and exterior improvements.

These projects have a combined value of almost \$60 million, including local leverage of \$46 million and requested DRI funds totaling \$13.4 million, resulting in an overall leverage ratio of 3.5 to 1. These projects are projected to create between 220 and 330 jobs or more. Most are estimated to be completed before the end of 2022. Additional impacts are anticipated as follows: (1) New investment in market-rate housing (2) Improved building façades (3) A more active, safe, and attractive public realm (4) A high quality experience for visitors, residents and businesses in downtown.

THE DOWNTOWN REVITALIZATION INITIATIVE AREA

The DRI area is a compact and walkable area centered on Genesee Street - Utica's "Main Street" commercial corridor. It includes the north and south gateways to Genesee Street and encompasses portions of the Commercial District, and the Arts & Culture District at Oneida Square. Each distinct district complements the next and connects downtown to the surrounding neighborhoods of Bagg's Square, Harbor Point, the brewery district, Cornhill, the international district, and Uptown.

The DRI area is distinguished by its distinctive architecture, renowned arts & cultural assets, historic character, and sense of authenticity and community pride. It is a hub for small businesses, government agencies, educational and community institutions, restaurants, museums, and entertainment venues. Together, these assets employ hundreds of people and provide live, work, and play opportunities to the surrounding region.

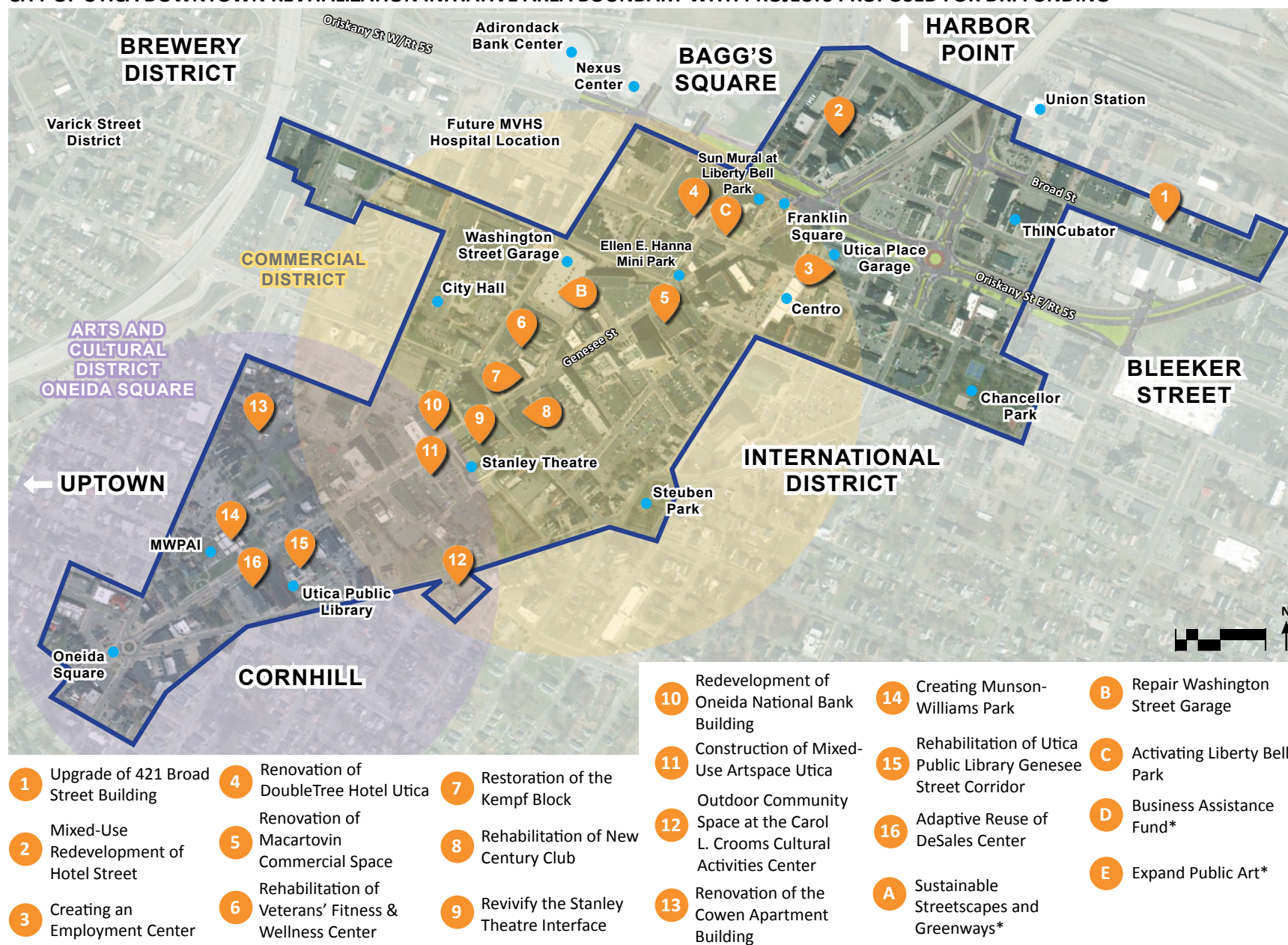


VISION

Downtown Utica: Connecting People, Place, and Purpose

Daily activity in Utica's vibrant downtown unites the community, attracts new residents and visitors, and stimulates new investment in both private buildings and public amenities. Downtown is a beautiful reflection of the diverse people who call Utica home, celebrating the City's many communities, interesting and authentic architecture, strong local arts scene, and innovative businesses. An inclusive urban neighborhood incorporates a variety of uses that support downtown living, working, and playing. The City center is well connected by safe, beautiful, and accessible public spaces that encourage walking, biking, sustainable lifestyles, and pride of place.

CITY OF UTICA DOWNTOWN REVITALIZATION INITIATIVE AREA BOUNDARY WITH PROJECTS PROPOSED FOR DRI FUNDING



Source: Elan.3 Consulting and MRB Group. Esri 2019 Note on Map: *Projects located throughout the DRI area and not shown on map

CHALLENGES AND OPPORTUNITIES

During a process that included discussions with community members, stakeholder interviews, and in-depth socioeconomic analysis, the following challenges and opportunities were identified for downtown Utica:

CHALLENGES

- 1 Underutilized buildings and inactive storefronts
- 2 Deteriorating historic assets and infrastructure
- 3 Uninviting streetscapes disproportionately dominated by motor vehicles
- 4 Insufficient green space and pedestrian infrastructure for all users
- 5 Lack of connectivity between City districts
- 6 Aging and low-quality housing stock creating an unmet demand for downtown housing
- 7 Insufficient commercial space including quality office space and experiential retail
- 8 Low income levels and limited job opportunities
- 9 Socio-economic impacts of the COVID-19 pandemic including major disruptions to economic activities, public and private income streams, and the delivery of goods and services

OPPORTUNITIES

- 1 Substantial ongoing and anticipated investment in the City and metropolitan area
- 2 Richly diverse community making Utica a multi-cultural hub in the region
- 3 Strong anchor institutions that instill a sense of place while investing in the community and attracting visitors downtown
- 4 Extensive park network with regional linkages
- 5 Historic buildings and infrastructure for redevelopment
- 6 Growing population with a mix of ages and talents to support a vibrant downtown
- 7 Existing and anticipated demand for downtown housing and commercial space
- 8 Concentration of major employers across diverse industries
- 9 Numerous historic and cultural assets including landmark buildings, architecture, and public art
- 10 A supportive foundation of complementary plans and redevelopment initiatives
- 11 Increased use and interest in public outdoor spaces

GOALS AND STRATEGIES FOR DOWNTOWN REVITALIZATION

Considering the challenges and opportunities identified for downtown Utica, a series of goals and strategies were developed to achieve the community's vision for a revitalized downtown that connects people, place and purpose.

GOAL 1: PEOPLE

Build community by promoting inclusiveness, equity, and diversity while fostering arts, culture, and entertainment.

STRATEGY 1.1: Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds.

STRATEGY 1.2: Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs.

STRATEGY 1.3: Increase housing downtown, maintaining a balance of affordable and market-rate residences.

STRATEGY 1.4: Support projects that highlight diversity.

STRATEGY 1.5: Showcase art and culture through public exhibits and events.

STRATEGY 1.6: Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year.

GOAL 2: PLACE

Create an attractive, sustainable downtown for residents and visitors with a safe, inviting, and healthy environment that is well connected to local neighborhoods and the Mohawk Valley.

STRATEGY 2.1: Implement a comprehensive and sustainable redesign of streetscapes and public spaces.

STRATEGY 2.2: Expand green spaces and sustainable infrastructure to maintain a healthy environment.

STRATEGY 2.3: Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration.

STRATEGY 2.4: Improve walkability, bikeability, and public transit options through complete streets projects that strengthen connections within the City and region.

STRATEGY 2.5: Expand amenities to support and enhance downtown living and quality of life.

STRATEGY 2.6: Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley.

GOAL 3: PURPOSE

Create transformational growth opportunities that revitalize downtown buildings and anchors, stimulate economic development, and grow public private partnerships.

STRATEGY 3.1: Repurpose, rehabilitate, and revitalize vacant buildings and storefronts.

STRATEGY 3.2: Encourage mixed-use redevelopment to support living, working, and playing downtown.

STRATEGY 3.3: Strategically leverage public resources to jumpstart larger private investments and community initiatives.

STRATEGY 3.4: Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners.

STRATEGY 3.5: Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base.

STRATEGY 3.6: Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers.

COMMUNITY PARTICIPATION

Inclusive community engagement is vital to a successful DRI plan. Development of the Strategic Investment Plan was a community-driven process with 20 public engagement opportunities over 10 months that attracted a total of 750 public participants.¹

To ensure the interests of the community were appropriately reflected, a Local Planning Committee composed of community leaders and key stakeholders was appointed to lead the development of the Strategic Investment Plan. LPC meetings were open to public observers with dates posted in advance.

Public Involvement by the Numbers

- 1 Community Survey with **245** Respondents
- 1 Public Presentation with **32** Participants
- 1 Call for Project with **30+** Submissions
- 2 Public Open Houses with **103** Participants
- 3 Map It stations with **30** Participants
- 4 Stakeholder Meetings with **60+** Participants
- 5 Focus Groups with **35** Participants
- 6 LPC meetings with **240+** Observers
- 65+** Written Comments Shared
- 120** Subscribers to the Utica DRI Mailing List
- 200+** visitors to UticaDRI.com

A Public Engagement Plan created with the LPC at the outset of the DRI planning process outlined a variety of public activities and outreach strategies. These included in-person and online activities, opportunities to submit feedback verbally or in writing, and outreach through local newspapers, radio, television, social media, email, flyers, billboards, and more. Special care was taken to reach groups that are traditionally underrepresented at public events and to create events and materials that were accessible to persons with disabilities and limited English proficiency. Engagement strategies evolved to meet the needs of the community, especially during the COVID-19 pandemic when

events were held virtually to protect public safety without compromising transparency.

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

The DRI will be implemented by the City of Utica and local private and non-profit organizations with the support of Utica's dedicated residents, business owners, community leaders, and media.

The City of Utica will be responsible for the public projects, led by the Department of Urban & Economic Development with support from the City's Engineering Department and Parks Department. The City has a demonstrated capacity for project management and organization that will help ensure the success of its downtown revitalization efforts.

Private projects will be managed and implemented by individual project sponsors. These sponsors have documented track records, partnerships, and local support. All projects will be subject to state and local regulations and approvals. The City of Utica will offer guidance where needed.

The City intends to convene the LPC on a semi-annual basis to provide updates on the progress of each active DRI project.

Below: Community members map desired public space improvements (Source: Elan.3 Consulting)



¹ Represents total gross participants (as opposed to net total of individual participants)

PROJECTS RECOMMENDED FOR DRI FUNDING

A total of twenty-one projects are recommended by the LPC for DRI funding including sixteen private/non-profit projects and five public projects.

Private Projects



1

Upgrades to 421 Broad Street Building for Local Food Service Business

Total Cost: \$ 605,000 **DRI Funding:** \$ 145,000

Renovation of the first floor, parking lot, and roof at 421 Broad Street to accommodate a food service business.



2

Mixed-Use Redevelopment of Hotel Street

Total Cost: \$ 12,591,726 **DRI Funding:** \$ 625,000

Transformation of vacant and underutilized historical buildings on Hotel Street into a mixed-use development with commercial space and market-rate apartments.



3

Creating an Employment Center to Prepare and Attract a Diverse Workforce

Total Cost: \$ 724,000 **DRI Funding:** \$ 624,000

Creation of an Employment Center offering culturally and linguistically appropriate training and employment services for diverse populations working in the region.



4

Renovation of DoubleTree Hotel Utica Upper Floors

Total Cost: \$ 4,000,000 **DRI Funding:** \$ 750,000

Renovation of the vacant upper four floors of DoubleTree by Hilton Hotel Utica to create unique luxury suites that can accommodate businesses travelers and other visitors in Downtown Utica.



5

Renovation of Macartovin Commercial Space to Attract Businesses to the City's Commercial Corridor

Total Cost: \$4,106,753 **DRI Funding:** \$ 600,000

Historic rehabilitation of the Macartovin building's vacant first floor that will bring commercial space downtown, attracting businesses to the heart of the City's commercial corridor.



Rehabilitation of Veterans' Fitness & Wellness Center

Total Cost: \$ 793,000 **DRI Funding:** \$ 650,000

Restoration of the locker rooms and parking area of the Veterans' Fitness and Wellness Center, enhancing a valuable recreational amenity for downtown living and community well-being.



Restoration of the Kempf Block into Mixed-Use Redevelopment

Total Cost: \$ 5,675,000 **DRI Funding:** \$ 750,000

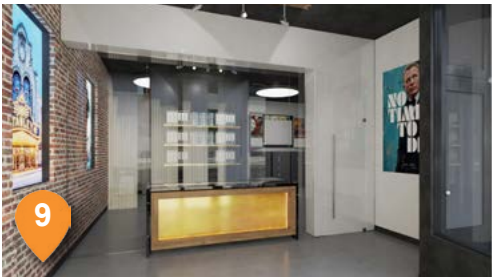
Reactivation of blighted and underutilized buildings in the City's Commercial Business District to add market-rate apartments, commercial space, and retail storefronts.



Rehabilitation of New Century Club into Modern Commercial Space

Total Cost: \$ 2,600,000 **DRI Funding:** \$ 375,000

Rehabilitation of one of downtown Utica's most historically significant buildings, the New Century Club, to create new commercial office space.



Revivify the Stanley Theatre Interface

Total Cost: \$ 449,250 **DRI Funding:** \$ 340,250

Creation of a more welcoming and accessible interface for the iconic theatre with upgrades to the Genesee Street entrance and the box office department.



Redevelopment of Oneida National Bank Building to Establish Mohawk Valley's Commercial Kitchen/Food Incubator

Total Cost: \$2,000,000 **DRI Funding:** \$ 400,000

Conversion of vacant space on the fifth floor of the former Oneida National Bank building into the Mohawk Valley's first Commercial Kitchen / Food Incubator.



Construction of Mixed-Use Artspace Utica: Affordable Live/Work Artist Housing

Total Cost: \$11,900,000 **DRI Funding:** \$ 650,000

Construction of a new, four-story, mixed-use building with community/commercial space and affordable live/work units for local artists and their families.



Bestowing Roots and Wings: Outdoor Community Space at the Carol L. Crooms Cultural Activities Center

Total Cost: \$ 111,000 **DRI Funding:** \$ 111,000

Conversion of two vacant lots into multi-purpose event spaces to complement the community and business programming of the Carol L. Crooms Cultural Activities Center.



Renovation of the Cowen Apartment Building to Provide Quality Downtown Housing Options

Total Cost: \$1,035,000 **DRI Funding:** \$ 250,000

Transformation of the Cowen Apartment building with interior and exterior renovations to create modern residential units and expand the housing stock within the City's urban core.



Creating Munson-Williams Park at Munson-Williams Proctor Arts Institute (MWPAI)

Total Cost: \$ 1,019,500 **DRI Funding:** \$ 819,500

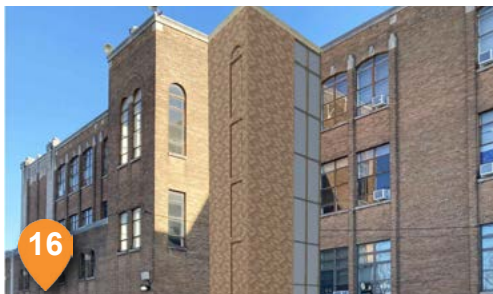
Creation of a large public-access park on underutilized MWPAI land in the Oneida Square neighborhood with arts and culture programming.



Rehabilitation of Utica Public Library Genesee Street Corridor

Total Cost: \$ 111,650 **DRI Funding:** \$ 110,650

Rehabilitation of sidewalks, stone pillars, and catch basins along the Genesee St entrance of the Utica Library to help preserve and maintain a landmark civic institution downtown.



Adaptive Reuse of DeSales Center for Inclusive Community Services

Total Cost: \$ 892,539 **DRI Funding:** \$ 500,000

Activation of 50,000 ft² of underutilized space to transform the DeSales building into a more inclusive, accessible community center by installing an elevator and replacing damaged windows.

Public Projects

**Creating Sustainable Streetscapes and Green Gateways****Total Cost:** \$ 3,101,342 **DRI Funding:** \$1,911,450

Enhancement of streetscapes for pedestrians, bicyclists, and motorists; redesign of downtown gateways; and creation of a more welcoming environment for visitors and residents.

**Repair Washington Street Garage to Expand Parking Downtown****Total Cost:** \$ 5,000,000 **DRI Funding:** \$2,000,000

Repairs to a 3-deck downtown parking facility that prioritize recommended improvements to the slab, structure, and stair tower to return critical downtown parking spaces.

**Activating Liberty Bell Park****Total Cost:** \$278,350 **DRI Funding:** \$278,350

Conversion of Liberty Bell Park to a year-round, multi-purpose space for outdoor recreation and public events with improved lighting, landscaping, hardscaping, furnishing, and an ice rink in winter.

**Business Assistance Fund****Total Cost:** \$1,500,000 **DRI Funding:** \$750,000

Establishment of a grant fund for eligible small businesses within the DRI area for expansion and improvement projects.

**Expand Public Art to Create a Vibrant Arts-themed Corridor****Total Cost:** \$1,075,000 **DRI Funding:** \$750,000

Installation and restoration of public art throughout downtown in partnership with local artists. Project elements include a facelift for the Utica Place Garage, repairs to the iconic Sun Mural, and the creation of placemaking activity hubs.

SECTION I

DOWNTOWN PROFILE AND ASSESSMENT



Source: City of Utica

OVERVIEW

Situated on the eastern border of Oneida County, Utica is known for its cultural diversity, industrial history, and determined spirit. The area experienced a boom in the early 20th century fueled by a thriving manufacturing sector. Textile, furniture, lumber, and heavy machinery operations provided a strong base for the local economy. The population doubled between 1900-1950, supplemented by an influx of immigrant labor.² By 1918, the Barge canal and Utica harbor were constructed a mere quarter mile from downtown, providing crucial infrastructure to support the growing City.³ The canal systems and railroads connecting the City to the world solidified Utica's position as a hub for industry and innovative economic expansion.

In the latter half of the 20th Century, the economic headwinds of globalization steered Utica's manufacturing base and population toward a slow decline. As in other rust belt Cities, much of the infrastructure built during the mid-century boom became vacant and dilapidated. This has presented both a challenge and an opportunity. A notably low cost of living coupled with vacant housing stock allowed refugee communities to resettle in Utica, staunching the population decline.

As a result, the City now boasts an exceptionally diverse and inclusive setting with a high foreign-born population for the region. In addition, Utica has begun to see substantial reinvestment across the City, indicative of a community on the rise. Developers recognize the enormous potential of Utica's distinctive buildings and districts such as historic Bagg's Square and the 20th century textile mills that put Utica on the map. New investments will ultimately bring jobs, residents, and tax revenues to the region.

Several local agencies have the demonstrated capacity to enact positive change in Utica. The City's Department of Urban and Economic Development is committed to the sustained betterment of the community through planning and zoning, and economic and community development initiatives. The Utica Industrial Development Agency facilitates business development and advances the economic welfare of the City residents. The Community Foundation of Herkimer and Oneida Counties has a long history of creating strategic partnerships that have provided positive social impacts throughout Utica and Oneida County. Mohawk Valley EDGE has provided county and regional-level leadership in implementation. The City, and its partnering agencies, are committed to facilitating revitalization, as exemplified by a record of ambitious planning and economic development efforts.

Today, the City of Utica is attracting young professionals and businesses back to the Mohawk Valley and reclaiming its position as a great place to live and work. Utica's defining characteristics, including its historic buildings, central "Main Street" (Genesee Street), diverse demographics, and affordable cost-of-living have the potential to drive a unique and thriving downtown. The Downtown Revitalization Initiative will inject new life into underutilized economic assets and help to foster community, sustainability, and transformational growth opportunities. Future investments supported by the DRI will advance the City's comprehensive mission to create "the best little City in America."

Below: Historic panorama of the City of Utica, ca. 1909 (Source: Haines Photo Co. (Conneaut, Ohio) and United States Library of Congress)



² U.S. Census "Historical Statistics on the Foreign-born population of the United States. 1850 to 2000" Campbell Gibson and Kay Jung

³ Romano, Paul. A Brief History of the Utica Harbor.

DRI AREA

The DRI boundary surrounds a compact and well-defined area bisected by Genesee Street, the City's "Main Street" corridor. The DRI area stretches from Genesee's northeast gateway, located at Broad Street and Oriskany Street/Route 5S, to Genesee's southwest gateway located at Oneida Square. It incorporates the **Commercial District**, and the **Arts & Culture District at Oneida Square**. Each district has a distinct but synergistic purpose, appealing to residents and tourists of all ages, and linking to the surrounding neighborhoods. These include the international district, Bleeker Street, and Cornhill neighborhoods to the southeast; the brewery district to the west; and Uptown just south of Oneida Square. The DRI area is distinguished by its arts & cultural assets, historic character, distinctive architecture, and sense of authenticity. It is a hub of small businesses, government agencies, restaurants, museums, and entertainment venues. Together, these assets employ hundreds of workers and provide live, work, and play opportunities to the surrounding region.

As shown in Map 1, the DRI boundaries are as follows:

The **northeastern boundary** begins at the corner of Whitesboro and Seneca Streets. It follows Whitesboro Street east for two and a half blocks, then cuts across the N. Genesee Street ramp to run approximately 150 feet parallel to the north

edge of Broad Street, following the northern edge of the parcels on the north side of Broad Street, terminating at Oriskany Street/NYS Route 5S.

The **southeastern boundary** follows the right-of-way line on the south side of Broad Street west. Shifting to the center of the road, it then turns south on 1st Street, rounds Chancellor Park to follow Elizabeth Street west, turns south along Charlotte Street, and rounds the east side of Steuben Park to follow Park Avenue south until South Street. It then encompasses the parcel at 1105 Park Avenue before continuing down the center of Park Avenue to the intersection with Eagle Street. Here it turns down Kemble Street to encompass 102 Park Street, then bisects the Kemble/Hobart/Park block, following the western edge of the parcels fronting Kemble Street to the northern edge of the parcels fronting Hobart Street. It continues along the western boundary of 111 Hobart Street where it stops on the southwest corner of the parcel. The boundary then follows the center of Hobart Street west to Genesee Street where it turns north for one block then west on Tracy Street. It then follows Hart Street north to the rear lot lines of the parcels that front the north side of Plant Street.

The **southwestern boundary** begins at Cornerstone Community Church at the corner of Plant and State Street, follows the center of State Street north, Aiken Street east, and Cornelia Street north to Kennedy Plaza at the west side of City Hall. Here it turns west to bisect the Court/Cornelia/State block and follows the southern edge of the parcels on the south side of Columbia Street until it meets NYS Route 12. It turns north to encompass the 600 State Street parcel then turns east to follow the center line of Columbia Street to Broadway. It then turns north on Broadway, then east along the centerline of Oriskany Street/NYS Route 5s, and north on Seneca Street to the corner of Whitesboro Street where it meets the northeast corner of the boundary.

Below: Washington Square (Source: Kelly Murray, The Community Foundation)



MAP 1: CITY OF UTICA DOWNTOWN REVITALIZATION INITIATIVE BOUNDARY AREA

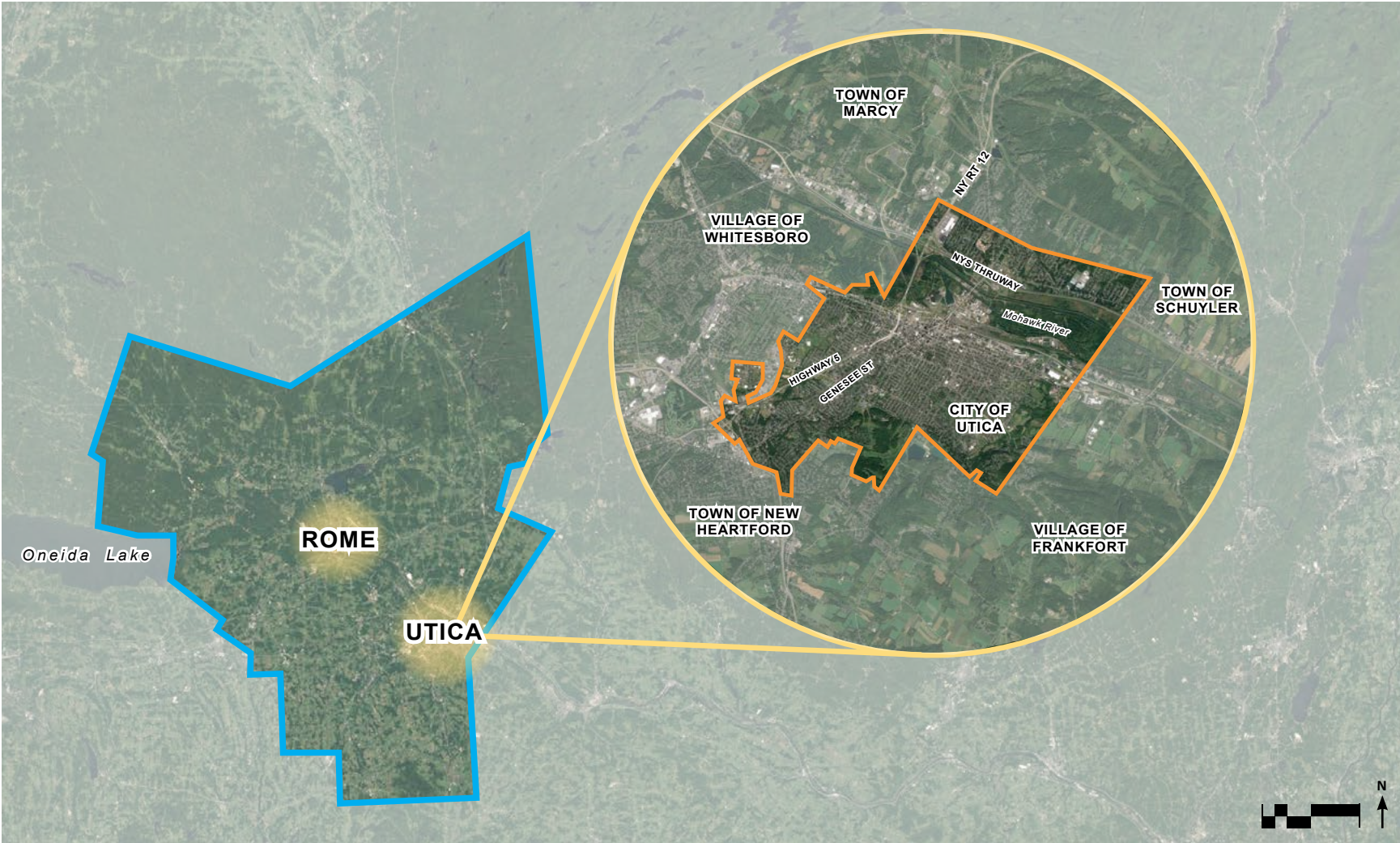


LEGEND

— DRI Boundary Area

Source: Elan.3 Consulting and MRB Group. Esri 2019.

MAP 2: CITY OF UTICA DOWNTOWN REVITALIZATION INITIATIVE REGIONAL CONTEXT



LEGEND

- Oneida County Boundary
- City of Utica Boundary

Source: Elan.3 Consulting. Google Earth Pro 2020.

PAST PLANNING EFFORTS

City of Utica Master Plan (2011)

In 2011, the City of Utica prepared a sustainable, neighborhood-based Master Plan. The plan is a living document that provides a roadmap for economic growth. It includes guidance on development strategies, economic incentives, and land use controls to enable the City to reach its full potential. The Master Plan aims to create a thriving City that is a center for opportunity, the heart of regional creativity, and one that celebrates diversity and sustainable development. The guiding principles of the Master Plan are heavily aligned with the DRI goals and vision.

City of Utica Waterfront Access Plan (2011)

The City of Utica sits along 21 miles of underutilized waterfront property on the Erie Canal and Mohawk River. In 2011, the City released a Waterfront Access Plan with a cohesive vision for improving public access and amenities on these waterfronts. The plan enables developers, the City, community members, and other stakeholders to work collaboratively toward local interests and all future waterfront development projects. The City's waterfront property is directly adjacent to the DRI area, providing collaborative benefits to downtown as both initiatives come to fruition.

Opportunity Area ReVITALization Plan

Brownfields are defined as any real property where redevelopment or reuse may be complicated by the presence or perceived presence of environmental contaminants. The New York State Brownfield Opportunity Area (BOA) Program provides resources to establish effective revitalization strategies for areas impacted by the presence of such brownfields.

Utica has a sizable inventory of brownfield sites that are primed for redevelopment. In 2014, the City completed a BOA Step 1 Pre-Nomination Study that incorporates redevelopment recommendations and strategies for the identified sites. The City of Utica is currently in the process of developing a more detailed BOA revitalization plan for its industrial corridor that will ultimately lead to the request for a formal designation of the BOA. This designation may

provide incentives for environmental remediation and redevelopment. The City's BOA overlaps significantly with the DRI area in Bagg's Square Historic District and the adjacent Harbor District.

City of Utica Community Needs Assessment (2014-2015)

The Community Needs Assessment (CNA) was a collaborative effort with the Department of Housing and Urban Development (HUD) as well as other Federal, State and local partners. The CNA helped Utica identify priority needs, providing the framework for a 2-Year Action Plan. A myriad of individuals, groups, and community members helped build the CNA plan to reshape Utica's future. Participants included nine community stakeholder groups that convened roundtables to discuss specific issues and solutions; 1,454 Proctor High School students and area youths under age 25 who completed priority needs surveys; and 1,024 adult participants who accessed an online survey.

Downtown Vision Plan (2019)

The Downtown Vision and Action Plan was prepared by the Global Architecture firm NBBJ, in partnership with the Community Foundation of Herkimer and Oneida Counties, the Greater Utica Chamber of Commerce, Mohawk Valley EDGE, and the Genesis Group. This plan establishes comprehensive long-term goals for downtown Utica. At the heart of the plan is a commitment to building pride within the community and supporting economic revitalization. Other goals identified by the program include building on existing economic assets, celebrating history and heritage, and incorporating smaller planning activities into overarching long-term goals.

Utica Parks and Recreation Master Plan (2019)

The Utica Parks and Recreation Master Plan, adopted in 2019, analyzed Utica's Park system including the specific characteristics of 17 parks, 3 pools, Memorial Parkway, and trails throughout the City. The plan incorporated public input to produce a series of recommended policies and projects to create more vibrant, accessible, inclusive, and connected parks and recreation areas in the City. The Plan also contains implementation strategies including priorities, timeframes, cost, design

guidelines, and funding options. The plan supports a greener, more connected downtown with parks and recreational opportunities for all.

2020-2024 Consolidated Plan & 2020-2021 Annual Action Plan

The Consolidated Plan outlines the framework for the implementation of Federally-funded programs addressing housing, community, and economic development. The Plan is associated with the U.S. Department of Housing and Urban Development under the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and Emergency Solutions Grant (ESG) programs. The Plan establishes the City's goals for the next five years and outlines initiatives to improve public infrastructure; rehabilitate and construct decent, safe, and healthy housing; create suitable living environments; remove slums and blighting conditions; promote fair housing; improve public services; expand economic opportunities; and benefit low and moderate income persons. The plan includes preliminary measures related to COVID-19 response and recovery.

PREVIOUS AND PLANNED PROJECTS AND INVESTMENT

Over the past 5 years, Utica has seen substantial investment in line with the DRI vision and goals. Projects have included redevelopment of historic buildings in Bagg's Square and revitalization of cultural and artistic assets. Through these and other projects, hundreds of millions of dollars have been, and will continue to be, invested in Utica, (see Figure 1).

In addition, there are several planned investments throughout the City


and Greater Utica Area that will advance local economic development opportunities. These include:

- **The Harbor Point project**, which will connect downtown to premiere waterfront property adjoining the northern border of the DRI area.
- **The MVHS Healthcare Campus, U District, and the Brewery District** directly west of downtown which have received substantial, ongoing investment. The Healthcare campus alone is expected to bring over 3,000 employees downtown with accompanying economic benefits.
- **Marcy Nanocenter** at SUNY Polytechnic Institute, which is located just outside the DRI area in the suburb of Marcy, New York. The Nanocenter is a 450-acre campus designed for semiconductor manufacturing. Cree, a global leader in the semiconductor industry, has committed to developing a \$1 billion state-of-the-art manufacturing facility at the Nanocenter which is projected to create more than 600 jobs over an eight-year period. A significant majority of the newly created positions will be highly-skilled and highly-paid jobs, likely resulting in an increased demand for local amenities. These jobs will expand the tax base and attract young professionals to take full advantage of all the area has to offer.

The DRI aims to leverage these and future investments.

FIGURE 1: PREVIOUS INVESTMENT SUMMARY (2014-2019)


Walkability, Bikeability
& Vibrancy
\$ 18,355,000


Downtown Anchors
\$ 316,928,600


Inclusiveness & Equity
\$ 8,833,236


Physical Environment & Sustainability
\$ 6,993,000


Arts & Culture
\$ 3,965,000


Economic Development
\$ 119,622,300


Administration
\$ 829,000

\$475,526,136
Total Investment

Figure 1 Source: Infographics from <https://www.flaticon.com>. Information from City of Utica DRI Application (2019)

ADVANCEMENT OF MOHAWK VALLEY REDC GOALS

The Mohawk Valley Regional Economic Development Council (MVREDC) is the strategic economic advisory board for the greater Mohawk Valley Region. In its 2019 Mohawk Valley Progress Report, the council identified strategies for placemaking and downtown revitalization, removing barriers to opportunities, and sparking transformation that aligned with the following guiding principles:

“Work each day to guarantee opportunity and prosperity for many, not just a few. Address barriers to employment, giving families the tools to succeed, rebuilding neighborhoods and infrastructure, and being stewards of New York’s natural resources.”⁴

These built on the 2015 Mohawk Valley Upstate Revitalization Initiative plan, which emphasized the importance of increasing tourism, developing vibrant communities, and promoting an opportunity agenda. Among other things, these strategies seek to secure a rewarding and affordable quality of life for all residents and to revitalize urban core neighborhoods through adaptive reuse of vacant,

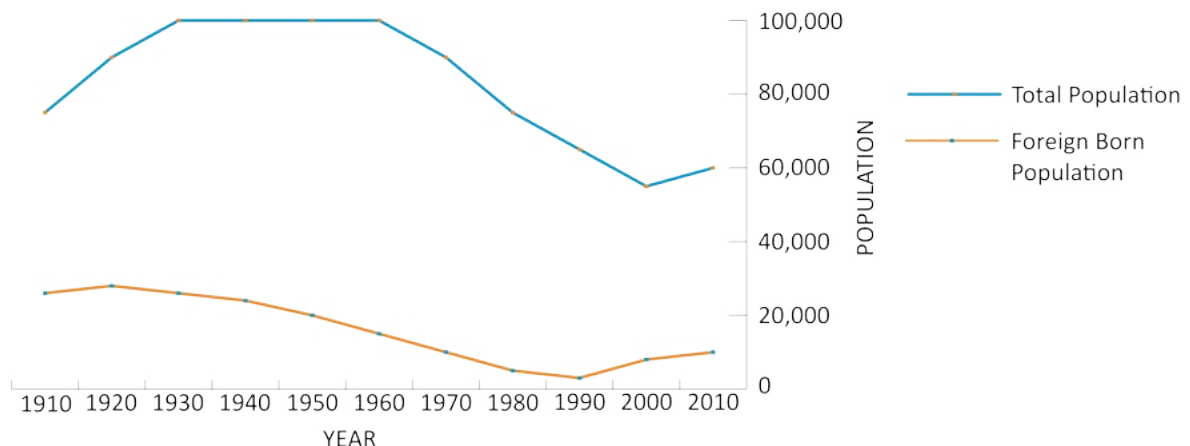
abandoned, and underutilized anchor properties in targeted mixed-use districts.

Utica’s DRI furthers MVREDC goals by incentivizing and attracting visitors and industry to the downtown area. Projects leveraged through DRI funding will provide ample and inclusive opportunities for the community, ultimately contributing to progress and increased development for the entire Mohawk Valley Region.

SOCIO-ECONOMIC CONDITIONS

The following subsection provides an overview of socio-economic data for the DRI area and the City of Utica as a whole. This data provides insights on how economic influences shape the area. Data included in the snapshot are sourced from the US Census, American Community Survey, the Bureau of Labor Statistics, Esri Business Analyst Online (BAO), and Economic Modelling Specialists International (EMSI). Note that the data was collected prior to the onset of the COVID-19 pandemic and, therefore, does not include any pandemic-related impacts.⁵

FIGURE 2: TOTAL POPULATION OF THE CITY OF UTICA INCLUDING TOTAL FOREIGN-BORN POPULATION (1910-2010)



Source: The Center and US Census, "Historical Census Statistics On The Foreign-Born Population Of The United States: 1850 To 2000," Campbell Gibson and Kay Jung

⁴ State of the Region: Mohawk Valley 2019 Progress Report

⁵ Data Notes: Economic Modeling Specialists International (EMSI) - Data provided by EMSI enables the analysis on industry composition of a study area, organized by North American Industry Classification System (NAICS). Data is aggregated from approximately 90 sources, resulting in comprehensive industry-specific datasets at the local level. ESRI Business Analyst Online (BAO) - ESRI provides location-specific market insights on demographics, lifestyle, and spending characteristics of a defined community. Data sources are map-based enabling analysts to extrapolate data from defined DRI boundary. ESRI sources data from the U.S. Census Bureau, the U.S. Postal Service, the American Community Survey (ACS), and internal statistical models.

Population Characteristics

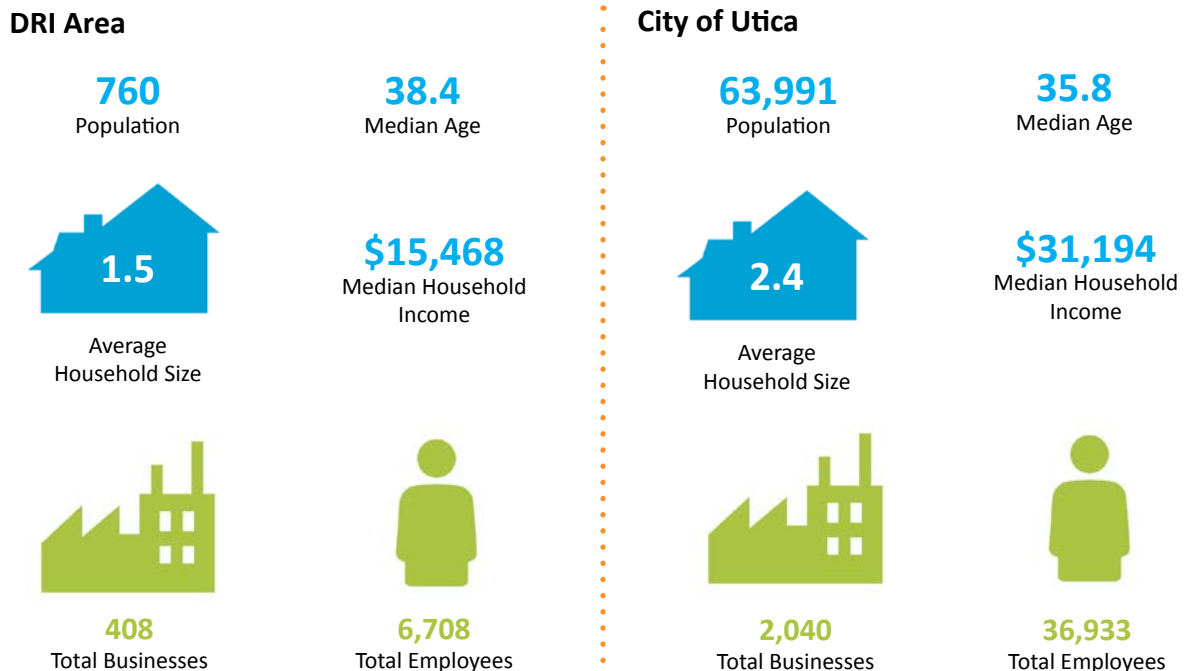
Following a steady decline from the 1960s, Utica's population is growing once again (see Figure 2). The current population of the City of Utica is estimated at 63,991. This is a significant decrease since the 1960s when the population was well over 100,000. Slow and steady decline in population from the 1960s to early 2000s was mainly driven by the restructuring and significant downsizing of large area employers such as Lockheed Martin and Griffiss Air Force Base. Additionally, the rise of automobile ownership in the postwar era drove City residents out to prevalent suburbs of Whitestown, New Hartford, and Marcy. Within the last decade, the City of Utica has experienced a slight increase in population which is forecasted to grow another 1.5 % between 2019 and 2024. (Esri 2019)

A small but rapidly growing downtown population is indicative of an unmet demand for quality housing downtown. The DRI area population in 2019 was 760 residents, only 1.2% of the City's total population. The small

downtown population suggests there are limited housing opportunities in terms of both quantity and quality. Notably, from 2015 to 2019 the DRI area population grew 8.9% while the City of Utica population increased less than one percent (0.8%) (Esri 2019). Several market-rate luxury apartment and loft developments were undertaken in the DRI area during this time frame, supplying new housing options.

To ensure a healthy mix of downtown residents, housing opportunities must serve the needs of millennials, retirees, and new families. Average household size for the DRI area is smaller than the City as a whole at 1.5 and 2.4 respectively. This characteristic suggests that the DRI area contains more singles households than families. Singles households are likely filled with a mix of empty-nesters and young professionals. The DRI area also has a higher concentration of Baby Boomers and Generation X'ers relative to the City.⁶ Accordingly, the median age in the DRI area is slightly higher than the City as a whole. (Esri 2019)

FIGURE 3: KEY DEMOGRAPHIC STATISTICS FOR THE DRI AREA AND THE CITY OF UTICA



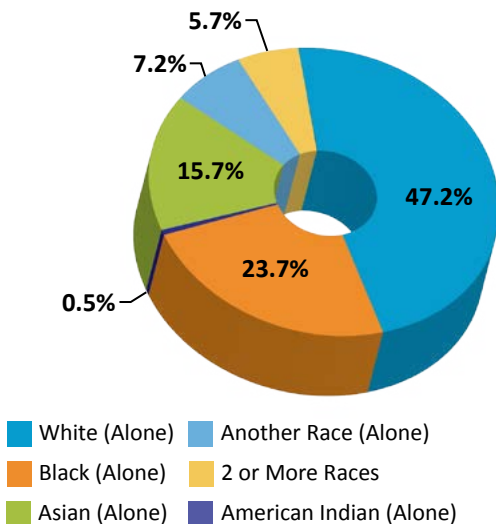
Source: American Community Survey (ACS) 2013-2017.

⁶ Baby Boomers are defined as individuals born between 1946 and 1964; Generation X is defined as individuals born between 1965 and 1980

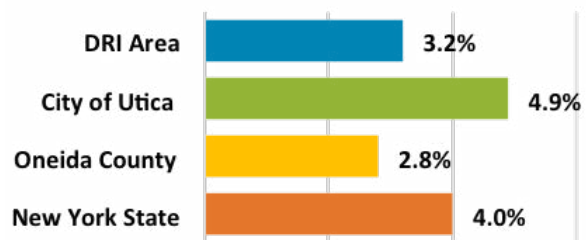
TABLE 1: DEMOGRAPHIC TRENDS IN THE DRI AREA, CITY OF UTICA, AND ONEIDA COUNTY (2010- 2024)

	DRI AREA	CITY OF UTICA	ONEIDA COUNTY
Population			
Census 2010	714	62,235	234,878
Estimated 2019	760	63,991	237,444
Projected 2024	764	63,760	235,575
Total Households			
Census 2010	452	24,905	93,028
Estimated 2019	484	25,267	93,635
Projected 2022	487	25,068	92,620
Median Age			
Census 2010	37.1	34.8	40.8
Estimated 2019	38.4	35.8	42.2
Projected 2024	39.2	36.8	42.8
Percent of Population Age 65+			
Census 2010	11.4%	14.8%	16.3%
Estimated 2019	15.1%	16.7%	19.7%
Projected 2024	15.8%	17.9%	22.1%
Median Household Income			
Estimated 2019	\$15,468	\$35,194	\$54,345
Projected 2024	\$16,433	\$38,464	\$58,401
Per Capita Income			
Estimated 2019	\$11,825	\$19,844	\$27,776
Projected 2024	\$12,929	\$22,261	\$31,098

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024

FIGURE 4: RACE AND ETHNICITY IN THE DRI AREA

Source: Esri 2019.

FIGURE 5: UNEMPLOYMENT RATE (2019)

Source: Esri 2019.

Income

Median household income is 56% lower in the DRI area than the City of Utica. Per capita income is 40% lower. The median household income would enable a household of one, but no more, to live above the poverty line.⁷ The poverty line was \$17,240 for a household of two in 2020.

Race and Ethnicity

Downtown Utica is celebrated for its culturally and ethnically diverse population that makes the City unique. The Utica City School District reports over 40 languages are spoken among the student cohort. According to the New York State Office for New Americans, 19.4 % of Utica's residents are foreign-born.⁸ The City is also a designated United Nations refugee resettlement community, a status to be proud of that reinforces the importance of an open and inclusive downtown.

Utica's large immigrant and minority populations evoke a need for inclusive downtown developments that serve multiple populations. Within the DRI

area, 47.2% of residents identify as "White Alone," 23.7% as "Black Alone," and 15.7% as "Asian Alone" (see Figure 4). To ensure a vibrant downtown, attracting services and businesses that celebrate Utica's unique cultural composition is crucial.

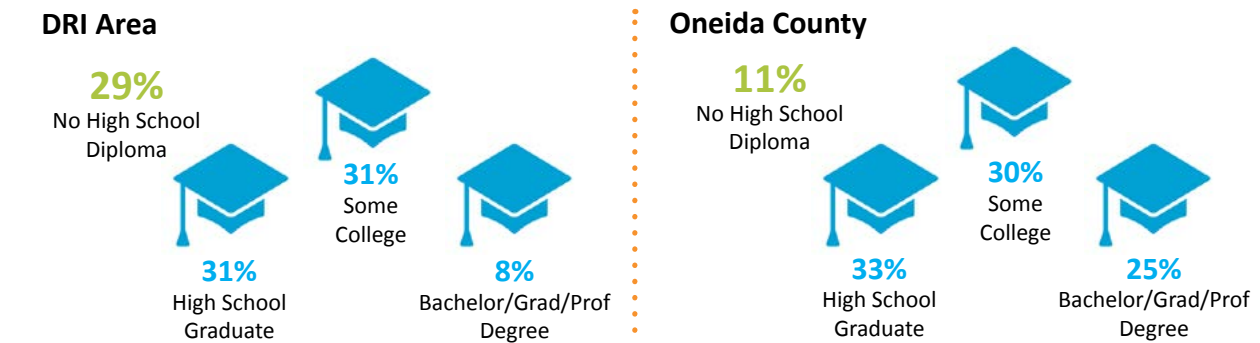
Education

Educational attainment levels within the DRI area are similar to the City as a whole. Approximately 60% of the population has at least a high school diploma. Educational attainment within the DRI boundary is substantially less than in Oneida County (see Figure 6).

Crime

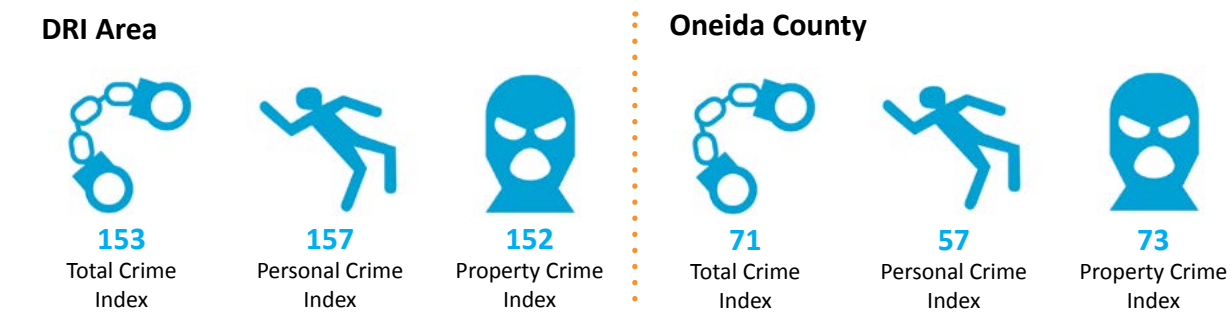
Crime indices are above the national average for the DRI area. This applies to both personal crime and property crime levels in the DRI. However, the opposite is true for Oneida County as a whole, where crime rates are below the national average for both personal and property crime (see Figure 7).

FIGURE 6 : EDUCATIONAL ATTAINMENT IN THE DRI AREA AND ONEIDA COUNTY (2019)



Source: Esri, 2019.

FIGURE 7 : CRIME IN THE DRI AREA AND ONEIDA COUNTY (2019)



A value of 100 for crime indices is representative of the national average. Source: 2019 Crime Index, Esri, 2019.

⁷ Source: U.S. Department of Health and Human Services: Office of the Assistant Secretary for Planning and Evaluation

⁸ Diversity statistics sourced from the New York State Office for New Americans using 2013-2017 American Community Survey 5-year estimates.

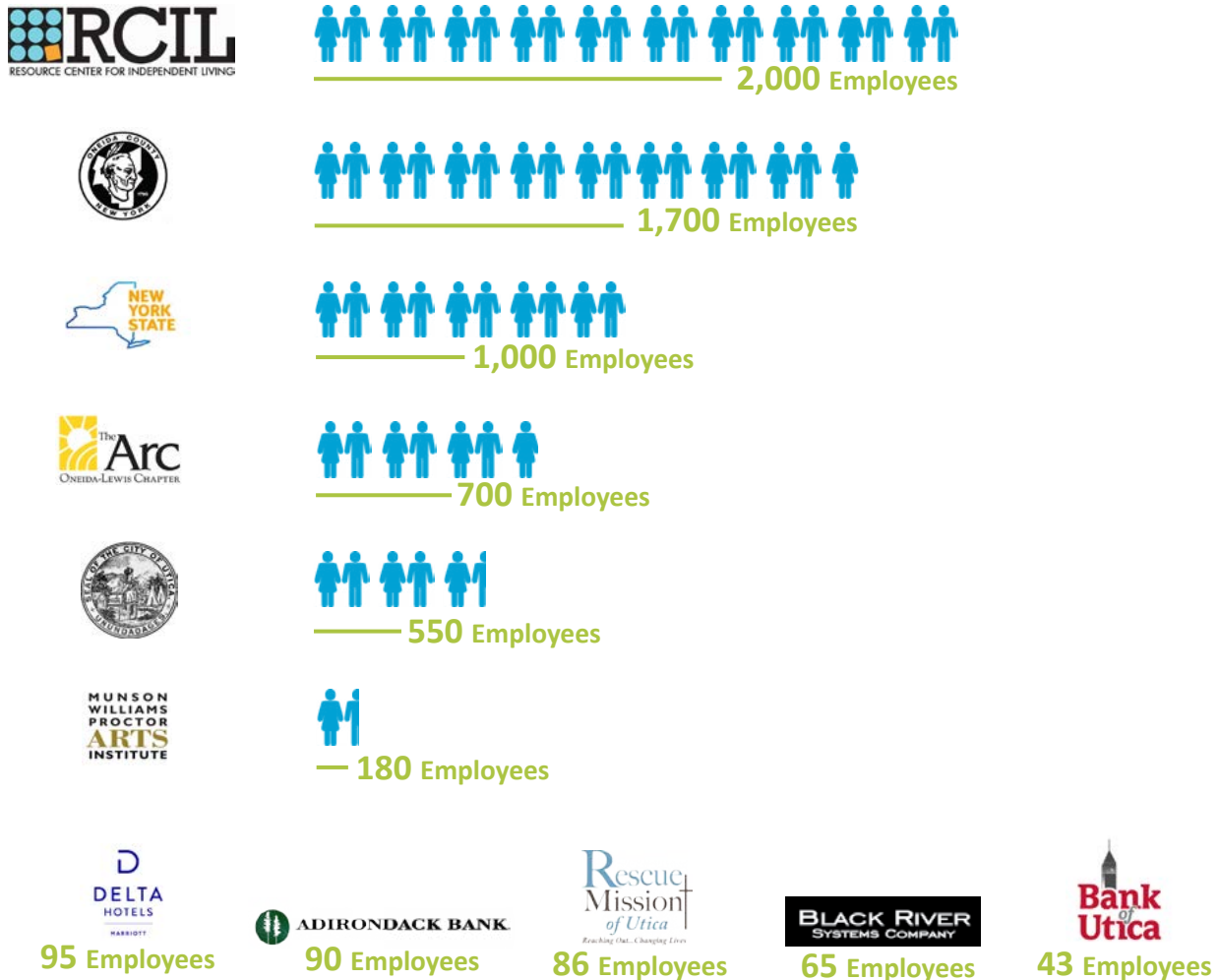


FIGURE 8: MAJOR EMPLOYERS IN THE DRI AREA (2019)

Utica aims to make downtown safer by targeting investments toward improving streetscapes, buildings, lighting, and parking infrastructure. These investments are intended to create a safer, more walkable downtown with increased activity in the City center.

Employment

Attracting businesses and thus new employment positions downtown is expected to reduce unemployment rates for the DRI area and City overall. In the DRI area, 736 residents (97%) are employed. The unemployment rate for the DRI area was slightly less than that of the City as a whole and minimally higher than Oneida County.

INDUSTRY OVERVIEW

The Utica-Rome Metropolitan Statistical Area ranks high in industry diversity compared to the typical Metro MSA. This indicates that employment is significantly distributed across a variety of industry clusters (see Table 2).

The largest industries by job count in the City of Utica today are (1) Healthcare and Social Assistance, (2) Government, and (3) Retail Trade. Between 2010 and 2020, the industries with the largest growth in terms of job count were Finance and Insurance, followed by Arts, Entertainment, and Recreation then by Healthcare and Social Assistance. In early 2020, the most common jobs for Utica residents were Office and Administrative

Support occupations, Personal Care and Service occupations, and Healthcare Practitioners and Technical occupations (see Table 3).

MAJOR DOWNTOWN EMPLOYERS AND ANCHORS

Major Employers

The DRI area is dominated by the Commercial Business District, which many major employers call home (see Figure 8). These institutions employ thousands of workers in the DRI area.

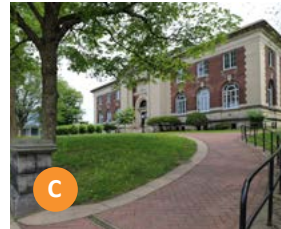
Downtown Anchors

Utica has several anchor institutions both inside and outside the DRI boundary that define the

City. Anchor institutions are vital to a community's identity and are deeply rooted in downtown revitalization efforts. These institutions are often major employers and cultural and historic resources that instill pride among residents. The far-reaching influence of anchor institutions can be leveraged to induce economic and community development, attract investment, and ultimately serve the needs of the community.

These anchors generate significant economic activity for the City and can be leveraged to enhance the vibrancy, resiliency, and quality of life downtown.

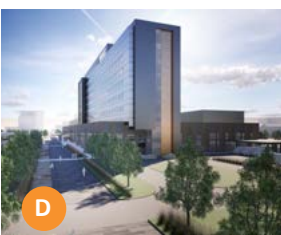
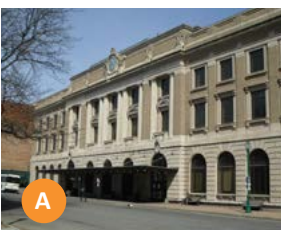
DOWNTOWN ANCHORS: DRI AREA



- A. Oneida Square
- B. Munson-Williams-Proctor Arts Institute (MWPAI)
- C. Utica Public Library
- D. Stanley Theatre
- E. City Hall
- F. thINCubator

Image A, C, D and E Source: Kelly Murray, The Community Foundation. Image B Source: Munson-Williams-Proctor Arts Institute (MWPAI). Image F Source: Elan.3 Consulting

DOWNTOWN ANCHORS: NEAR DRI AREA



- A. Union Station
- B. Adirondack Bank Center
- C. Nexus Center
- D. MVHS Health Center
- E. Marcy Nanocenter

Image A Source: Doug Kerr, www.flickr.com. Image B Source: Ramboll. Image C Source: Ramboll. Image D Source: www.mhvhealthsystems.org. Image E Source: www.uticaod.com news/20200202/cree-site-plan-outlines-1b-marcy-compound

TABLE 2: INDUSTRY COMPOSITION, CITY OF UTICA (ZIP 13501,13502) (2010-2020)

NAICS	DESCRIPTION	2010 JOBS	2020 JOBS	2020 % OF TOTAL	2010 - 2020 CHANGE (#)	2010 - 2020 CHANGE (%)
62	Health Care and Social Assistance	11,857	14,805	35%	2,948	25%
90	Government	9,876	8,276	20%	(1,600)	(16%)
44	Retail Trade	2,785	2,538	6%	(247)	(9%)
31	Manufacturing	2,497	2,519	6%	22	1%
56	Administrative and Support and Waste Management and Remediation Services	2,076	1,459	3%	(617)	(30%)
72	Accommodation and Food Services	2,041	2,161	5%	120	6%
61	Educational Services	1,849	2,099	5%	250	14%
52	Finance and Insurance	1,567	2,326	6%	759	48%
54	Professional, Scientific, and Technical Services	1,516	1,260	3%	(256)	(17%)
51	Information	1,257	554	1%	(703)	(56%)
81	Other Services (except Public Administration)	1,082	1,077	3%	(5)	(0%)
42	Wholesale Trade	1,007	706	2%	(301)	(30%)
23	Construction	964	925	2%	(39)	(4%)
48	Transportation and Warehousing	829	838	2%	9	1%
55	Management of Companies and Enterprises	250	201	0%	(49)	(20%)
53	Real Estate and Rental and Leasing	231	185	0%	(46)	(20%)
71	Arts, Entertainment, and Recreation	170	230	1%	60	35%
99	Unclassified Industry	30	25	0%	(5)	(17%)
Total		41,881	42,184	100%	303	1%

Source: EMSI

Note on Data: Data from EMSI provides a snapshot of downtown Utica's labor market and industry. To best approximate current industry conditions, the City of Utica was proxied by ZIP codes 13501 and 13502. The North American Industry Classification System (NAICS) was used. Agriculture, Forestry, Fishing, and Hunting (NAICS 11), Mining, Quarrying, and Oil and Gas Extraction (21), and Utilities (NAICS 22), were excluded from the industry table as there were no jobs in these industries for the defined area

TABLE 3: TOP 10 OCCUPATIONS, CITY OF UTICA (13501, 13502), Q1 (2020)

SOC	DESCRIPTION	2020 JOBS	MEDIAN ANNUAL EARNINGS
43-0000	Office and Administrative Support Occupations	6,224	\$33,842
39-0000	Personal Care and Service Occupations	5,836	\$26,297
29-0000	Healthcare Practitioners and Technical Occupations	3,526	\$62,213
25-0000	Education, Training, and Library Occupations	3,094	\$56,291
35-0000	Food Preparation and Serving Related Occupations	2,809	\$24,582
41-0000	Sales and Related Occupations	2,555	\$26,108
21-0000	Community and Social Service Occupations	2,287	\$31,055
53-0000	Transportation and Material Moving Occupations	1,858	\$29,557
13-0000	Business and Financial Operations Occupations	1,802	\$59,955
51-0000	Production Occupations	1,797	\$30,720

Source: EMSI

Note on Data: Data from EMSI provides a snapshot of downtown Utica's labor market and industry. To best approximate current industry conditions, the City of Utica was proxied by ZIP codes 13501 and 13502. The Standard Occupational Classification system (SOC) was used.

TRANSPORTATION

Downtown Utica's transportation network is vital to the area's livability, walkability, vibrancy, and overall revitalization. A reliable, central transportation network entices more visitors and residents to a City's urban core. Improvements to the traffic network within the DRI area benefit local business owners, residents, and visitors.

Compared to the City as a whole, residents in the DRI area rely more heavily on alternative transportation methods to a personal use vehicle. Public transportation, carpooling, walking, and biking are all more prevalent in the DRI area (see Figure 9). Concerns to address include high pedestrian traffic combined with dangerous intersections, speedways, and insufficient infrastructure to support visually impaired pedestrians. Streetscapes and transportation infrastructure that increase safety, walkability, and accessibility are imperative to ensure a vibrant downtown.

Complete Streets

Downtown Utica is overwhelmed by asphalt and motor vehicle infrastructure in a way that does not reflect the vision and usage pattern of residents and visitors. Utica is incorporating complete streets principles into new development as supported by the City's Master Plan, zoning code, and Downtown Vision Plan. Recent and ongoing efforts include:

1. NYS Department of Transportation (DOT) Route 5S Safety Improvement Project – This \$16.5 million upgrade of Utica's northern gateway will reduce lanes, remove

a slip ramp, and add greenspace, bike tracks, and a bicycle lane on Oriskany Street.

2. NYS Department of Transportation (DOT) N. Genesee Street Improvement Project – This \$4.4 million project will connect the DRI area to nearby destinations and trails. It includes pedestrian paths, infrastructure at intersections, aesthetic improvements, planters and trees, benches, and multi-use paths. The John Street offramp will be transformed into a pedestrian connection linking downtown to the Harbor and the NYS Canal trail.
3. Urban Green Infrastructure Program – This \$1 million project developed as part of the City's BOA plan includes the installation of bioswales, rain gardens, and pervious pavement downtown.

Parking

There are 5 City-owned parking facilities located within the DRI area comprised of a mix of surface lots and multi-level parking garages (see Map 1):

- Car Park next to the Stanley Theatre
- Kennedy Garage next to City Hall
- Union/Blandina Lot at Utica State Office Building
- Utica Place Garage at the Oriskany/Route 5S Gateway
- Washington Street Garage at the Delta Hotel near City Hall

In aggregate, these facilities have a maximum capacity of 1,733 parking spaces, however, a significant portion are unusable due to safety and other concerns.

The City has been focusing on improving parking facilities as resources allow. In recent years, the

**FIGURE 9:
TRANSPORTATION MIX
FOR LABOR FORCE
WORKING IN THE
DRI AREA**



56%

Drove Alone
to Work



17%

Carpooled



11%

Took Public
Transportation



1%

Bicycled



14%

Walked

Figure 9 Source: Esri, Esri and Infogroup (2019) based on 2013-2017 American Community Survey (ACS) 2013-2017 Labor Force age 16+

City invested in Utica Place Garage stabilizing the structure and improving access. The City has recently bonded \$3.4M for the Washington Street Garage, however, consultant estimates have indicated that needed improvements exceed this amount. While more funds are needed, this indicates the City's willingness to preserve and enhance these important structures.

Public Transit

There are 12 public bus service lines in the City of Utica, operated by CENTRO, that connect the DRI area to every corner of the City. The CENTRO Transit Hub is located in the heart of the DRI area at 513 Charlotte Street. It offers connecting service to Birnie Bus Service's regional, ADA-compliant, public commuter/transit routes.

Boehlert Transportation Center at Union Station

Provides connecting services to:

- CENTRO
- Adirondack Railroad
- Amtrak
- Birnie Bus Service
- Coach USA
- Greyhound
- Trailways

Bus and Passenger Rail

Union Station is a central hub to regional and national bus and rail services for the City of Utica. Located directly adjacent to the northern border of the DRI area, the station building is recognized

Below: CENTRO Buses on Lafayette Street, Downtown Utica (Source: Kelly Murray, The Community Foundation)



for its historic and unique architectural character. Amtrak's Empire line serves the station, running west toward Toronto and East toward New York City. This line connects Utica to major Cities including Toronto, Niagara Falls, Buffalo, Rochester, Syracuse, Albany, and New York City. Union Station is also home to the Boehlert Transportation Center, which provides connecting services to local, regional, and national transportation providers.

HISTORIC AND CULTURAL RESOURCES

Historic

It is no secret that the City of Utica instills a deep pride and sense of place among its residents. Utica is home to significant historic resources (see Map 3) and the downtown architecture defines the City. Within the DRI boundary, there are over twenty sites on the National Register of Historic Places including Munson-Williams-Proctor Arts campus, the New Century Club, and Steuben Park. Many of these places have great potential for adaptive reuse projects. It is of the utmost importance to the City and community that their history is preserved while the downtown space is repurposed to advance the DRI vision

Downtown Utica also possesses a wide variety of cultural assets that can be leveraged to encourage an inclusive and sustainable local economy. The City's unique cultural resources have inspired a long tradition of creativity, innovation, and talent. Utica's defining cultural resources include:







Munson-Williams-Proctors Arts Institute (MWPAI)

The MWPAI attracts thousands of visitors and students to downtown Utica each year. MWPAI is comprised of a museum of art, as well as a school of performing arts, and a school of visual arts. The museum has an extensive collection of internationally recognized works that drive tourism. The school, the Pratt MWP College of Art and Design, is a satellite campus of the Pratt Institute. This school hosts around 100 art and design students pursuing Bachelor of Fine Arts degrees. Both the museum and the school add to the artistic vibrancy of downtown Utica.

MAP 3: HISTORIC RESOURCES IN AND NEAR THE DRI AREA



LEGEND

- | | |
|---|--|
|  DRI Area Boundary |  Lower Genesee Street Historic District |
|  National Registered Historic Places |  Rutger-Steuben Park Historic District |
|  Bagg's Square East Historic District | |
|  Downtown Genesee Street Historic District | |

Source: MRB Group. Esri 2019.

FIGURE 10: HOUSING IN THE DRI AREA**68**Owner
Occupied Housing
Units (2019)**416**Renter
Occupied Housing
Units (2019)**1940**Median Year
Structure Built
(2013-2017 ACS)**Stanley Theatre**

Opened in 1928, the Stanley Theatre provides a performing arts space that invites cultural enrichment of the community and promotes tourism. The Stanley hosts a variety of shows throughout the year, including acts brought by Broadway Utica and several other promoters across the country.

The Center (formerly the Mohawk Valley Resource Center for Refugees)

Utica has an extraordinarily diverse population celebrated throughout the City. The Center is an important cultural asset that provides a wide range of products and services to facilitate social cohesion of the community. The Center has assisted over 16,500 individuals with resettlement throughout the Mohawk Valley by providing immigration, citizenship, interpretation, translation, and cultural competency services to residents. The Center continues to play a crucial role in distinguishing Utica as an inviting City that enthusiastically accepts individuals from around the globe.

HOUSING MARKET**Summary**

In 2019, approximately 557 housing units existed within the DRI area, 13% of which were vacant. They comprised a mix of affordable and market-rate housing. Options vary from affordable apartments in 50+ unit structures to new luxury lofts in former manufacturing buildings. The median age of those structures was nearly 80 years (see Figure 10).

Analysis reveals that given current and expected demand, the downtown

Utica market can reasonably support at least 1,000 more housing units. An aging housing stock also presents an opportunity to preserve historic assets through adaptive reuse.

Age of Housing Stock

According to ACS 2013 – 2017 estimates, the median year structures were built in the DRI area is 1940, suggesting a need for new housing developments to provide modern amenities to attract residents downtown. This presents an opportunity for adaptive reuse projects that preserve and celebrate Utica's historic buildings.

Rental Affordability and Home Values

The DRI area has a high concentration of renter-occupied dwellings, which represent nearly 75% of housing units. Nearly a quarter (24.5%) of residential housing structures in the DRI area contain 50 or more units. Currently, monthly rents downtown range from \$100 to over \$2,000. A mix of affordable, multi-unit structures and luxury lofts explain the wide variation. Median monthly contract rent for the DRI area is approximately \$503, slightly lower than the City.⁹

As of 2019, there were 68 owner-occupied units located within the DRI area ranging in value from less than \$50,000 to over \$200,000. The median home value was \$64,474, significantly less than the median home value of the City as a whole (\$92,411).

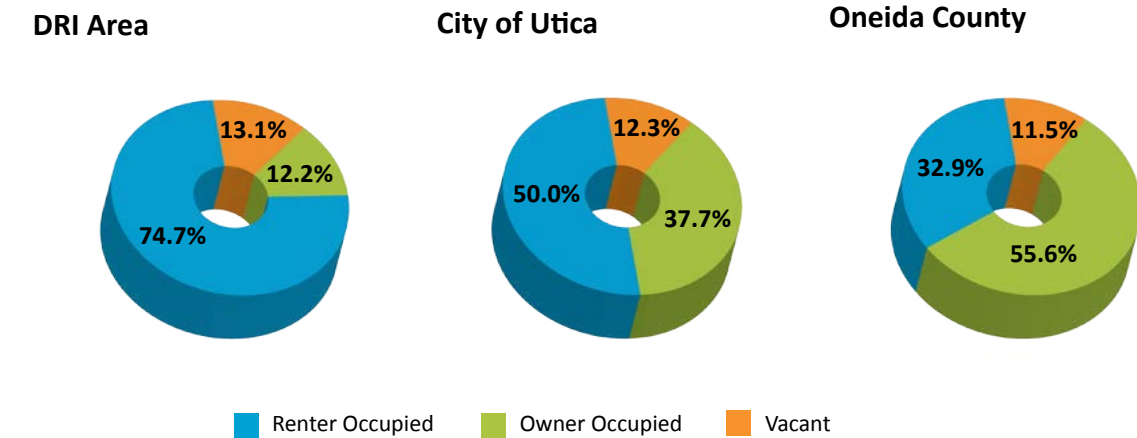
Multi-Family Greater Utica Market

The Greater Utica multi-family housing market, which includes

Figure 10 Source: Esri 2019

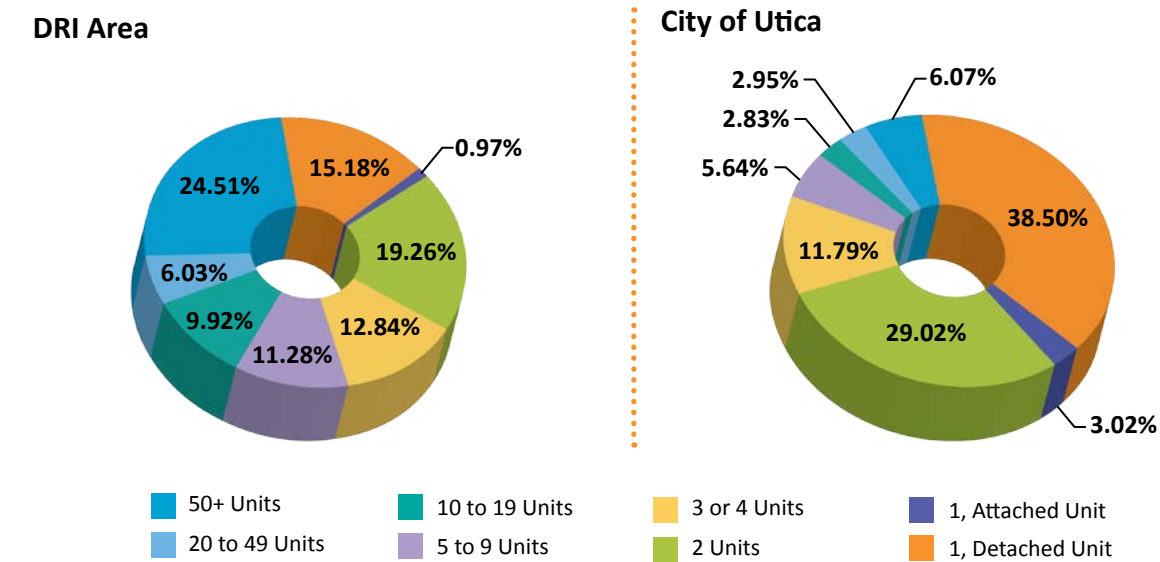
⁹ Median contract rent based on 2013 – 2017 ACS estimate. Following 2017, several luxury loft apartments were developed in the DRI area, likely resulting in a significant increase in median contract rent today.

FIGURE 11: COMPARISON OF HOUSING TENURE IN THE DRI AREA, CITY OF UTICA, AND ONEIDA COUNTY (2019)



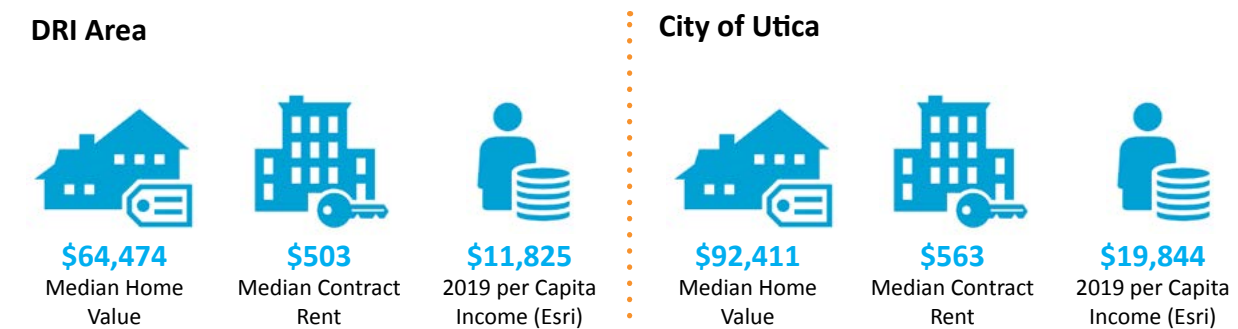
Source: Esri 2019

FIGURE 12: HOUSING STRUCTURES BY TYPE IN THE DRI AREA AND THE CITY OF UTICA



Source: American Community Survey (ACS), 2014 – 2018; Esri 2019.

FIGURE 13: HOME VALUES AND RENTAL AFFORDABILITY IN THE DRI AREA AND CITY OF UTICA (2013-2017)



Source: American Community Survey (ACS), 2014 – 2018; Esri 2019.

Herkimer and Oneida Counties, displays trends in vacancies, deliveries, absorption, and rent growth that suggest a healthy housing market. Since 2014, new units coming on the market have been readily absorbed, in most cases within a 12 month period. These trends suggest strong demand for additional multi-family residential units from the Greater Utica market.

The expansion of the housing stock downtown would also complement planned investments that are expected to increase demand for downtown living space. Additional market-rate units will strategically attract young professionals to the City's urban core. Affordable units will provide more inclusive opportunities to relocate to the DRI area, increasing vibrancy and diversity.

In summary, residential real estate trends in the Utica area present an opportunity to capture currently unmet and anticipated growth in housing demand by providing quality and inclusive housing options within the DRI area.

COMMERCIAL REAL ESTATE MARKET

Summary

An analysis of commercial office and retail space in downtown Utica showed relatively low vacancy rates in recent years, indicating the DRI area is ready and able to support additional commercial space downtown. Of course, since the onset of the COVID-19 pandemic, there are new questions about the potential for permanent change to the commercial real estate market, particularly as they relate to office and retail spaces. Since the durability of those changes is not yet known, market findings are presented in the context of the pre-COVID market.

Insights and trends for the DRI area were extrapolated by assessing the current conditions of the larger market. For the purposes of the analysis, the Greater Utica commercial real estate market was defined as Oneida and Herkimer counties. The geographic boundary for Utica's commercial submarket is defined as the City of Utica itself.¹⁰

Office Space

For commercial office space, vacancies have steadily declined since 2014, reaching a low in Q2 2018 of 1.6% and 0.9% for the Greater Utica market and submarket (City only) respectively. Similarly, net absorption over the last five years shows that newly vacated office space is quickly absorbed, and that the current stock of office space is being leased up and approaching capacity.

Further analysis using CoStar real estate market data showed that demand for high quality office space is particularly strong. CoStar rates commercial properties on a 5-star scale based upon a variety of characteristics including structural specifications, amenities, site and landscape treatments, and architectural attributes. CoStar data shows that vacancy rates for Utica's office space have steadily declined across all star ratings, but the highest quality assets (4-5 stars) have been almost entirely occupied in recent years, with essentially no vacancy.

The data reveals a clear unmet need for additional and high-quality office space in downtown Utica. Substantial ongoing investment in the downtown area also suggests an anticipated spike in demand for office space in general, and medical office space in particular. Together, these trends indicate that the Utica market is ready and able to support additional office space downtown.

Retail Space

The Greater Utica market and City submarket show signs of support for additional retail space in the downtown area. As businesses come and go, vacancy rates have remained consistently low (under 5%) for most retail classifications over the last five years. Over the same period, a positive net absorption of retail space has resulted in a gradual decline in available supply as more space was leased than made available. Therefore, additional retail space would likely be absorbed quickly by the market by supplementing the supply shortage.

A retail gap analysis was used to better understand the size and type of retail space that could potentially be supported in the City of Utica. The

¹⁰ 'Utica Vacancy' refers to historical vacancy rates of the Greater Utica Market. All other data represented graphically (Net Absorption, Net Deliveries, and Vacancy) are unique to the City.

TABLE 4: RETAIL GAP ANALYSIS FOR THE CITY OF UTICA SHOWING SUPPORTABLE RETAIL BY INDUSTRY GROUP (2019)

NAICS	2017 INDUSTRY GROUP	RETAIL GAP	15% RECAPTURE	AVERAGE SALES PER BUSINESS (UPSTATE NY)	SUPPORTABLE BUSINESS	AVERAGE SALES PER SF	SUPPORTABLE SF
4411	Automobile Dealers	\$37,394,814	\$5,609,222	\$6,464,930	0.87	\$300	18,697
4412	Other Motor Vehicle Dealers	\$1,071,644	\$160,747	\$2,478,198	0.06	\$300	536
4413	Auto Parts, Accessories & Tire Stores	\$2,306,960	\$346,044	\$1,027,928	0.34	\$300	1,153
4421	Furniture Stores	\$8,741,526	\$1,311,229	\$2,027,787	0.65	\$300	4,371
4442	Lawn & Garden Equip & Supply Stores	\$2,748,906	\$412,336	\$775,768	0.53	\$250	1,649
4452	Specialty Food Stores	\$1,998,998	\$299,850	\$744,296	0.40	\$400	750
4453	Beer, Wine & Liquor Stores	\$513,364	\$77,005	\$1,066,298	0.07	\$300	257
4,474,471	Gasoline Stations	\$22,684,338	\$3,402,651	\$3,447,833	0.99	\$300	11,342
4481	Clothing Stores	\$27,747,919	\$4,162,188	\$1,204,111	3.46	\$300	13,874
4482	Shoe Stores	\$3,734,223	\$560,133	\$1,105,683	0.51	\$300	1,867
4483	Jewelry, Luggage & Leather Goods Stores	\$4,755,156	\$713,273	\$668,152	1.07	\$500	1,427
4512	Book, Periodical & Music Stores	\$1,740,544	\$261,082	\$909,919	0.29	\$250	1,044
4531	Florists	\$447,925	\$67,189	\$357,880	0.19	\$200	336
4532	Office Supplies, Stationery & Gift Stores	\$4,901,191	\$735,179	\$733,863	1.00	\$300	2,451
4533	Used Merchandise Stores	\$1,452,785	\$217,918	\$291,897	0.75	\$200	1,090
4539	Other Miscellaneous Store Retailers	\$3,492,175	\$523,826	\$809,237	0.65	\$250	2,095
7224	Drinking Places - Alcoholic Beverages	\$1,046,321	\$156,948	\$299,624	0.52	\$250	628
Total					12.33		63,566

Source: Esri, MRB Group

“retail gap” is the total amount spent by Utica residents in sales outside of the City. By expanding and creating new businesses downtown, it is assumed that at least 15% of these outside sales can be recaptured locally. By using average sales per business and average sales per square foot, a rough estimate of supportable business and square footage was calculated.¹¹ The analysis suggests the City of Utica can support additional businesses in three retail categories (1) clothing stores, (2) jewelry, luggage, and leather goods stores, and (3) office supplies, stationary, and gift stores. For other categories, there is support for an expansion of existing businesses. In total, the City of Utica could support an estimated 63,566 square footage of additional retail space.

RECREATIONAL RESOURCES

Parks and recreational resources play an integral role in the economic development of a community by enriching tourism, increasing local property values, and contributing to an overall higher quality of life. The City of Utica has an extensive park system that provides recreational opportunities for residents and visitors alike.

Empire State Trail

Running east-west from Albany to Buffalo and north-south from New York City to Canada, the Empire State trail will be the longest multi-use state trail in the nation once complete. Nearly half of the trail exists today in discontinuous segments. The completed trail will run just north of the DRI area, providing recreational opportunities for residents and promoting area tourism.

City Parks in the DRI Area

Chancellor Park

Ellen E. Hanna Mini Park

Steuben Park

Kopernik Park

Liberty Bell Park

Parks

Parks and open spaces in the DRI area, such as Ellen E. Hanna Mini park and Liberty Bell Park, are underutilized and have not seen significant investment for many years. As a result, they are uncomfortable, overgrown with mature trees and shrubs, and in a partial state of disrepair. Improvements to these facilities can help realize their full potential as active, green and inclusive community spaces.

A strong park network incentivizes healthy lifestyles and physical activity. Residents who live near park facilities have a higher propensity to engage in active lifestyles. Improving parks and open spaces in downtown Utica is vital for improving the quality of life of residents and regular visitors. Efforts have already begun as part of the Utica Parks and Recreation Master Plan adopted in 2019. These efforts will install more green space and green infrastructure downtown while refreshing urban parks.

Environmental Constraints

A thorough review of natural resources and potential environmental constraints revealed there are no 100-year or 500-year floodplains, wetlands, or natural habitats within the DRI Area that may impact future development. Directly adjacent to the DRI area is the Erie Canal and Utica Harbor, which contain extreme and high risk 10-year and 100-year flood zones.

Below: Downtown green space (Source: Kelly Murray, The Community Foundation)



¹¹ Average sales per business was calculated by using total sales and business locations across Upstate New York (represented by the 48 counties north of Binghamton). Average sales per square foot is based on industry standards from each retail category.

PHYSICAL CHARACTERISTICS

Zoning Code Update

Understanding the physical characteristics of the DRI area helps identify redevelopment goals and strategies conducive to the built environment. The City of Utica is currently undertaking a zoning code update for its downtown area. The existing zoning (see Map 4) within the DRI area is primarily Community Commercial, Central Business District, and Office Apartments. According to City of Utica staff, once adopted, the update will likely expand the Central Business District to encompass a majority of the DRI area as depicted on the draft zoning map (see Map 5). Central Business District zones have a wide expanse of allowable uses and low parking requirements, conducive to a vibrant and walkable downtown. The City continues the development of an updated and comprehensive zoning code intended to improve health, safety, and public welfare as revitalization efforts continue.

**TABLE 5 : DOWNTOWN LAND USE
SUMMARY TABLE**

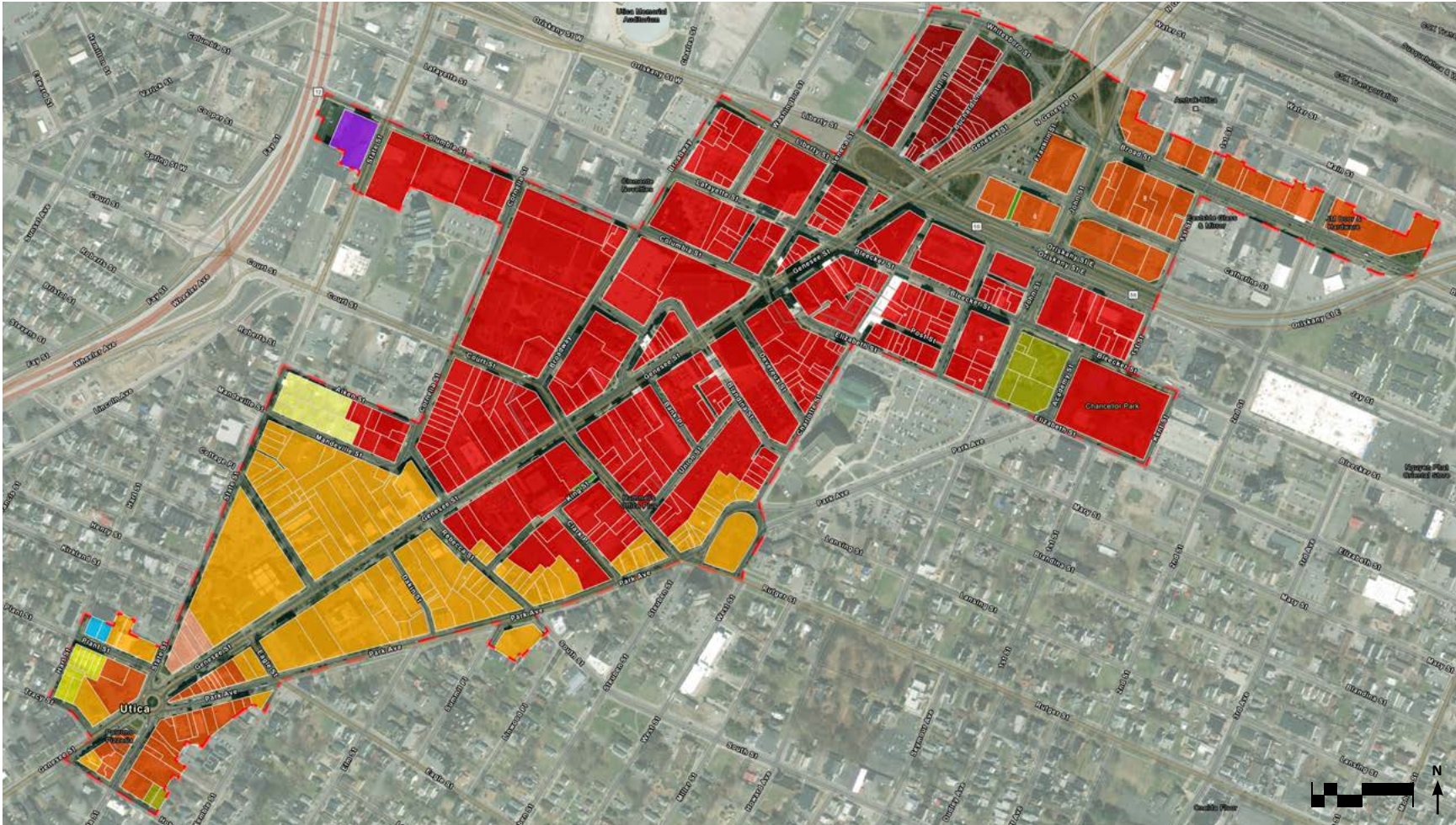
MAJOR LAND USE CATEGORIES	ACREAGE (ROUNDED)	PERCENT
Commercial	67	53.00%
Community Services	24	19.00%
Residential	9	7.00%
Recreational & Entertainment	6	4.00%
Vacant Land	8	6.00%
Other ¹	14	11.00%
Total Acres by Tax Parcel	115	100.00%

¹ Includes unspecified parcels and Industrial (0.50%), Telephone (0.50%), Forested & Public Parks (0.10%)

Land Use

Land use in the DRI area is predominantly commercial and community services. Genesee Street is the City's primary commercial corridor, but there is a presence of single and multi-unit residential buildings within the DRI area (see Map 6). The compact pattern of the commercial corridor encourages a walkable downtown and thus a solid foundation for a vibrant urban core.

MAP 4: EXISTING ZONING IN THE DRI AREA

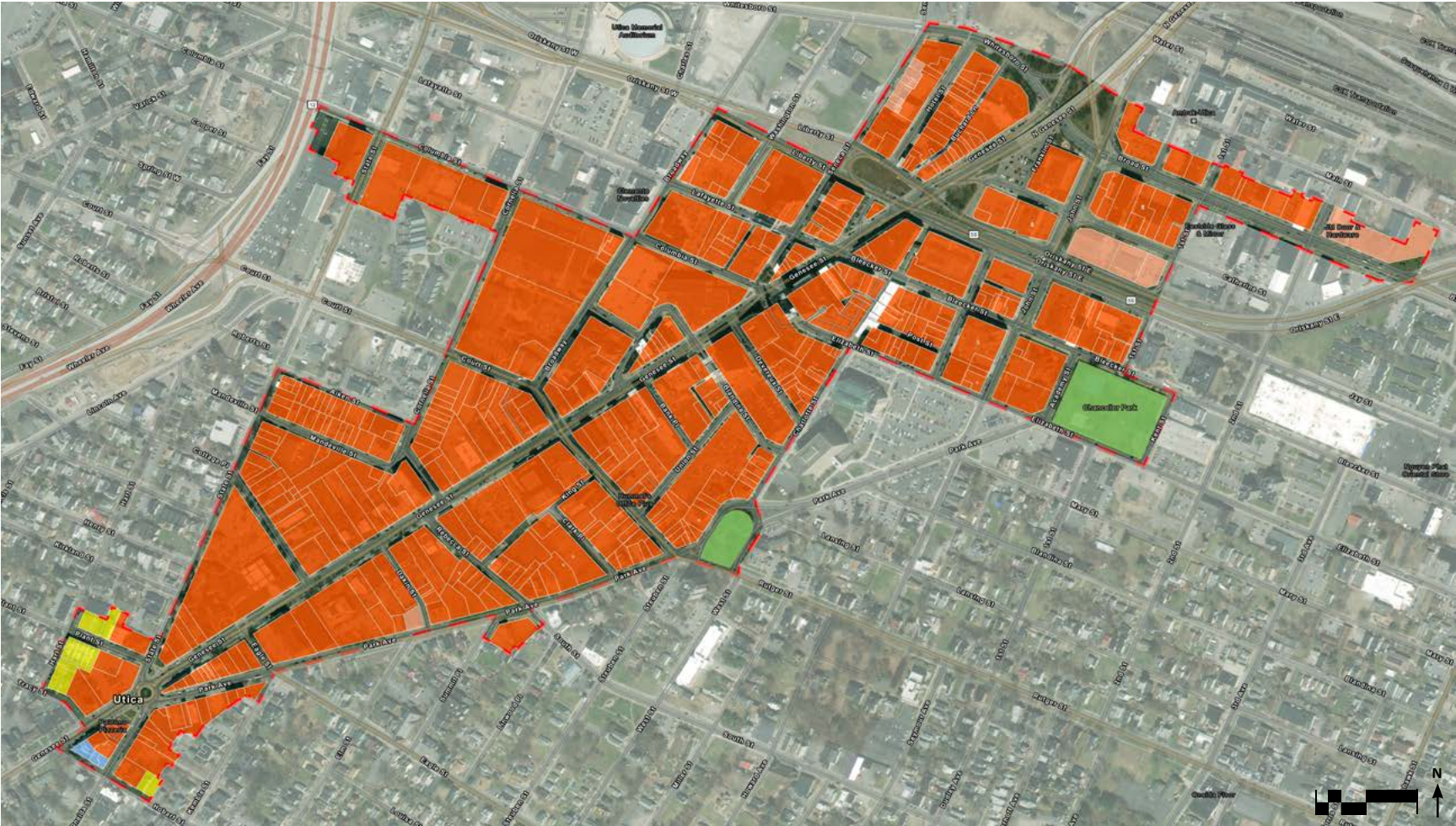


LEGEND

	DRI Area Boundary		CN: Neighborhood Commercial		OA: Office Apartment
	RT 1: Two-Family Low Density		CC: Community Commercial		LI: Light Industrial
	RM 1: Multifamily Low Density		CCBD: Central Business District		PDE: Planned Development
	RT 2: Multifamily High Density		CH: Commercial Highway		LC: Land Conservation

Source: MRB Group, Esri 2019

MAP 5: PROPOSED ZONING IN THE DRI AREA

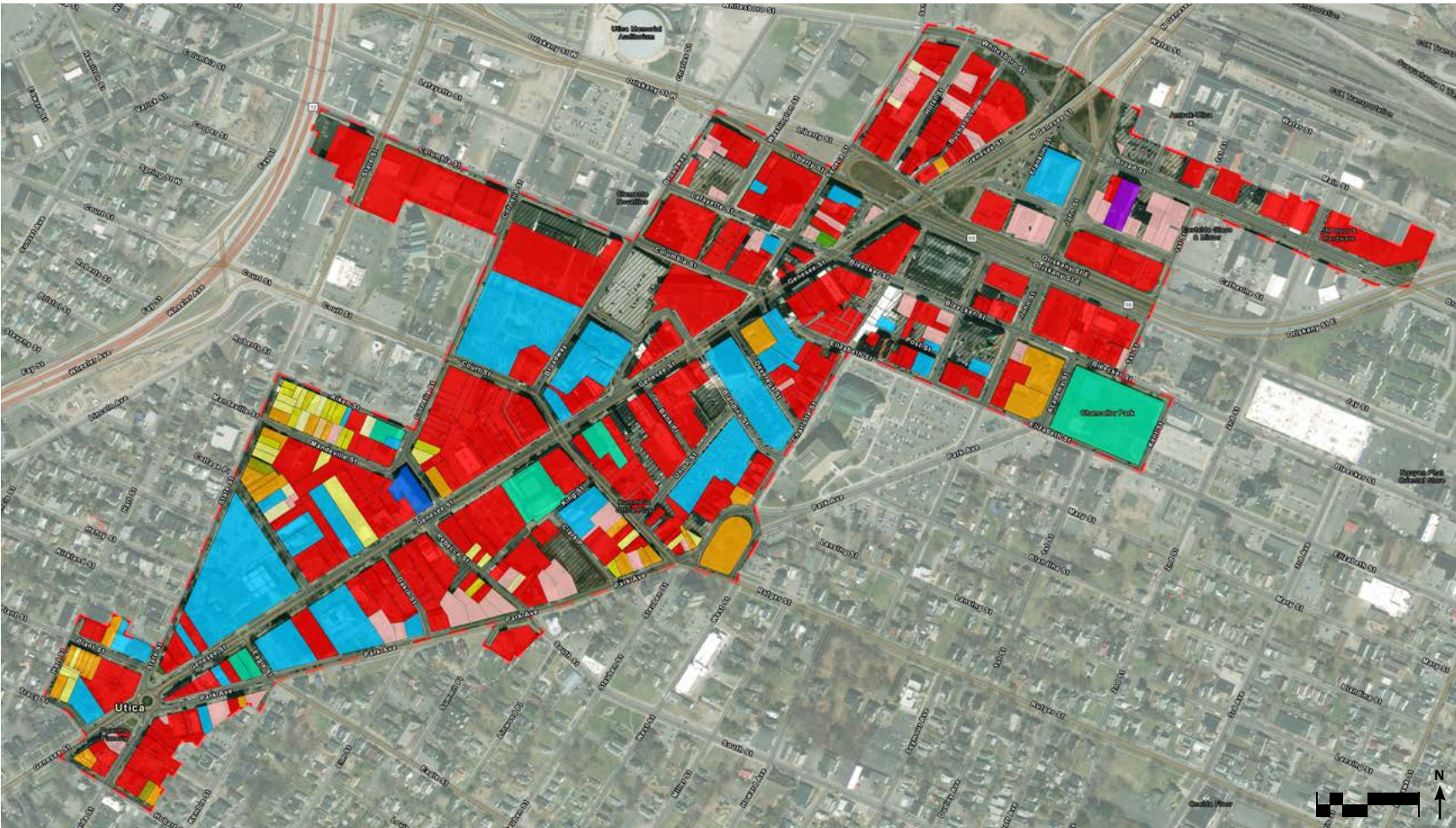


LEGEND

















- | | |
|--|---|
|  DRI Area Boundary |  UMU: Urban Mixed Use |
|  CBD: Central Business District |  LC: Land Conservation |
|  NMU: Neighborhood Mixed Use | |
|  RM: Residential Mixed | |

Source: MRB Group, Esri 2019

MAP 6: LAND USE IN THE DRI AREA



LEGEND

	DRI Area Boundary		Residential Multi-Purpose		Public Services		Vacant Residential
	Residential Single-Family		Apartments		Recreational and Entertainment		Vacant Residential with Small Improvements
	Residential Two-Family		Commercial		Industrial		Vacant Commercial
	Residential Three-Family		Community Services		Wild, Forested, Conservation Lands, and Public Parks		Unspecified

Source: MRB Group. Esri 2019

CHALLENGES AND OPPORTUNITIES

Downtown Utica is poised for growth, but marred by inactive storefronts, underutilized buildings, a lack of greenspace, and vehicular dominance. Overall, the downtown assessment identified the following challenges for the DRI area.

CHALLENGES

- 1 Many historic assets in varying states of disrepair
- 2 Lack of vibrancy, walkability, and foot traffic downtown, exacerbated by areas with unwelcoming streetscapes
- 3 Lack of connectivity between City districts
- 4 Low quantity and quality of housing stock creating unmet demand for potential downtown residents
- 5 Limited job opportunities downtown, including an unmet need for commercial space
- 6 Lack of experiential retail

OPPORTUNITIES



UNPARALLELED POTENTIAL FOR REVITALIZATION

Utica once had a bustling downtown, a booming population, and a globally-recognized manufacturing industry. This history lives on through the City's many historic assets and solid foundational infrastructure including its factory buildings and vacant store fronts. In addition, the City retains a healthy diversity of industries and major employers, many of whom are located in the downtown Commercial Business District. Utica's population is growing once again, and there is an opportunity to build on the City's assets through new and adaptive reuse development projects that would meet demand for additional housing, businesses, and commercial space downtown. The City has shown a persistent commitment to redevelopment through planning efforts, the Urban Renewal Agency, and modern zoning updates that lay the groundwork for new investment. By capitalizing on existing assets, initiatives, and interest from private developers, the City of Utica has great potential for revitalization.



UNRIVALED DIVERSITY AND MULTI-CULTURAL HUB FOR THE MOHAWK VALLEY REGION

Utica has consistently welcomed and promoted the inclusion of refugees and immigrants into the community. Today, 19.4% of residents are foreign-born and there are over 40 languages spoken in the Utica City School District. The top five countries of origin are Bosnia and Herzegovina, Burma, Thailand, Vietnam, and the Dominican Republic. The top five languages spoken by limited English proficiency individuals are Serbo-Croatian, Spanish, Russian, Vietnamese, and Arabic. This incredible diversity is unique in the region, making Utica a multi-cultural destination for the Mohawk Valley and Upstate New York. In addition, downtown is attractive to people with a variety of backgrounds, ages, and incomes, further contributing to the diversity and vibrancy of the DRI area.

Source: Infographics from <https://www.flaticon.com>



DISTINCT HISTORIC AND CULTURAL ASSETS

Apparent from almost any corner of downtown are landmark buildings, distinctive architecture, and public art installations that evoke immense pride among Uticans. Many of these assets preserve the history of a community that was and continues to be shaped by diverse populations pursuing the “American Dream.” Strong downtown anchors including cultural, civic, educational, and non-profit institutions create a strong sense of place and community while fostering local talent, socio-economic opportunities, and tourism. There is an immense opportunity to protect and expand upon these assets to further connect people, place, and purpose.



SUBSTANTIAL SYNERGIES WITH PLANNED INVESTMENTS

There are substantial investments planned throughout the City and Greater Utica Area. These include investments in the Harbor Point project, new MVHS Healthcare Campus, U District, and Marcy Nanocenter (Cree Manufacturing) that will expand jobs and economic opportunities in the area. They also include public investments in Utica’s parks, recreational resources, and transportation networks that are shifting the public realm toward a greener, more walkable, multi-modal, and interconnected design. These investments aim to better serve the needs of current and future residents while supporting a higher quality of life. They provide a solid foundation to amplify the transformative effect of the DRI award.

SECTION II COMMUNITY VISION, GOALS, AND STRATEGIES



Source: Kelly Murray, The Community Foundation

DOWNTOWN UTICA: **Connecting People, Place, and Purpose**

VISION STATEMENT

Daily activity in Utica’s vibrant downtown unites the community, attracts new residents and visitors, and stimulates new investment in both private buildings and public amenities. Downtown is a beautiful reflection of the diverse people who call Utica home, celebrating the City’s many communities, interesting and authentic architecture, strong local arts scene, and innovative businesses. An inclusive urban neighborhood incorporates a variety of uses that support downtown living, working, and playing. The City center is well connected by safe, beautiful, and accessible public spaces that encourage walking, biking, sustainable lifestyles, and pride of place.

GOALS AND STRATEGIES FOR DOWNTOWN REVITALIZATION

The overarching goal of the Utica DRI is to transform the downtown through aspirational investments that create opportunity while building community and a sense of place.

GOAL 1: PEOPLE

Build community by promoting inclusiveness, equity, and diversity while fostering arts, culture, and entertainment.

- STRATEGY 1.1** Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds.
- STRATEGY 1.2** Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs.
- STRATEGY 1.3** Increase housing downtown, maintaining a balance of affordable and market-rate residences.
- STRATEGY 1.4** Support projects that highlight diversity.
- STRATEGY 1.5** Showcase art and culture through public exhibits and events.
- STRATEGY 1.6** Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year.

GOAL 2: PLACE

Create an attractive, sustainable downtown for residents and visitors with a safe, inviting, and healthy environment that is well connected to local neighborhoods and the Mohawk Valley.

- STRATEGY 2.1** Implement a comprehensive and sustainable redesign of streetscapes and public spaces.
- STRATEGY 2.2** Expand green spaces and sustainable infrastructure to maintain a healthy environment.
- STRATEGY 2.3** Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration.
- STRATEGY 2.4** Improve walkability, bikeability, and public transit options through complete streets projects that strengthen connections within the City and region.
- STRATEGY 2.5** Expand amenities to support and enhance downtown living and quality of life.
- STRATEGY 2.6** Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley.

GOAL 3: PURPOSE

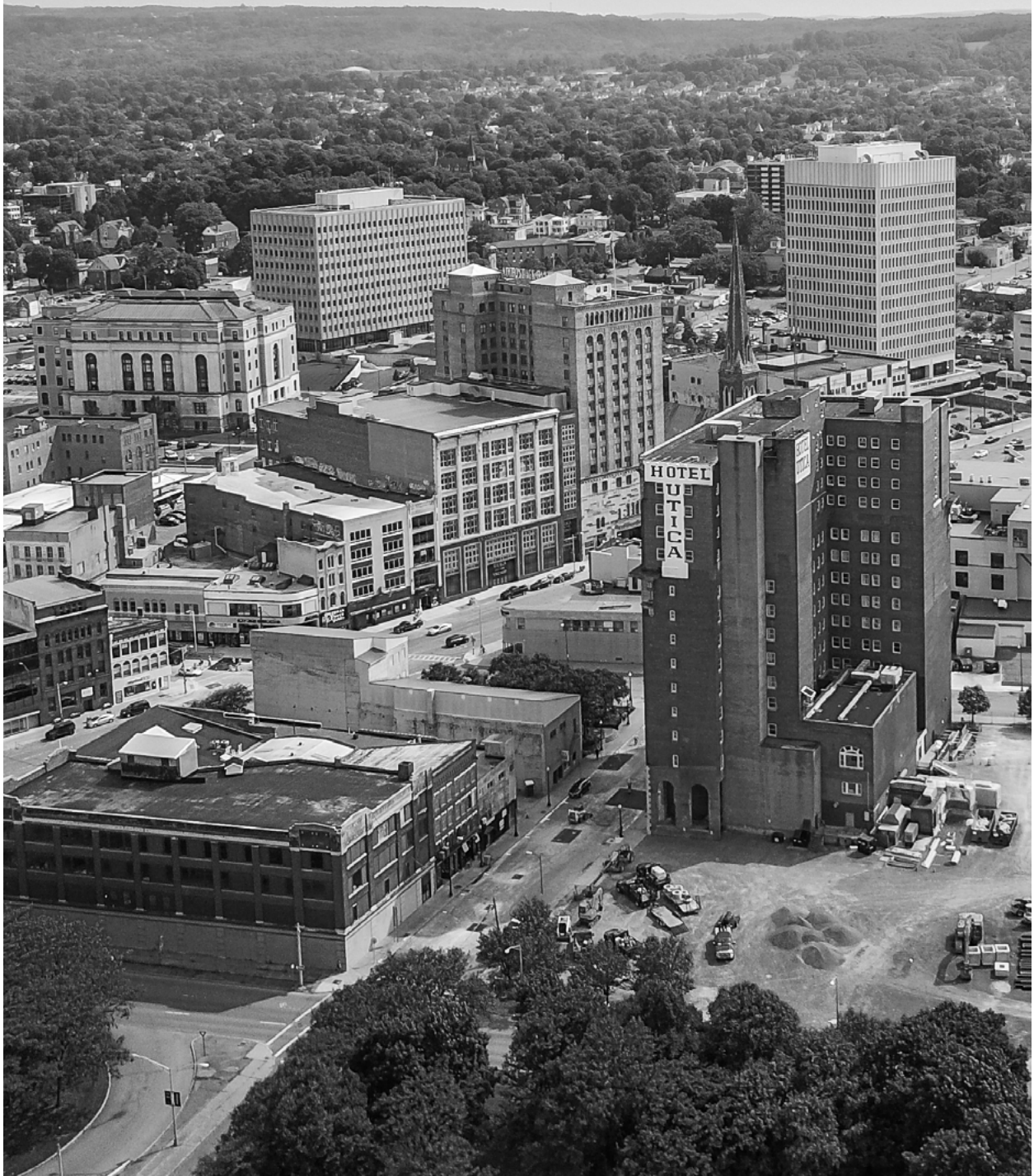
Create transformational growth opportunities that revitalize downtown buildings and anchors, stimulate economic development, and grow public private partnerships.

- STRATEGY 3.1** Repurpose, rehabilitate, and revitalize vacant buildings and storefronts.
- STRATEGY 3.2** Encourage mixed-use redevelopment to support living, working, and playing downtown.
- STRATEGY 3.3** Strategically leverage public resources to jumpstart larger private investments and community initiatives.
- STRATEGY 3.4** Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners.
- STRATEGY 3.5** Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base.
- STRATEGY 3.6** Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers.



SECTION III

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY



Source: City of Utica

The City of Utica's government has a strong and proven capacity for project management and organization that will help ensure the success of its downtown revitalization efforts. Mayor Palmieri has emphasized communication between City departments for the betterment of the City. As a result, City staff are working together effectively and managing projects efficiently. Under Mayor Palmieri's leadership, the City's Departments of Urban and Economic Development, Engineering, Public Works, Parks and Recreation, and Media will continue to work together to build on their planning efforts while implementing the DRI projects.

The Department of Urban & Economic Development will be the primary department responsible for administering contracts for the public DRI projects. The department is dedicated to the continued improvement of the City and seeks to foster the entrepreneurial spirit of the City's residents and business community. The department also aims to strategically guide development of the City's diverse people and places in a manner that preserves valuable natural resources and historic assets.

To fulfill this broad mission, the Department is comprised of staff who focus on planning, zoning, economic development, and community development and who oversee state and federal grants intended to improve the quality of life for City residents and businesses. The Department administers the federal entitlement Community Development Block Grants (CDBG), Emergency Shelter Grants (ESG) and HOME Investment Partnership Grants (HOME) received by the City of Utica each year. Staff are also responsible for overseeing grant implementation for various other planning areas including downtown revitalization, Utica Harbor redevelopment, zoning, historic preservation, and economic development. Many of the plans, projects and programs within those categories involve grant writing and contract administration. Department staff also provide support to the Planning Board, Scenic & Historic Preservation Commission, and the Zoning Board of Appeals.



Above: City street with historic architecture within DRI area (Source: Kelly Murray, The Community Foundation)

The Commissioner of the Department of Urban and Economic Development has been with the City of Utica for 18 years. He provides strategic direction, supervises staff, oversees the management of all economic and community development activities, and serves as a liaison between the City government and businesses, community not-for-profits, and the private sector. He is also the Executive Director of the Utica Urban Renewal Agency.

Key supporting staff for the implementation of these projects will include a Principal Planner, Senior Administrative Aide, and Community Development Specialist with relevant experience in master planning, zoning, downtown revitalization, scenic and historic preservation, brownfield redevelopment, grant reporting, and payment requests.

In addition to the Department of Urban and Economic Development, the City's Engineering Department will provide oversight for the administration of public projects A (Streetscape and Gateways), B (Washington Street Parking Garage), and C (Liberty Bell Park), should these projects be funded. The Engineering Department works closely with the Parks Department and keeps all records for roadways, sewers, parks,

playgrounds, and City-owned buildings. The Engineering Department plans and coordinates construction and repairs on all City facilities. It also issues subdivision/consolidation maps as well as permits for sidewalk construction, curb cuts, and street excavation.

For the public improvement and/or publicly sponsored projects, the City will conduct an RFP process for the selection of a design consultant, architect, engineer and/or project contractor to carry out the work. The Department of Urban and Economic Development will oversee the RFP process in coordination with other City departments and staff, as needed and as appropriate. For private and non-profit sponsored projects, the entity that is awarded funding will establish a formal contract and project implementation process with the funding agency (i.e., NYS Empire State Development, NYS Department of State, or NYS Homes and Community Renewal). The responsible parties for the implementation of all projects proposed for DRI funding are outlined in the summary table in Section V of this plan.



Above: Fountain and sculpture in City Hall plaza
(Source: Kelly Murray from The Community Foundation)

Finally, the City of Utica will convene the members of the LPC on a semi-annual basis to provide updates on the progress of each active DRI project.

SECTION IV

PUBLIC INVOLVEMENT



OVERVIEW

Inclusive community engagement is vital to successful DRI planning and implementation. The City of Utica, the Local Planning Committee, and New York State partners under the leadership of Governor Andrew Cuomo were united in their commitment to generate broad community participation and support throughout the DRI planning process. Numerous methods were employed to gather public input and keep the community informed both before and during the COVID-19 pandemic. These built on extensive efforts completed by the City during the DRI application process. In total, over 750 community members and stakeholders participated in 20 DRI meetings and activities. This number excludes City staff, LPC members, and support staff.

A Public Engagement Plan outlined the outreach activities and methods used to involve the community in the development of the Strategic Investment Plan. These are summarized below.

Engagement Opportunities

- Kick-off Meeting
- Local Planning Committee Meetings
- Open Call for Projects
- Focus Groups, Stakeholder Meetings, and community “Map It” stations
- Public Open Houses
- Online Survey
- Virtual Public Presentation

These activities are listed in Table 6 and described in the subsections below.

Outreach Methods

Extensive outreach was conducted across a variety of channels to ensure broad public participation. Outreach methods evolved throughout the planning process to meet the needs of the community, and special care was taken to reach groups that are traditionally underrepresented at public events. Key outreach strategies included:

Interactive DRI website uticadri.com - A dedicated website was created for DRI information and updates. Visitors could access event information, view DRI materials, and submit comments. Information was cross-posted to the established NYS DRI website at www.ny.gov/dri

E-mail distribution List - A contact database was compiled and continually updated to include individuals who attended DRI events, submitted signed comments, or otherwise indicated an interest to receive occasional email updates and announcements. The 170 subscribers included members of the public, key stakeholders, potential project sponsors, media representatives, LPC members, and government officials.

Coordination with Local media - Local newspapers, television stations, and radio stations were kept informed of DRI activities through press releases, emails, and general updates. They provided regular coverage of the process, attending meetings and conducting interviews with LPC members, City officials, and community members.

Social Media - Outreach was amplified via posts to the City of Utica’s twitter account (7,600 followers) and public Facebook page (1,750 followers). The Facebook page, which is actively used by the community, was used to post announcements and live stream meetings.

Outreach materials - Other outreach methods included the distribution of flyers, save the date cards, and announcements on local billboards in the City.

Accessibility Considerations

Care was taken to create accessible events and materials. This was particularly relevant given Utica’s diverse population which includes persons with limited English proficiency and persons who are blind or visually impaired. Websites and advertisement materials included guidance on how to request accommodation for non-English speakers and people with disabilities or special needs to enable them to participate in each event.

Considerations included choosing ADA-compliant venues, providing audio and visual materials, and using electronic materials compatible with screen readers.

DRI Application Public Involvement

When preparing the DRI application, the City of Utica worked with the DRI Application Steering Committee to engage the public and solicit support through:

- Stakeholder focus groups for the recently completed Downtown Vision Plan;
- A DRI-focused public open house on May 13, 2019;
- An online community survey with over 500 respondents; and
- A drop box for input at City Hall.

Information garnered from the public during the application development process was used to inform the boundaries of the DRI area as well as potential downtown revitalization issues, priorities, and projects. The 500 survey responses also provided a rich source of information to guide the development of the DRI vision and goals (see Section II).

Below: Home page for uticadri.com (top) and videos of DRI meetings on the City of Utica's Facebook page (bottom)
(Source: Elan.3 Consulting)



KICK-OFF MEETING

November 19, 2019 11:30-3:30 pm

The Utica DRI planning process began with a meeting of the LPC co-chairs, City staff, NYS Agency staff, and the consultant team assigned to the Utica DRI. The meeting provided an opportunity for members of the DRI team to meet and familiarize themselves with the DRI process and goals. The meeting agenda included introductions & roles and responsibilities, project schedule and scope, discussion on public outreach, a review of the DRI application, and a tour of the DRI area.

LOCAL PLANNING COMMITTEE MEETINGS

To ensure the DRI appropriately reflected the needs, priorities, and interests of the community, a Local Planning Committee was appointed to lead the development of the Strategic Investment Plan. The LPC was composed of community leaders, municipal representatives, and key stakeholders from the private and non-profit sector. The committee was co-chaired by Mayor Robert Palmieri and the President of Utica College Dr. Laura Casamento, who is also a member of the Mohawk Valley Regional Economic Development Council. The LPC was assisted in their duties by State agency staff, City staff, and a consultant team selected by the State.

The first LPC meeting was held at the DoubleTree by Hilton in downtown Utica. The second, third, and fourth LPC meetings were held at the MVCC thINCubator, an innovative co-working facility and flexible event space accessible to people with disabilities. The remaining LPC meetings were held remotely due to COVID-19. The fifth was a WebEx meeting live streamed on the City of Utica's public Facebook page for observers. The sixth meeting, which doubled as a public presentation, was a live webinar open to public attendees. Recordings of LPC meetings three, four, five, and six were posted to the City of Utica's public Facebook page and/or uticadri.com.

TABLE 6. OVERVIEW OF PUBLIC ENGAGEMENT OPPORTUNITIES

ACTIVITY	DATE	PARTICIPATION
<i>Project Kick-off Meeting</i>		
Kick-off Meeting & Downtown Tour	November 19, 2019	22 participants
<i>Local Planning Committee (LPC) Meetings (open to public observers)</i>		
LPC Meeting #1	December 10, 2019	36 public observer attendees
LPC Meeting #2	December 18, 2019	17 public observer attendees
LPC Meeting #3	January 13, 2020	16 public observer attendees, 3 live stream viewers, 11 video views ¹
LPC Meeting #4	February 6, 2020	8 public observer attendees, 5 live stream viewers, 23 video views
Virtual LPC Meeting #5	August 5, 2020	23 live stream viewers, 100+ video views
<i>Public Meetings and Open Houses</i>		
Public Open House #1	December 18, 2019	40 participants
Public Open House #2	February 6, 2020	63 participants
Public Presentation & LPC Meeting #6	September 3, 2020	Virtual webinar presentation with 32 public participants
<i>Focus Groups and Stakeholder Meetings</i>		
Herkimer-Oneida Counties Transportation Study (HOCTS) Focus Group	January 13, 2020	13 participants
Access and Inclusion Committee Focus Group	January 14, 2020	6 participants
Utica Arts Council Focus Group	January 14, 2020	4 participants
Downtown Community Forum Focus Group	January 14, 2020	3 participants
Oneida Square Group Focus Group	January 14, 2020	9 participants
Meeting with Public Safety Officials	January 13, 2020	Utica Fire Chief and Police Chief
Meeting with City Officials	January 29, 2020	7 City Departments
Community Meeting with Refugee Communities	January 17, 2020	25 participants + interpreters
New Americans Community Meeting	January 30, 2020	25 participants + interpreters
<i>Self-Directed Community Activities</i>		
Community “Map It” Stations at the Center and Tabernacle Baptist Church	January 10 – 30, 2020	30 participants
Community Online Survey	February 24 – March 9	245 responses

¹ Live stream viewers watched the meeting live on the City of Utica’s Facebook Page. “Video views” are unique views of at least 1 minute of the meeting recording on Facebook.

LPC Meeting #1

December 10, 2019 2:00-4:00 pm

The first LPC meeting introduced the DRI program and planning process. The City gave an overview of the winning DRI application including the initial DRI area, vision, goals, and potential projects. The consultant team then summarized the DRI program. The LPC discussed the development of a downtown profile, Public Engagement Plan, and an Open Call for Projects. Several 'FAQs' on DRI project selection were identified for inclusion in DRI communications

A full house of public observers and members of the press attended the first LPC meeting. Public comments expressed:

- Support for the DRI program and open call for projects;
- Interest from community groups to contribute ideas and expertise, including on socio-economic development, sustainable infrastructure, and inclusive community engagement;
- Support for an inclusive public engagement process that involved youth, people of color, and new Americans; and
- Ideas for project elements that would positively impact downtown including: links to Utica's Erie Canal history, 'complete streets' that are

accessible and multi-modal year round; and projects that are financial sustainability in the long term.

LPC Meeting #2

December 18, 2019 2:00-4:00 pm

The second LPC meeting presented drafts of the DRI vision, the City of Utica DRI goals, the Public Engagement Plan, and the downtown profile for LPC feedback. The meeting also included an update on the ongoing call for projects and a discussion of project evaluation criteria. LPC discussion focused on:

- Ideas for a more descriptive vision and goals
- Need for a cohesive theme connecting the goals
- Suggestions for additional key stakeholders
- Understanding downtown vacancy and growth metrics
- Setting a goal to leverage \$25 million of investment on top of the \$10 million award
- Decision to recommend a maximum 25% DRI ask for private projects and a maximum 100% DRI ask for public and non-profit projects

Public comments included:

- Suggestions for additional key stakeholders
- Suggestion to incorporate age-friendly initiative

LOCAL PLANNING COMMITTEE

Co-Chair: Mayor Robert M. Palmieri, City of Utica

Co-Chair: Laura Casamento, EdD, President & CEO, Utica College

Michael Ballman, Pastor, Cornerstone Community Church; Director, Oneida Square Project

Regina Bonacci, Manager, Downtown Utica Development Association

Jeffrey Brandstadt, President, Black River Systems

Shelly Callahan, Executive Director, The Center

Dawn Carter-Laguerre, Resident

Anna D'Ambrosio, President & CEO, Munson-Williams-Proctor Arts Institute

Alicia Dicks, President & CEO, The Community Foundation of Herkimer & Oneida Counties

Steven J. DiMeo, President, Mohawk Valley EDGE

Meghan Fraser-McGrogan, Executive Director, Greater Utica Chamber of Commerce

Vincent Gilroy, Jr., Chairman, Utica Industrial Development Agency

Maria Kontaridis, Executive Director and Director of Research, Masonic Medical Research Institute

Christopher Tuff, Deputy CEO, CENTRO

Michael Pezzolanella, CEO, Pezzolanella Construction

Barry J. Sinnott, Senior Vice President, Bank of Utica

Michelle Truett, Owner, 484 Design

language in the vision

- Correction to an employment data point

LPC Meeting #3

January 13, 2020 2:00-4:00 pm

The third LPC meeting began with a report on the final Public Engagement Plan and input received during the first public Open House. The revised DRI vision and goals were then presented, followed by a preliminary project list with projects from the DRI application and the (ongoing) call for projects. LPC discussion focused on:

- Minor comments on the vision
- What constitutes a transformative DRI project
- Building a cohesive slate of projects that will collectively revitalize downtown
- Understanding the option to utilize a Business Assistance Fund
- The DRI boundary and interest to focus investment in the downtown core
- Understanding the project selection criteria
- Defining next steps in the evaluation process

No comment cards were submitted by the public at this meeting.

LPC Executive Sessions #1 and #2

January 28, 2020 8:00 am - 12:00 pm and January 30, 2020 8:00 - 11:30am

The LPC held two extended executive sessions in order to conduct a preliminary review of every potential DRI project. The review covered over 50 potential projects including those from the DRI application and those received through the Open Call for Projects between December 13, 2019 and January 13, 2020. Day one focused on private sector projects. Day two focused on public and non-profit projects. Thirteen LPC members joined either in person or by phone. The preliminary review considered the need, readiness, and impact of each project. Where clarification was needed, the LPC submitted requests for further information to the project sponsors.



Above: LPC co-chairs address members of the public and during a presentation on the Utica DRI at public Open House #1 (Source: Elan.3 Consulting)

LPC Meeting #4

February 6, 2020 2:00-4:00 pm

The fourth LPC meeting started with a presentation of the final DRI vision and goals; the draft DRI strategies; and input received from focus groups, stakeholder meetings, and community Map It stations. It continued with a review of all potential DRI projects including an in-depth design discussion for the public streetscapes project and a proposal for a Business Assistance Fund project. A public comment was received supporting slower traffic and bulb-outs as design features that benefit bicyclists and pedestrians.

LPC Executive Sessions #3 and #4

February 12, 2020 8:00 - 10:00 am and February 28, 2020 8:00 - 10:00 am

The LPC held two extended executive sessions in February to continue their evaluation of potential DRI projects. The purpose of the meetings was to share project updates including answers to questions that arose during previous LPC meetings; to understand where each project stood in relation to the evaluation criteria; and to define the LPC's approach for narrowing the priority project list at future meetings. Thirteen LPC members joined either in person or by phone.

Virtual LPC Meeting #5

August 5, 2020 2:00-4:00 pm

The fifth LPC meeting began with a presentation of public input on potential DRI projects received during the second Open House (February 6, 2020) and through an online community survey (February 24th – March 9th 2020). This was followed by a recap of the evaluation process and criteria, and by LPC member recusals. The LPC proceeded to review all potential DRI projects and to create a slate of projects to potentially be recommended to the State for DRI funding. The LPC discussion focused on:

- Understanding project updates made since the previous LPC meeting
- Identifying the most impactful projects for the DRI area to include on a slate worth between \$13 million and \$15 million of total DRI funding
- Reviewing and revising the DRI boundary to include two transformative projects (project 2 and 12) and an additional project
- Increasing the DRI funding amount requested for public art (project E) and the Business Assistance Fund (project D)
- Finalizing the slate of projects for LPC members to vote on

Following the meeting, the slate of projects was emailed to LPC members as a ballot. Members voted to in favor of recommending the slate of projects to the State for DRI funding.

Below: Board from Public Open House #1 with information on the Open Call for Projects (Source: Elan.3 Consulting)



OBSERVER-DISPATCH

NEWS

Public input sought on Utica's \$10M downtown revival

Steve Howe showe@uticaod.com
Published 4:45 a.m. ET Sep. 5, 2020

The list of priority projects has been selected and the bones of the strategic investment plan to be sent to the state are in place.

Utica's Downtown Revitalization Initiative (DRI) local planning committee held its final public meeting virtually Thursday. The \$10 million state award, which includes \$300,000 in planning costs, will be determined later, but residents and stakeholders have a final opportunity to chime in.

The planning committee will take comment on the priority project list through Tuesday. Comment can be submitted through the contact form on uticadri.com or by mail to the city's Urban and Economic Development Commissioner Brian Thomas at Utica City Hall. A slideshow featuring the projects and a full meeting recording are available on the DRI website.

The strategic investment plan includes the priority projects established by the committee and outlines the vision, goals and strategies of Utica's DRI, said Lisa Nagle, a principal at Elan Planning and Design, during Thursday's meeting.

Above: News article in the Utica Observer-Dispatch on the public comment period for recommended projects (Source: Utica Observer-Dispatch)

One public comment was received via email noting that a new sculpture honoring essential workers was being planned for the new Route 5/John St intersection, and might be a good candidate for DRI public art funding.

Virtual LPC Meeting #6/Public Presentation

September 3, 2020 2:00-4:00 pm

The final LPC meeting was held as a joint LPC meeting and public presentation. Please see the description under "public presentation" below.

OPEN CALL FOR PROJECTS

December 13, 2019 – January 13, 2020

The LPC issued an open call for projects that would help transform downtown Utica into a vibrant community where New Yorkers want to live, work, play, and raise families. Project sponsors were requested to complete a submission form describing their project including the location, scope, budget, timeframe, capacity and readiness considerations, indications of public support, and anticipated revitalization benefits. The form outlined eligibility requirements and instructions to submit the proposal electronically or in hard copy. Proposals for projects outside of the DRI boundary indicated in the City's DRI application could be submitted with a statement explaining

why the LPC should consider a minor boundary change to incorporate the project.

In response to community feedback, the original call was extended to remain open for a full month. Over 30 proposals were received through the open call including a mix of private and non-profit projects.

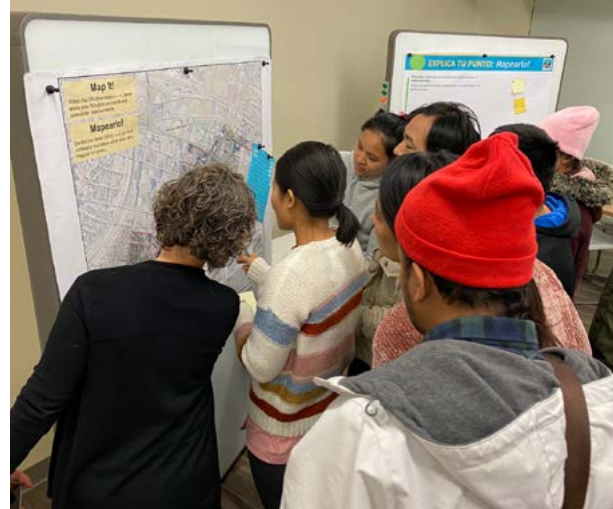
FOCUS GROUPS, STAKEHOLDER MEETINGS, AND MAP IT STATIONS

Five focus groups, four stakeholder meetings, and three Map It stations were organized throughout the month of January to gather input from 90+ diverse experts and community members. The concerns, opportunities, and resources identified informed the design of public projects and the development of the Strategic Investment Plan.

The **Herkimer-Oneida Counties Transportation Study (HOCTS) Focus Group** identified areas of high pedestrian traffic, including visually impaired pedestrians; circled dangerous intersections and speedways; and discussed infrastructure improvement needs, noting potential challenges, solutions, and relevant resources.

The **Access and Inclusion Committee Focus Group** discussed how to include all communities in the DRI. They identified a need for more childcare services,

Below: Herkimer-Oneida Counties Transportation Study (HOCTS) Focus Group on January 13, 2020
(Source: Elan.3 Consulting)



Above: New Americans at The Center pinpoint desired streetscape improvements
(Source: Elan.3 Consulting)

wayfinding signage, accessibility infrastructure, housing variety including affordable housing, and public transportation that aligns better with workers' routes and schedules. They shared ideas to improve pedestrian safety and better utilize public parks.

The **Utica Arts Council Focus Group** noted the City's active arts scene and the need for better stewardship of public art. The group discussed a plan for how the informal Utica Arts Council could collaborate with the City on the public art project (Project E).

The **Downtown Community Forum Focus Group** discussed how the DRI could build on Utica's positive growth and encourage development that reinforces urbanism while maintaining the unique, mixed income character of downtown. The group identified a need to expand economic opportunities, services, amenities, pedestrian infrastructure, and affordable housing for the existing population living in and around downtown.

The **Oneida Square Group Focus Group** discussed how the DRI could build on recent efforts by the City and neighborhood businesses and organizations to improve the Oneida Square neighborhood. The group identified a need to combat blight as well as walkability and safety concerns. Ideas for hard and soft measures such

as streetscape improvements, zoning regulations, and neighborhood or business partnerships were shared.

A meeting with the **Utica Fire Chief and Police Chief** explored development issues from a Public Safety perspective. Officials discussed the expected impact of the downtown hospital on traffic flow including emergency vehicles, streetscape considerations for first responders, accident hotspots at Genesee's northern gateway, crime hotspots at the southern gateway, community partnerships and Community Outreach Officers, building code enforcement, and downtown development catalysts.

In a meeting with **City Officials**, an in-depth review of issues related to streetscapes, sustainability, public art, parks, and parking garages was conducted with staff from the departments of Urban and Economic Development, Engineering, Facilities, Off-Street Parking, Public Works, Parks and Recreation, and the Mayor's Office.

The Utica DRI was included on the agendas for both the January **'Community Meeting' at the Center with recent refugees/immigrants** settling in Utica and the January **'New Americans Community Meeting'** at the Center with more established immigrants living in Utica. Both meetings featured a presentation on the DRI, audience Q&A, and a mapping exercise, all with consecutive interpretation in seven languages.

With help from staff at the Center, three community Map It stations were set up at (1) the Center, in English

Below: Social media post advertising the DRI survey
(Source: Elan.3 Consulting)



Above: Attendees peruse informational and interactive boards at public Open House #1, sharing input and ideas on the vision for downtown Utica
(Source: Elan.3 Consulting)

and Spanish (with interpretation opportunities for other languages) (2) Tabernacle Baptist Church (English and Karen Services) and (3) Court Street Mosque. The self-directed mapping stations allowed participants to provide input on streetscape improvements for the DRI area. They targeted groups that are often underrepresented at public meetings – including the Bosnian, Burmese, and other New American communities – by bringing the open house to them. The maps and comments were collected after twenty days. As a potential DRI project sponsor, the Mosque (BIAU) opted not to submit comments to avoid any potential conflict of interest.

PUBLIC OPEN HOUSES AND COMMUNITY SURVEY

Four interactive public events were held during the DRI planning process: two public open houses, one community online survey, and one public webinar. Together, these events engaged 380 participants.

Public Open House #1

December 18, 2019 4:30-7:00 pm

The first Open House asked participants to consider downtown today, what they would like downtown to be in the future, and how the DRI could help

achieve this vision. Several informational boards described the DRI program, planning process, and the current socio-economic profile of the DRI area. Next, a series of interactive boards and maps asked participants to comment on the draft DRI vision, on the draft City of Utica DRI goals, and on the public realm downtown (pedestrian, bicycle, transit, parks, and open spaces). A final set of boards described the DRI project selection process; listed the potential projects included in Utica's DRI application; and invited submissions to the ongoing Open Call for Projects.

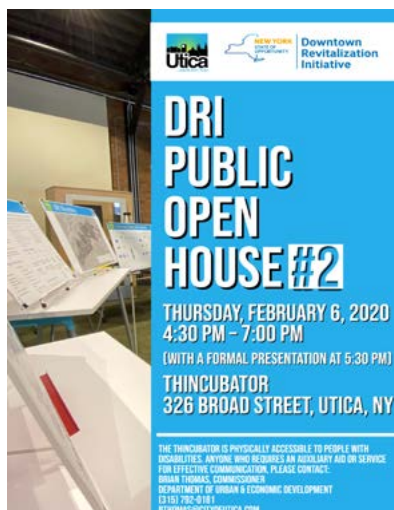
Representatives from the consultant team, City, and LPC delivered a brief presentation at 5:30pm, which most participants were present for, and were on hand to answer questions while participants browsed the boards.

Public Comments

The public could submit written feedback using the interactive boards or comment cards.

- For the vision statement, participants suggested cutting the jargon and focusing on people, fostering a sense of place, and driving economic and social opportunity. Key words and ideas included: diversity, equity, density, walkability, enterprise, tourism, integration, accessibility, sustainability, energy efficiency, natural beauty, transit, mobility, business, growth, property

Below: Flyer for Public Open House #2
(Source: Elan.3 Consulting)



Above: Sign-in station at public Open House #2
(Source: Elan.3 Consulting)

development, and diverse activities.

- For the goals, one comment proposed they reflect a balanced approach to building economic opportunity, community, and vibrancy.
- For public spaces, input was provided for every corner of the DRI area and especially the Central Business District (Lafayette and Genesee Streets). Comments noted the need for better connectivity (to West Utica, the AUD, Harbor Point, Empire Trail, and City Parks), walkability, facades, cleanliness, curb appeal, lighting, signage, and a more welcoming environment for diverse users. They included suggestions for bike lanes, road diets, public art, addressing vacant storefronts, and investing in local talent (see Table 7).

Public Open House #2

February 6, 2020 4:30-7:00 pm

At the second Open House, the public was invited to provide comments on the draft DRI strategies and to play the role of an LPC member by selecting which projects they would recommend for DRI funding.

On arrival, each participant received \$10 million in fake paper bills. They were then able to review the description of every potential DRI project. They could “fund” the projects they liked by putting the amount equivalent to the project’s DRI ask in a cardboard bank in front of that project, until their

\$10 million was spent. Altogether, the projects represented approximately \$20 million worth of DRI funding, so participants could only fund a limited selection of their preferred projects.

The Open House boards presented all 49 potential DRI projects including those from Utica's DRI application and those submitted through the Open Call for Projects. Thirteen smaller projects considered potential candidates for a Business Assistance Fund were listed together with the fund. Five projects that proposed art installations on public property were listed with the Public Art project. A 'Kids station' welcomed input from young participants. Project proposals that had been determined to be ineligible were not presented.

At 5:30 pm, a brief presentation provided an update on the DRI planning process. The presentation summarized public input received from the first Open House, focus groups, stakeholder meetings, and community Map It stations. It also described the next steps in the LPC's project evaluation process and upcoming public engagement opportunities.

Public Support for Potential Projects

The amount of money in each project bank was counted and divided by the DRI ask for the project to get an estimate of how many people chose to fund the project. The maximum possible value was 63 - the total number of Open House participants.

Below: Participants provide feedback on potential DRI projects at public Open House #2
(Source: Elan.3 Consulting)



Above: Participants provide feedback on potential DRI projects at public Open House #2
(Source: Elan.3 Consulting)

Values are an approximation as the exercise was self-directed with a potentially high margin of error. All projects received some support. Excluding outliers (projects with values over 63), the projects that appeared to receive the highest support were projects 1, 2, 6, 8, 9, 10, 11, 13, 14, 16, A, D, E, and a project for the MVCC Technical Training Center which was later withdrawn after funding was secured from another source.

Other Public Comments

Comments submitted during the Open House:

- Expressed support for strategies that support diversity, vulnerable populations, and arts and culture;
- Debated how to align a potential rehabilitation of Franklin's Towers with the draft strategies;
- Shared information on relevant resources (façade easements, historic photos) available through the Landmarks Society of Greater Utica; and
- Voiced support for green spaces and playgrounds

Community Online Survey

February 24 – March 9 2020

In order to gather more public input on the potential DRI projects, a simple online survey was created and shared widely. The survey included

the full list of potential DRI projects presented at Open House #2 except for two that preferred to be included as potential candidates for the Business Assistance Fund. Survey respondents were asked “Would you fund this project?” and could select Yes, No, or Maybe for each project. No prioritization was required and respondents could skip projects if preferred.

The survey garnered 245 responses. All 29 projects received some support. The top seven were projects 6, 14, 15, 16, A, E and a project submitted by Matt Brewing.

Public Presentation (Webinar)

September 3, 2020 4:00-5:00 pm

The final public event presented the elements of the Utica DRI Strategic Investment Plan to members of the public and LPC during a live webinar. The presentation summarized the outputs of the DRI planning process including the list of public engagement activities; the DRI vision, goals, and strategies; challenges and opportunities identified for the DRI area; the final DRI boundary; the DRI management and implementation plan; the full list of projects recommended for DRI funding; and additional projects.

The webinar concluded with questions from the audience on the State’s selection process and timeline. The slides and webinar recording were

posted on uticadri.com and open for comment from September 4th – 8th. Comments could be submitted online or by mail to City Hall.

Public Comments

Eight comments were received on the webinar slides. Several expressed support for the Strategic Investment Plan and the recommended projects, and especially the streetscapes and walkability improvements. The comments included suggestions to prioritize improving dilapidated areas and facades (e.g. Kempf block), to set targets for private investment and job creation downtown, to incorporate accessibility considerations and child/adult changing areas for public spaces and restrooms, and to bring retail shops downtown to attract younger people and increase foot traffic and business. They also voiced concerns that adding paid parking and narrowing Genesee Street could discourage visitors and adversely impact downtown businesses. Other ideas included having affordable performance venue for children downtown, adding rent control measures and housing developments that encourage downtown living, and, eventually, getting a local airport.

Below: Screen shot of the virtual public presentation and LPC meeting #6 that took place on September 3, 2020
(Source : Elan.3 Consulting)



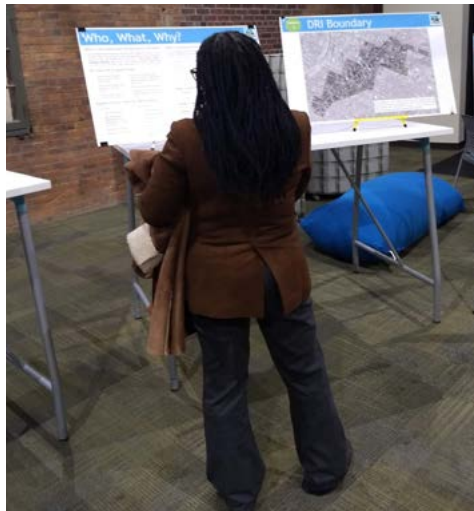
Below: Public providing input at DRI Open Houses (left and middle) and Focus Groups (top right). A composited map of comments on public spaces (bottom right). (Source: Elan.3 Consulting)

City of Utica DRI OH 12.18.19

IF YOU HAVE ADDITIONAL FEEDBACK, COMMENTS OR SUGGESTIONS, use the space provided below and on the opposite side. Please leave at the door on your way out. Thank you for participating!

- MORE PUBLIC ART CONNECTING GENESEE ST TO THE ARTS DISTRICT
- ACTIVATE UNUSED SIDEWALKS WITH POP UP STORES / GALLERIES + ART INSTALLATIONS
- INTER-CONNECTED BIKE PATHS
- CONSISTENT SIGNAGE AND DESIGN AESTHETIC ALONG GENESEE ST
- CREATIVE SEATING / GATHERING POINTS OF DISTINCTIVE DESIGN THAT CREATES A WELCOMING ENVIRONMENT
- DURABLE, LOW-MAINTENANCE STRUCTURES
- USE LOCAL TALENT WHENEVER POSSIBLE
- ALL OF THESE ELEMENTS SHOULD BE WORKING IN CONJUNCTION TO MAKE DOWNTOWN UTICA A DESTINATION

ALSO PERMACULTURE



**TABLE 7: SUMMARY OF PUBLIC INPUT ON STREETSCAPES
AND DOWNTOWN DEVELOPMENT**

WALKABILITY

- Improve pedestrian infrastructure for all users including sidewalks, crosswalks, lighting, benches / rest areas, street trees, plants, landscaping
- Pay special attention to areas frequented by blind or visually impaired pedestrians (e.g. around Chancellor Park) and areas where foot traffic is high (e.g. Genesee, Plant, State, Park, Hopper, Washington/ Blandina, Elizabeth/Columbia, Seneca, John, First) or expected to increase (e.g. Lafayette)
- Keep downtown clean, safe, attractive
- Consider road diet for Genesee (too wide, busy)

ACCESSIBILITY

- Ensure downtown is safe and inviting for blind and visually impaired persons, youth, seniors, families (strollers), people with disabilities, non-English speakers, students, residents, and visitors

PUBLIC ART

- Preserve and expand public art in cooperation with local artists/creatives, arts & culture organizations, and the public

EQUITY

- Serve new and existing residents with the DRI – e.g. support affordable housing, jobs, and businesses that also serve existing residents
- Expand economic opportunities for all
- Include mixed income housing downtown

CONNECTIVITY

- Improve connections between downtown and surrounding neighborhoods for pedestrians, public transit commuters (all shifts), bicyclists, and drivers who need parking (all hours)
- Connections to the NE and SE are particularly relevant (e.g. crossings on Park, Broad, Bleeker)
- Add bike lanes
- Improve parking and signage for parking rules
- Promote the diverse role of parks as valuable gathering and resting places; event and recreation venues; and spaces to unite the community and attract visitors
- Refresh and activate parks year-round

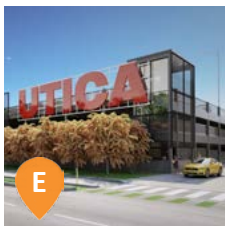
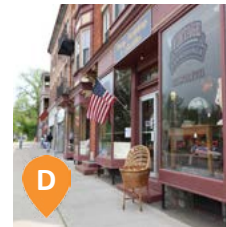
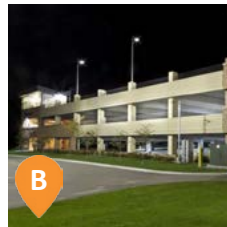
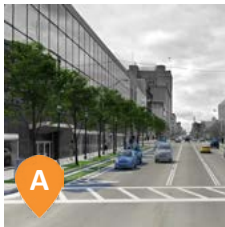
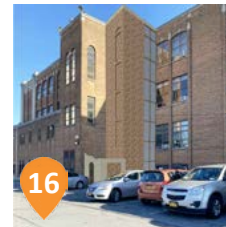
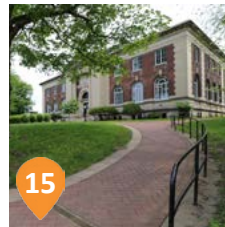
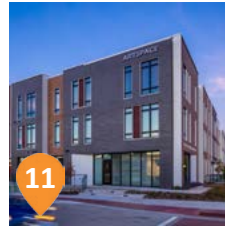
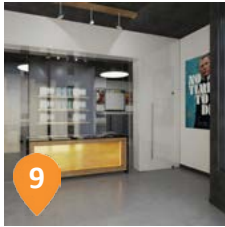
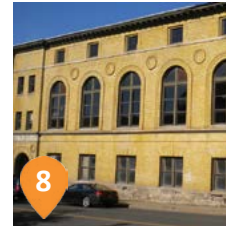
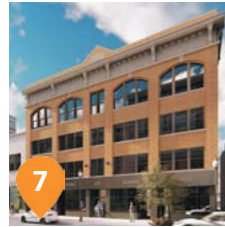
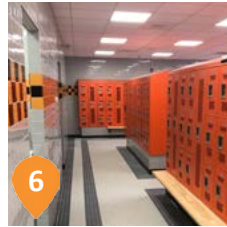
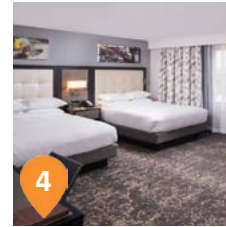
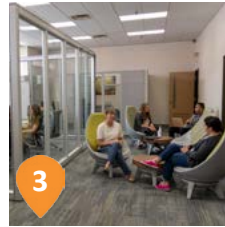
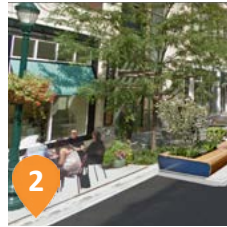
SUSTAINABILITY

- Choose forward-looking designs (e.g. LEED buildings, EV parking, low emission development, watershed/nature-based designs, green infrastructure)

SAFETY

- Improve safety of dangerous crossings and intersections in the Areas around Centro Bus station, Oneida Square Roundabout, crossings on Genesee
- Address speedways on Broad, Bleeker, Elizabeth, Park

SECTION V PROJECTS PROPOSED FOR DRI FUNDING



PROJECTS PROPOSED FOR DRI FUNDING

The LPC recommends **21 projects** for DRI investment including:

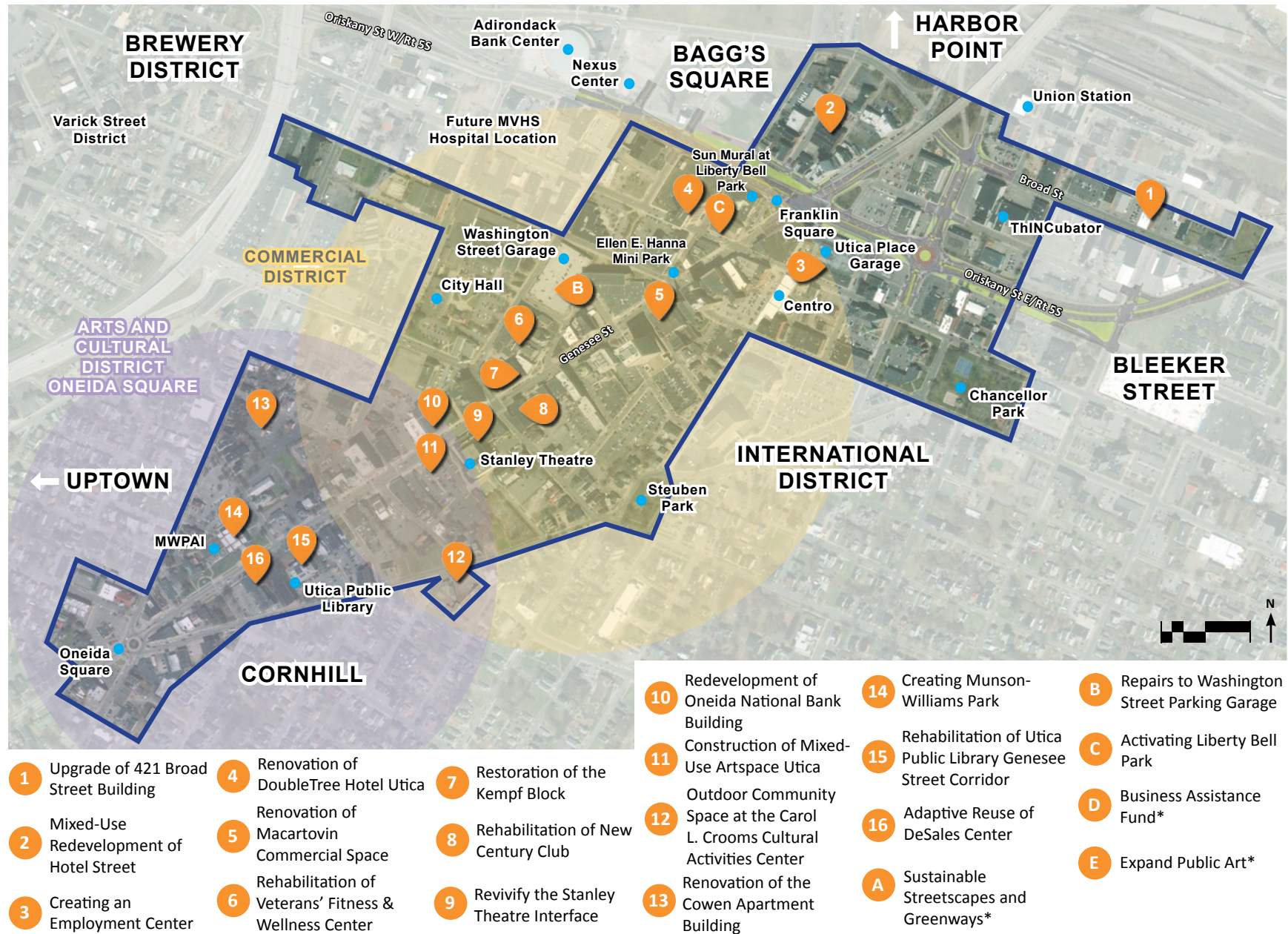
- 16 private and non-profit projects in the New Development and Rehabilitation of Existing Structures category;
- 4 public projects in the Public Improvement category; and
- 1 project in the Revolving Loan and Grant Fund category.

The projects have a **total value of \$59,569,110** including **local leverage of \$46,178,910** beyond the **requested \$13,390,200 DRI funding** for a leverage ratio of 3.5 to 1. These projects are projected to create approximately 285 jobs. Most are estimated to be completed before the end of 2022. The projects are ordered based on their geographic location in the DRI area, and not on any order of priority.

TABLE 8: PROJECTS PROPOSED FOR DRI FUNDING

PROJECT No.	PROJECT NAME	PAGE NO.
PRIVATE / NONPROFIT PROJECTS		
1	Upgrade of 421 Broad Street Building for Local Food Service Business	V - 4
2	Mixed-use Redevelopment of Hotel Street	V - 7
3	Creating an Employment Center to Prepare and Attract a Diverse Workforce	V - 11
4	Renovation of DoubleTree Hotel Utica Upper Floors	V - 16
5	Renovation of Macartovin Commercial Space to Attract Businesses to the City's Commercial Corridor	V - 19
6	Rehabilitation of Veterans' Fitness and Wellness Center	V - 23
7	Restoration of the Kempf Block into Mixed-used Redevelopment	V - 28
8	Rehabilitation of New Century Club into Modern Commercial Space	V - 32
9	Revivify the Stanley Theatre Interface	V - 36
10	Redevelopment of Oneida National Bank Building to establish Mohawk Valley's Commercial Kitchen/Food Incubator	V - 40
11	Construction of Mixed-Use Artspace Utica: Affordable Live/Work Artist Housing	V - 44
12	Bestowing Roots and Wings: Outdoor Community Space at the Carol L. Crooms Cultural Activities Center	V - 49
13	Renovation of the Cowen Apartment Building to Provide Quality Downtown Housing Options	V - 54
14	Creating Munson-Williams Park at Munson-Williams-Proctor Arts Institute (MWPAI)	V - 58
15	Rehabilitation of Utica Public Library Genesee Street Corridor	V - 63
16	Adaptive Reuse of DeSales Center for Inclusive Community Services	V - 67
PUBLIC PROJECTS		
A	Creating Sustainable Streetscapes and Green Gateways	V - 72
B	Repair Washington Street Garage to Expand Parking Downtown	V - 77
C	Activating Liberty Bell Park	V - 81
D	Business Assistance Fund	V - 85
E	Expand Public Art to Create a Vibrant Arts-themed Corridor	V - 89

MAP 7: CITY OF UTICA DOWNTOWN REVITALIZATION INITIATIVE PROJECT LOCATION MAP



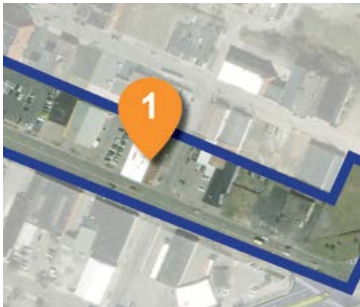
Source: Elan.3 Consulting and MRB Group. Esri 2019 Note on Map: *Projects located throughout the DRI area and not shown on map



1

Upgrade of 421 Broad Street Building for Local Food Service Business

Renovation of the first floor, parking lot, and roof at 421 Broad Street to accommodate a food service business.



DRI Funding Request:
\$145,000 (24%)

Total Project Cost:
\$605,000

Project Location or Address:

421 Broad Street,
Utica NY, 13501

Property Owner and Sponsor:

421 Broad Street, LLC

Project Description

421 Broad Street is a 41,000 ft² mixed-use building with retail space on the first floor, commercial space on the second, third, and fourth floors, and residential space on the top floor. The proposed project includes improvements to the parking lot and exterior as well as renovations to the first floor. The renovations will be made to accommodate Rick's Famous Juicy Burgers, a new downtown food service business. The fast-casual restaurant will have a walk-up window and outdoor seating. Renovations to the exterior, including door upgrades, parking lot enhancements, roof work, and signage, will enable the company to better serve residential and commercial tenants.

Feasibility and Cost Justification

The cost estimate was provided by the project sponsor based on their extensive experience developing and managing food-service businesses in downtown Utica. The proposed project's location, at the intersection of Broad and 2nd Street, is a high traffic area at the gateway of the City. Exterior improvements to the building and parking lot will complement the historic Bagg's Square district. With the addition of a walk-up window and outdoor seating, the food service business will be compatible with the "new normal" of socially distant dining. Outdoor dining facilities are in high demand as the pandemic continues to reshape consumer preferences. The food-service business will also create jobs and expand the local tax base.

Strategies

By improving the exterior of a downtown building and establishing a walk-up food service business in a mixed-use building, this project advances the following strategies and plans:

Above: Proposed image (Source: 421 Broad Street, LLC)

Utica DRI Strategies

- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 3.2:* Encourage mixed use redevelopment to support living, working, and playing downtown

City of Utica Master Plan

- Housing and Neighborhood Development Goals 2, 7, 9

Anticipated Revitalization Benefits

In the short-term, the proposed project will beautify a building in a high-traffic location of the historic Bagg's Square district. In the medium and long term, it will support the expansion of downtown commerce by renovating space for a food service business – adding to Utica's widely celebrated food culture – and encourage downtown living by increasing the curb appeal and amenities of a mixed-use building.

COVID-19 Recovery

This project provides a safe and in-demand outdoor dining option in downtown Utica with a walk-up service window and distanced outdoor seating.



Above: Current food service business entrance. The walk-up food service window will replace the first window to the left of the exterior door (top) and proposed project image (bottom) (Source: 421 Broad Street, LLC)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Paving & Striping of Parking Lot with Sitework	\$10,000	DRI	Requested
Property Fencing to Be Installed	\$10,000	DRI	Requested
Retaining Wall Replacement	\$25,000	DRI	Requested
New Signage & Outdoor Seating / Service Window	\$100,000	DRI	Requested
First Floor Food Service Business	\$350,000	Cash Equity/Bank Financing	Committed/In Contract
All Exterior Doors to Be Replaced	\$30,000	Cash Equity/Bank Financing	Committed
Major Roof Repairs	\$80,000	Cash Equity/Bank Financing	Committed
Total DRI Funding Request			\$145,000
% Requested of total cost			24%
Total Funds from other sources (leveraged)			\$460,000
Total Project Cost			\$605,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q2 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Licensing & Permits 	Start: Q2 2021 End: Q2 2021 1 month
<u>Design and Bidding Phase</u> <ul style="list-style-type: none"> Development of engineering plans Development of construction documents Award of bid to sub-contractors & mechanical contractors 	Start: Q2 2021 End: Q2 2021 1 month
<u>Construction Phase</u> <ul style="list-style-type: none"> Design layout and engineering, construction, and equipment installation and setup 	Start: Q3 2021 End: Q3 2021 1 – 2 months
Project End Date	Q3 2021
Total Months	3-4 months

Jobs Created

Rick's Famous Juicy Burgers has the capacity to support approximately 4 – 8 full time jobs.

Public Support

The 421 Broad Street project is supported by the City of Utica Office of the Mayor, Oneida County Office of the County Executive, and Mohawk Valley EDGE.

Capacity

Pezzolanella Companies has been rejuvenating the downtown core of Utica for over 40 years through renovations of iconic downtown structures. The company has owned and managed several restaurants, bars, and commercial spaces in downtown Utica.

Project Partners

This project will be undertaken by 421 Broad, LLC and parent company Pezzolanella Construction Company.

Acquisition of Real Property

N/A

Regulatory Requirements

This project conforms to all codes and zoning regulations. City permits for construction and occupancy will be required.

Project Reporting

The proposed project will be monitored throughout the renovation process by the sponsor's management team, architects, and engineers using the American Institute of Architect's (AIA) monitoring and documentation system. Upon completion of the project, success will be measured by the number of jobs created as a result. Job creation is the preferred measure of success for the proposed project, but other metrics will be documented including the change in assessed property value.



Mixed-Use Redevelopment of Hotel Street

Transformation of vacant and underutilized historical buildings on Hotel Street into a mixed-use development with commercial space and market-rate apartments.



DRI Funding Request:
\$625,000 (5%)

Total Project Cost:
\$12,591,726

Project Location or Address:

121, 123, 137 Hotel Street
Utica, NY 13502

Property Owner and Sponsor:

Standing Stone Development Partners, LLC

Project Description

Hotel Street in downtown Utica is comprised of several vacant and underutilized historic buildings dating from Utica's heyday in the first half of the twentieth century. This project will restore these buildings and return them to productive use. By renovating three vacant and blighted buildings on Hotel Street, the project will re-establish approximately 20,000 ft² of commercial space to be marketed as retail and office space. In addition to commercial space renovations, the proposed project will also convert the upper floors of each building into residential space. In total, 54 market-rate apartments will be added to the Hotel Street properties. The project will create a historic mixed-use redevelopment that complements and builds on the success of the growing Bagg's Square district.

Feasibility and Cost Justification

The project sponsor completed the cost estimate based on previous development experience. Historic Tax Credits will be utilized for the project and a Part 1 was submitted by the prior owner. Funding incentives provided by National Grid's Economic Development Program are currently pending.

Hotel Street as a whole has been vacant and underutilized for years. Most of the properties on the street are in disrepair and require revitalization. The proposed project is aligned with the City of Utica's Master Plan to increase downtown residents by 10%. Additionally, both the residential and commercial market analyses indicate that the downtown corridor will quickly absorb the newly renovated space. Hotel Street is advantageously located near two

Above: Project concept (Source: Standing Stone Development)

substantial multi-million dollar investments that broke ground in 2019: the Nexus Center and Mohawk Valley Health System (MVHS) Healthcare Campus. Both projects will create hundreds of jobs and increase foot traffic exponentially downtown. The proposed project will absorb a portion of the anticipated spike in housing demand and leverage ongoing investments to further revitalize downtown.

Strategies

With the revitalization of several vacant and underutilized buildings on Hotel Street, the proposed project will advance the following goals and strategies:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 3.1:* Repurpose, rehabilitate, and revitalize vacant buildings and storefronts

MVREDC URI Strategies

- Vibrant Communities

City of Utica Master Plan

- Housing and Neighborhood Development

Goal 2, 3, 5, 6, 7, 9

- Downtown Development Goal 6, 7, 8
- Parks, Recreation, Arts/Culture & Historic Preservation Goal 4
- Business & Technology Development Goal 1, 6

Anticipated Revitalization Benefits

The proposed project creates investment in the urban core and fosters community development and revitalization. By providing live, work, and play assets, this project revitalizes vacant building stock and will create an active and desirable downtown with a strong sense of place. The immediate impact of the project on the newly renovated space will be the restoration of the vacant and blighted buildings that currently define Hotel Street, to their former glory. In the medium term, the newly renovated buildings will attract quality residential and commercial tenants, fostering job creation and increased economic activity in downtown Utica. Additionally, the project provides a variety of market-rate housing and employment opportunities that will capitalize on the anticipated spike in demand for such space, expected to result from ongoing investments in and around the DRI area. In the long term, the project's scope and advantageous location relative to many of the area's anchor institutions will support downtown living and quality of life, enhancing walkability, bikeability, and vibrancy.

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Building Acquisition	\$1,602,426	Owner Equity	Secured
Building Renovation	\$900,000	ESD Capital Grant	Secured
Building Renovation	\$250,000	National Grid	Pending
Building Renovation	\$625,000	DRI	Requested
Building Renovation	\$5,172,099	Bank Loan	In Process
Other Costs	\$4,042,201	Bank Loan/Owner Equity	Secured
Total DRI Funding Request			\$625,000
% Requested of total cost			5%
Total Funds from other sources (leveraged)			\$11,966,726
Total Project Cost			\$12,591,726

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> • Procurement of necessary permits • Site owner enters contract with GC 	Start: Q1 2021 End: Q2 2021
<u>Design and Bidding Phase</u> <ul style="list-style-type: none"> • Site owner finalizes design • Part II submitted to SHPO • Development of construction documents • Sub-contractor bidding phase • Obtain Permits 	Start: Q1 2021 End: Q3 2021 6 months
<u>Construction Phase</u> <ul style="list-style-type: none"> • Install temporary fencing • Begin construction – façade improvements • Interior buildout 	Start: Q2 2021 End: Q2 2023 24 months
Project End Date	Q2 2023
Total Months	29 months

COVID-19 Recovery

N/A

Jobs Created

Upon completion of the mixed-use redevelopment, approximately 20,000 square feet of commercial space will be available as retail and office space. The final mix of retail and office space will ultimately determine the number of jobs created. Based upon the volume of commercial square footage to be developed, the proposed project could support 80 – 100 full time jobs.

Below: Current condition of Hotel Street (top) and project concept (bottom) (Source: Standing Stone Development)



Public Support

The community engagement activities for the downtown vision plan revealed the public's interest in a safer, more walkable downtown, and a strong interest in removing blight from the downtown corridor. The proposed project addresses these concerns. This project attracted moderately high interest during the second public Open House exercise. Additionally, the project has received support from Mohawk Valley Regional Economic Development Council (MVREDC), the City of Utica, Utica IDA, and National Grid.

Capacity

Standing Stone Development Partners, LLC consists of six partners with decades of experience in real estate development, commercial banking, land development, acquisitions, finance, redevelopment, asset management, community development, project management and public affairs. The company has been awarded grants from Empire State Development and National Grid, showing a demonstrated capacity to undertake a project of this scope.

Project Partners

- Alesia and Crewell, PC - architects
- Crawford and Stearns - historic tax credits and architecture
- Plumley Engineering - civil and environmental engineering
- Seth Stark and Associates - legal
- Ward Arcuri, LLP - legal and title agent
- Hueber Breur Construction - general contractor
- SS Funding and Procurement Resources - grant consultation

Acquisition of Real Property

N/A

Regulatory Requirements

The proposed project will require a Part II Historic Tax Credit Approval (SHPO), SEQRA review, and building permits from the City of Utica.

Project Reporting

Key metrics identified to monitor the success of the proposed project include residential occupancy, commercial occupancy, and successful retail businesses (measured through sales volume and foot traffic).



3 Creating an Employment Center to Prepare and Attract a Diverse Workforce

Creation of an Employment Center offering culturally and linguistically appropriate training and employment services for diverse populations working in the region.



DRI Funding Request:
\$ 624,000 (86%)

Total Project Cost:
\$ 724,000

Project Location or Address:
201 Bleecker Street
Utica, NY 13501

Property Owner and Sponsor:
The Center 501(c)(3)

Project Description

The Center, a not-for-profit organization, provides comprehensive integration and support services to refugees, immigrants, and the general community. The Center purchased 201 Bleecker Street in 2018 and has upgraded several large rooms to create a Welcome & Opportunity Center with vocational and educational services. However, the space is unable to meet the needs of the Center's expanding employment department, that works with over 50 local and regional employers.

The proposed project will renovate several adjacent rooms (3,834 ft²) in the building's lower level to create a new Employment Center. The space will include several offices, a conference area for employers to interview potential employees, and space for skills training and seminars. Soft skills training such as resume writing and how to meet employer expectations will be offered. The only restrooms on the lower level will also be reconstructed to ADA specifications. In addition, the foundation and exterior bricks will be repaired to address a structural flaw and to prevent future damage to the newly renovated rooms.

The project will advance the new strategy of The Center to foster and enhance a welcoming community climate in the Mohawk Valley and City of Utica which supports community engagement, creates opportunities for workforce development, attracts new residents, and ultimately cultivates a sense of community and inclusiveness for all newcomers and residents. The project directly impacts and advances social equity by facilitating culturally and linguistically appropriate training and employment services for diverse populations to ensure that career

Above: Precedent image (Source: Kelly Murray, The Community Foundation)

opportunities and the skills necessary for career advancement are available for all residents of the community.

Feasibility and Cost Justification

The cost estimate for renovations was developed by Beebe Construction, who completed the previous renovations and is familiar with the building including remediation issues and potential challenges. The estimate for the structural repairs to the exterior wall was obtained from Robert Almy, a local Structural Engineer who is familiar with many downtown buildings. The furnishing will be funded through private or foundation requests to be submitted once the project is underway. The Center has received previous funding from several local corporate and private foundations, as well as from several individuals who have supported specific equipment or capital requests in the past. They are confident that such co-funding will be readily secured upon notification that the project has been selected for DRI funding.

The project impacts the overall economic health of downtown by revitalizing an anchor building and by creating additional educational and vocational training opportunities. These opportunities will attract new residents and bring diverse cultures and native-born residents downtown to participate in classes, utilize services, and patronize area restaurants and businesses, adding to the vibrancy of the City. More specifically, the project addresses



Above: To be renovated (Source: The Center)
Below: Current cracked brick along exterior wall (Source: The Center)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Space Renovations	\$364,000	DRI	Requested
Architectural Fees	\$60,000	DRI	Requested
Structural Repairs	\$200,000	DRI	Requested
Furnishings	\$50,000	Grant and/or Cash match	Pending
Operating Costs (estimated)	\$30,000	In-kind	Secured
Maintenance (estimated)	\$20,000	In-kind	Secured
Total DRI Funding Request			\$ 624,000
% Requested of total cost			86%
Total Funds from other sources (leveraged)			\$100,000
Total Project Cost			\$ 724,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	February 1, 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Architectural designs and bid documents Contractor selection and project timeline 	4 months
<u>Phase 1 - Structural Repairs</u> <ul style="list-style-type: none"> Preliminary work, structural assessment, permitting Construction Structural assessment and final inspection 	Start: June 1, 2021 End: September 1, 2021 3 months
<u>Phase 2 - Interior Renovations</u> <ul style="list-style-type: none"> Timeline, permitting, hazardous materials assessment Site preparation, air monitoring, demolition Infrastructure installation including HVAC, electrical, plumbing Construction of walls/partitions Flooring and finishes Final inspection – certificate of occupancy obtained 	Start: July 1, 2021 End: May 1, 2022 10 months
<u>Phase 3 - Initiate Employment Services</u> <ul style="list-style-type: none"> Staff relocation, ribbon cutting/public open house, launch services 	Start: June 1, 2022 End: August 1, 2022 2 months
Project End Date	August 1, 2022
Total Months	18 months

a need for workforce training and integration. Future labor force growth in upstate cities is highly dependent on immigration, including refugee resettlement, and is also an important component of secondary migration of refugees. Oneida County is especially diverse; fully 22 percent of workers and a high share of business owners in Utica are foreign born. The Center works with over 50 local and regional employers in a variety of sectors, and the demand for culturally-appropriate services that connect diverse populations to the area's economic revitalization is growing.

Strategies

By renovating a downtown building to allow a non-profit organization to provide additional services to diverse residents and new Americans, including skills training and community integration programs, the project will advance the following strategies and plans:

Utica DRI Strategies

- Strategy 1.1:** Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people,

including users of all incomes, ages, abilities, and backgrounds

- Strategy 1.2:** Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs
- Strategy 1.4:** Support projects that highlight

Below: Precedent image of recently completed Welcome & Opportunity Center (Source: Kelly Murray, The Community Foundation)



diversity

- *Strategy 3.4:* Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners
- *Strategy 3.6:* Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Downtown Development Goal 6

MVREDC URI Strategies

- Opportunity Agenda
- Vibrant Communities

Other plans

- City of Utica Community Needs Assessment, Activity 4.6

Anticipated Revitalization Benefits

In the immediate term, the project will invest in a downtown building by improving technology infrastructure and connectivity, expanding electrical wiring and load capacity, updating bathrooms to ADA standards, repairing the foundation, and increasing the total usable square footage of the building.

More broadly, the project will create opportunities for economic development that will build on the region's heritage and diverse cultures, and promote inclusiveness and equity. In the short term, the project will provide the necessary physical location to attract and facilitate core services to an able and ready workforce. It will support existing businesses to hire employees and increase access to educational opportunities for refugee/immigrant communities including GED, vocational training, post-secondary education, and entrepreneurship/small business development training programs. In the medium term, the project will increase employment opportunities for refugee/immigrant communities; enhance partnerships with current and potential employers; and contribute to the region's workforce development pipeline. In the long-term, it will remove barriers for at-risk populations to participate in the region's economic revitalization, help newcomers achieve self-sufficiency, and attract new businesses to the

region based on the availability of a reliable and dedicated workforce.

COVID-19 Recovery

This project will support socio-economic recovery following the pandemic by helping to train and place local employees in open positions, including essential jobs.

Jobs Created

The proposed project will indirectly result in full-time positions for existing businesses as they expand their current workforce, or for new businesses attracted to the region due to the availability of a reliable and trained labor force.

Public Support

The recent renovation project has received significant support from several organizations and businesses including the Community Foundation, Bank of Utica, Chobani, and other community organizations. It has official letters of support from MVREDC, NYS Assemblywoman Marianne Buttenschon, the Oneida County Executive, and Mohawk Valley Community College. In addition, the project was well supported by respondents to an online public survey during the DRI planning process.

Capacity

Established in 1981, The Center has the staff experience, governance structure, and a proven track record to administer and sustain the Employment Center project.

Project implementation will be overseen by The Center's board and experienced staff which includes an Executive Director, COO, Grants and Community Engagement Manager, Finance Manager, Employment Manager, and Employment Specialists. It will follow the standard policies and procedures established for all funded projects at the agency.

The Center has successfully completed capital projects and has administered many federal and state funded programs. For example, The Center moved to its location at 201 Bleeker Street in

October 2017 and purchased the building in July 2018, a \$1,100,000 investment. The Center successfully completed \$1,008,236 worth of renovations in April 2019 with funding from Empire State Development through the MVREDC. These renovations created a Welcome & Opportunity Center with offices, public workstations, training space, and a conference room. They also included accessibility modifications to the front doors, restrooms, and the installation of an elevator. The renovated spaces are currently being utilized for the intended purpose, are appropriately maintained, and are utilized by the intended community, as well as external organizations.

In addition, the Center is recognized as a leader in the provision of services to refugees and immigrants and maintains a wide network of community partners that strengthens and enhances its ability to fulfill the agency mission. The Center has relationships with over 80 employers in a variety of sectors including light manufacturing, hospitality, healthcare, and agriculture. Their workforce program places more than 300 refugees and immigrants in jobs each year and boasts a 90% retention rate. Employed refugees and immigrants have contributed to the positive community revitalization of the area by stabilizing the population decline, occupying vacant properties, and opening new businesses.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

The project will utilize a licensed architect who will obtain the necessary permits to begin any demolition, electrical upgrades, or room renovations. Permits will be secured for renovations to an existing structure and installation of electrical, plumbing, and HVAC systems.

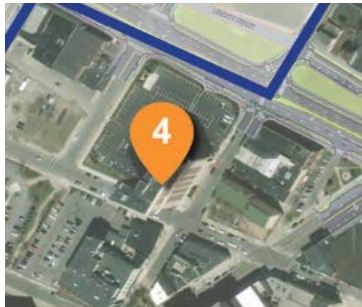
Project Reporting

The Chief Operating Officer will monitor project progress and work directly with project contractors to ensure timely completion of each project phase, as well as adherence to the project budget. Project metrics will include client training statistics, trainings and certifications received for high-demand employment sectors, job placements, job retention, and client self-sufficiency. Employment data is currently maintained by The Center's Manager of Employment.



Renovation of DoubleTree Hotel Utica Upper Floors

Renovation of the vacant upper four floors of DoubleTree by Hilton Hotel Utica to create unique luxury suites that can accommodate businesses travelers and other visitors in Downtown Utica.



DRI Funding Request:
\$750,000 (19%)

Total Project Cost:
\$4,000,000

Project Location or Address:
102 Lafayette Street
Utica, NY, 13502

Property Owner and Sponsor:
Lafayette Hotel Associates
LLC

Project Description

The Doubletree by Hilton Hotel Utica is one of the most recognizable buildings in downtown Utica with a celebrated history, unique architecture, and role as a downtown anchor. The proposed project will renovate four vacant upper floors and install technology upgrades throughout the building. The renovated space will be developed into 40 luxury suites and may include an additional conference space. The project will offer a product new to the Utica area, establishing the Hotel Utica as the only downtown hotel to offer luxury suite options. The hotel-wide technology upgrades will bring modern amenities including smart light and HVAC controls as well as high-speed internet to the historic structure to meet growing consumer demand.

Feasibility and Cost Justification

The cost estimates for the renovations were provided by Visions Hotels, LLC, a hotel management company with several decades of experience in hotel development, management, and investment. The proposed project requests a DRI award that would contribute 19% of the total project cost. Additional funds will be secured from bank financing. The bank has indicated their commitment to the project in communications with the sponsor.

The upper floors of the building have been vacant for decades. The proposed project will allow the vacant space to be developed and will introduce a unique product to downtown Utica. The proposed luxury suites will attract business executives and professional clientele to the commercial corridor, encouraging business travelers to take full advantage of what downtown Utica has to offer.

Above: Precedent image (Source: Lafayette Hotel Associates LLC)

Strategies

The hotel renovation will meet the City's DRI Goals of People, Place, and Purpose. By rehabilitating the vacant floors of a historic downtown anchor into hotels rooms with amenities that meet consumer demands, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Creating buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all income, ages, abilities, and backgrounds
- *Strategy 2.6:* Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- *Strategy 3.1:* Repurpose, rehabilitate, and revitalize vacant buildings and store fronts

City of Utica Master Plan

- Downtown Development Goal 6, 7

Anticipated Revitalization Benefits

The proposed project will provide a product in the downtown Utica market that is not currently offered. Luxury suites will attract executives, business travelers, and visitors, enhancing tourism and regional linkages. In the short-term, the project reactivates vacant and underutilized space in one of Utica's most iconic buildings. In the medium-term, technological upgrades to the hotel will attract more visitors to the downtown destination. In the



Above: Current condition of vacant upper floors
(Source: Lafayette Hotel Associates LLC)

Below: Precedent image of remodeled rooms
(Source: Lafayette Hotel Associates LLC)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Construction & Soft Costs & FFE	\$750,000	DRI Request	Requested
Construction	\$1,650,000	Bank Financing	Committed
Construction	\$600,000	Cash Equity	Committed
Technology	\$1,000,000	Ownership	Committed
Total DRI Funding Request			\$750,000
% Requested of total cost			19%
Total Funds from other sources (leveraged)			\$3,250,000
Total Project Cost			\$4,000,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Hilton Approval on Additional Rooms Local Building Permit for Interior Renovation Architectural and Design Work 	Start: Q1 2021 End: Q4 2021 10 Months
<u>Design Phase</u> <ul style="list-style-type: none"> Development of Site Plan Development of Construction Documents Bidding Phase Awards of Bid Contractor 	Start: Q4 2021 End: Q1 2022 3 Months
<u>Construction Phase</u> <ul style="list-style-type: none"> Mechanical Rough-ins Electrical Rough-ins Plumbing Finishes (Drywall, Tile, Paint ext.) 	Start: Q1 2022 End: Q3 2022 8 Months
Project End Date	Q3 2022
Total Months	21 months

long-term, the proposed project will support the anticipated revival of downtown by providing more high quality hotel rooms for business travelers and tourists. This project will keep travelers in the City's urban core, ultimately resulting in more economic activity downtown.

COVID-19 Recovery

This project will benefit the hospitality industry, which has been strongly affected by the pandemic.

Jobs Created

The proposed project will create jobs to service 40 additional luxury suites proposed with this project. An additional 5 – 10 full-time or full-time equivalent employees are anticipated to be hired in order to accommodate additional guests.

Public Support

The community and the City of Utica have supported the development efforts of Lafayette Hotel Associates, LLC both past and present. The Doubletree by Hilton Hotel Utica is one of the most iconic and recognizable buildings in downtown Utica.

Capacity

Lafayette Hotel Associates, LLC is partnered with Visions Hotels, a New York based hotel development

and management company that has owned and operated 50 national branded hotels in the State of New York for the past 30 years. Within the City of Utica itself, Visions Hotels owns and operates Hampton Inn, Holiday Inn Express, Fairfield Inn & Suites, Doubletree by Hilton (Hotel Utica, in partnership with Lafayette Hotel Associates) and Home2 Suites by Hilton.

Project Partners

Visions Hotels

Acquisition of Real Property

N/A

Regulatory Requirements

The proposed project will require building and occupancy permits to be obtained from the City of Utica.

Project Reporting

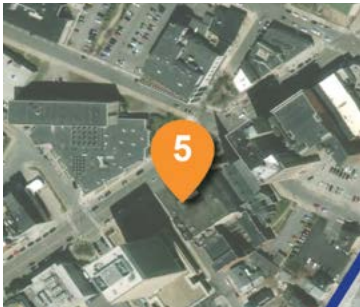
The project will be monitored via American Institute of Architects (AIA) form AIA G702 Application and Certificate for Payment. The success of the project will be monitored through the occupancy rate of the hotel and specifically the new suites.



5

Renovation of Macartovin Commercial Space to Attract Businesses to the City's Commercial Corridor

Historic rehabilitation of the Macartovin building's vacant first floor that will bring commercial space downtown, attracting businesses to the heart of the City's commercial corridor.



DRI Funding Request:

\$600,000 (15%)

Total Project Cost:

\$4,106,753

Project Location or Address:

7 Devereux Street
Utica, NY 13501

Property Owner and Sponsor:

Macartovin Apartments, LLC, part of PathStone Development Corporation
501(c)(3)

Project Description:

The historic Macartovin building offers affordable housing units on its upper floors and commercial space on the street-level. The housing units have been recently renovated, but the first-floor commercial space has been mostly vacant since the 1970s and has received only minor investment. The proposed project will renovate the first floor of the building, bringing 16,000 ft² to the center of Utica's commercial corridor to be marketed as office and retail space. Plumbing, HVAC and electrical will be extended to the first-floor basement and will require full asbestos abatement. The historic nature of the building will be preserved wherever possible.

By bringing a significant amount of commercial space back online in a historic building, the project will support the creation of retail and office jobs, promote increased economic activity downtown, and conserve a quintessential downtown building.

Feasibility and Cost Justification

The cost estimate was developed by the parent company of Macartovin Apartments LLC, PathStone Development Corporation. Pathstone is a not-for-profit affordable housing developer with experience assisting communities across the country. Because of the nature and extent of the improvements required to comply with State Historic Preservation Office (SHPO) requirements, original project costs were increased by \$1.6 million. The unforeseen rise in project cost makes commercial renovations increasingly difficult and demonstrates a need for additional inducement. The commercial market analysis of downtown Utica suggests that demand for additional retail and office space in the City's commercial corridor can support the new space coming online. Low vacancy rates

Above: Project concept (Source: Macartovin Apartments, LLC)

and net absorption trends indicate that the proposed project will secure one or more tenants.

Timeframe for Implementation and Project Readiness

The design phase of the proposed project was completed in December 2019. All plans and specifications are complete, and a General Contractor has been secured.

Strategies

The proposed renovations will remove blight, repurpose vacant commercial space, and preserve the historic nature of a downtown building. The following strategies and goals will be advanced as a result:

Utica DRI Strategies

- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 3.1:* Repurpose, rehabilitate, and revitalize vacant buildings and storefronts

City of Utica Master Plan

- Housing and Neighborhood Development Goal 6, 7, 9
- Downtown Development Goals 6, 8
- Parks, Recreation, Arts/Culture, and Historic Preservation Goal 4
- Business & Technology Development Goal 2



Above: Current condition of the Macartovin Building First-floor space (Source: Macartovin Apartments, LLC)

Anticipated Revitalization Benefits

This project removes blight from the City's core through extensive renovations to the Macartovin commercial space. In the short term, a vacant commercial space will be reactivated in the City's walkable urban core. Once the space is leased, future tenants of the newly renovated building will add life to the downtown, creating jobs and expanding the local tax base. In the medium term, the project will support retail and office ventures in the commercial business district and will ultimately attract young talent and other professionals. In the long-term, the project will improve the attractiveness of the area and will preserve a part of Utica's celebrated history for years to come.

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
First Floor Commercial Space Renovations	\$3,506,753	NYS HFA – LIHTCs – Commercial Use	Secured
DRI Rehabilitation work	\$600,000	DRI	Requested
Total DRI Funding Request			\$600,000
% Requested of total cost			15%
Total Funds from other sources (leveraged)			\$3,506,753
Total Project Cost			\$4,106,753

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Amended Historic Part II Submitted Marketing Implemented 	Start: Q1 2021 End: Q1 2021 2 months
<u>Construction Phase</u> <i>White Box</i> <ul style="list-style-type: none"> Asbestos Abatement MEP Rough-In Plaster Ceiling Restoration <i>Tenant Build-Out</i> <ul style="list-style-type: none"> Rough Framing Rough Mechanicals Drywall/Acoustical Finish Mechanicals Finish Flooring 	 <i>White Box</i> Start: Q2 2021 End: Q3 2021 5 months <i>Tenant Build-Out</i> Start: Q3 2021 End: Q4 2021 4 months
Project End Date	Q4 2021
Total Months	11 months

COVID-19 Recovery

N/A

Jobs Creation

A commercial tenant has not been secured for the newly renovated space. The newly renovated space will have the capacity to house office or retail tenants, or a combination of both. Based on anticipated square footage renovated, this project could support an office tenant with 15 full-time employees, and a retail tenant with 8 full-time employees, generating 23 full-time jobs. However, the final number of jobs created is contingent on a prospective tenant's requirements, as the space can be adapted to fit office and retail businesses.

Public Support

The Macartovin Building is a well-known structure in the City's commercial corridor. The project had good support during the second public Open House and the online public survey. The UCIDA is supporting this project through the issuance of a PILOT tax abatement.

Capacity

PathStone Development Corporation 501(c)(3), the parent company of Macartovin Apartments, LLC, is

a private, not-for-profit community development corporation whose mission is to "preserve and expand the stock of affordable housing in the rural, urban, and suburban communities that we serve." Since 1982, the company has been responsible for the development, improvement, or acquisition of 3,700 units of high-quality, multi-family housing and single-family homes.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

Most reviews have been conducted and approvals have been secured. The proposed project has received Historic Part I and Part II approvals from the State Historic Preservation Office (SHPO) and National Parks Service (NPS) for all the planned improvements thus far. It has received a letter of zoning compliance and a NEPA review was conducted, which meets the environmental requirements for the New York State Housing and Finance Agency to provide financing. Should the project receive a DRI award, an Amendment to the

Historic Part II approval from SHPO and NPS will be necessary.

Project Reporting

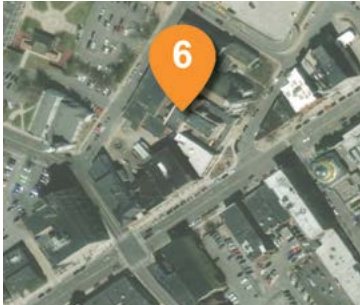
Construction will be monitored through semi-monthly meetings held at the site with the owner, general contractor, architect, and lender's construction monitor. The lender and investor, as well as the New York State Finance Agency will provide additional oversight to the construction process.

The success of the project will be measured by the occupancy and usage of the commercial space.



6 Rehabilitation of Veterans' Fitness and Wellness Center

Restoration of the locker rooms and parking area of the Veterans' Fitness and Wellness Center, enhancing a valuable recreational amenity for downtown living and community well-being.



DRI Funding Request:
\$ 650,000 (82%)

Total Project Cost:
\$ 793,000

Project Location or Address:
726 Washington St
Utica, NY 13502

Property Owner and Sponsor:
The Utica Center for
Development Inc. 501(c)(3)¹

Project Description

The not-for-profit UCD has been working diligently to restore the former Utica YMCA building to a fully functional downtown fitness center. As a result, the building is now ADA accessible with a renovated gymnasium, café, thrift store, and 18 units of affordable housing for homeless Veterans. The facilities are open to the public with special programs for youth, low-income families, and veterans. The proposed project will build on the UCD's efforts by restoring the lockers rooms, rear exterior wall, and parking lot. One male and one female locker room (3,100 ft²) will be rehabilitated and modernized on the first floor with 3 showers and 3 restrooms each. All will be ADA compliant. A 15,000 ft² vacant lot will be converted into an environmentally sound parking area with 28 parking spots. Improvements will be made to the exterior wall facing City hall to secure structural points and repair damaged brick and stonework.

A full-service fitness and wellness center will make living downtown more appealing, serve Utica's diverse communities, and bring people downtown to patronize nearby restaurants and businesses (supporting projects 1, 2, 5, 7, 8, 11, 13). The addition of locker rooms and showers will increase the usability and marketability of the facility's amenities. Meanwhile, a safe, improved parking lot will provide much needed parking downtown for visitors to the fitness center, the Fort Schuyler Club, the mixed-use Kempf block (project 7), and other nearby businesses.

Feasibility and Cost Justification

The cost estimate was developed by MARCH Associates Architects and

Above: Precedent image (Source: MARCH Associates)

¹ (UCD) is the project sponsor and the Veterans' Fitness and Wellness facility is a sole property of the UCD. The parking lot is owned by UCD, Fort Schuyler Club, and Bowers Development LLC. The three partners have agreed to collaborate on this project with the UCD as the sponsor.

Planners PC, the architects for the project, using generally accepted means of cost allocation and estimation. This project is highly feasible because the facility was formerly the Utica YMCA and it will rehabilitate existing locker rooms and facilities. The UCD works with multiple banking institutions and although the financing is still pending, the sponsor is confident that it will be available when construction begins.

A full-service fitness and wellness center is a valuable amenity that will make living downtown more appealing to those considering new market-rate apartments. The UCD has also been approached by many downtown businesses that wish to use the athletic courts if showers and locker rooms are available. Adding these facilities and parking will enable more visitors to use the fitness and wellness center, bringing people downtown throughout the day and evening to patronize area businesses.

Timeframe for Implementation and Project Readiness

The project is ready to begin as soon as funding becomes available.



Above: Current condition of lockers rooms
(Source: The Utica Center for Development Inc.)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Locker rooms: restrooms and showers including plumbing and fixtures	\$250,000	DRI	Requested
Locker rooms: demolition, tile, finishes, electrical	\$250,000	DRI	Requested
Locker room: soft costs and amenities	\$143,000	Private financing	Pending
Parking lot (earthwork, stone, MDA)	\$95,500	DRI	Requested
Landscaping	\$5,250	DRI	Requested
CLF 5'-ht black vinyl	\$5,250	DRI	Requested
Walkways, ramp, steps, and hand-railings	\$26,250	DRI	Requested
Drainage (2 drywells) and SMT trench (150 vlf)	\$17,750	DRI	Requested
Total DRI Funding Request			\$650,000
% Requested of total cost			82%
Total Funds from other sources (leveraged)			\$143,000
Total Project Cost			\$793,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	February 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Finalize property agreements Award contracts 	1 month
<u>Task 1 Exterior Improvements</u> <ul style="list-style-type: none"> Exterior masonry restoration and finishing Parking lot demolition and rehabilitation Landscaping, walkways, stairs, and ramp 	Start: March 2021 End: April 2021 2 months
<u>Task 2 Locker Room Rehabilitation</u> <ul style="list-style-type: none"> Demolition/prep Construction of rooms Fixtures and finishing 	Start: March 2021 End: July 2021 5 months
Project End Date	July 2021
Total Months	6 months

Strategies

By rehabilitating underutilized portions of a downtown building to provide additional fitness and recreational facilities for veterans, low-income families, non-profit programs, and the general public, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.2:* Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs
- *Strategy 1.6:* Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 2.6:* Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- *Strategy 3.1:* Repurpose, rehabilitate, and

Below: Precedent Images for Veterans' Fitness and Wellness Center Locker Rooms (Source: MARCH Associates)



revitalize vacant buildings and storefronts

- **Strategy 3.6** : Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Housing and neighborhood development Goal 5

Other Plans

- City of Utica Community Needs Assessment Activity 2.3

Anticipated Revitalization Benefits

Since acquiring the former Utica YMCA building, the goal of the UCD has been to return a fully operational fitness and wellness center to downtown Utica to increase the overall wellness of the community. Such facilities are often restricted to those who can access and afford them. In the long term, this project will promote inclusiveness, equity, diversity, and downtown living by providing an ADA accessible fitness and wellness center located on public transportation routes that is open to everyone and is within walking distance of both public and private housing complexes. In the short and medium term, the project will help expand programs that target low-income families, youth, veterans, and the general public. The UCD's ability to market amenities like the gymnasium, racquetball courts, boxing program, and martial arts program is very limited because it cannot offer locker rooms and showers for visitors including those wishing to exercise before, during, or after work or school. With the addition of these facilities, the center will be able to attract more users and keep visitors downtown to patronize area businesses.

Also in the short term, the exterior improvements will increase the attractiveness of the area, reduce stormwater runoff, and provide much needed parking for downtown visitors, including those accessing the Fort Schuyler Club, the mixed-use Kempf block, and the fitness center.

COVID-19 Recovery

This project invests in a type of business hard-hit by the pandemic (gyms and sports facilities) with a focus on essential sanitation facilities.

Jobs Created

5 full time and 5 part time jobs will be created as a result of this project. The jobs will be evenly split between maintenance and program positions.

Public Support

Since announcing plans to refurbish the showers and locker rooms, the UCD has received more inquiries for use of the facility. They have already hosted a full season of the local CYO junior and high school basketball league and two major boxing tournaments, with more to come once the locker rooms are ready.

The project was strongly supported during the DRI planning process based on public input received at the second Open House and through an online survey.

Capacity

The authorized responsible entity for the implementation and maintenance project is the Utica Center for Development Inc. 501(c)(3) (UCD), which has a proven track record of redevelopment. For 12 years the UCD has worked to convert its building from a source of blight to a downtown anchor. Over \$5 million has been invested to add 18 apartments for veterans (\$3.2 million Homeless Housing Assistance Program [HHAP] project), a renovated gymnasium, boxing gym, racquetball courts, retail thrift store, internet café, and office space. These projects were implemented in manageable stages and became self-sustaining within their first year. The UCD has also installed a new exterior façade, ADA facilities, and state-of-the-art safety and security systems. Moreover, when HHAP had problems with another site, they called on the UCD to assume control of a 12-unit apartment complex for homeless veterans.

To sustain the project, the UCD will retain and expand revenue streams such as corporate sponsorships and rental fees from leagues and tournaments. The UCD has been successful in attracting residents to use the facility and expects demand to increase as a result of this project. The facilities will be maintained by UCD's experienced maintenance staff and trained volunteers.

Project Partners

- Fort Schuyler Club, parking lot co-owner
- Bowers Development LLC, parking lot co-owner

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require a building permit from the City of Utica.

Project Reporting

Metrics to measure the success of the project will include number of people utilizing the facility, number of jobs created, and the amount of increased activity generated for surrounding businesses.



7 Restoration of the Kempf Block into Mixed-Use Redevelopment

Reactivation of blighted and underutilized buildings in the City's Commercial Business District to add market-rate apartments, commercial space, and retail storefronts.



DRI Funding Request:
\$750,000 (13%)

Total Project Cost:
\$5,675,000

Project Location or Address:
248 – 250 and 252 Genesee Street
Utica, New York 13502

Property Owner and Sponsor:
Bowers Development, LLC

Project Description

Despite being at the center of the City's Commercial Business District, the Kempf Block is severely blighted and underutilized. The proposed project will rehabilitate the blighted block of buildings and develop 38 market-rate apartments, 5,000 ft² of commercial space, and 7 retail storefronts. The update will include new interior and exterior finishes as well as new electric, plumbing, lighting, and HVAC systems from the basement to the roof. The block is split into two separate parcels located at 248 – 250 Genesee Street and 252 Genesee Street. The former will be converted into first floor retail store fronts and residential space on the upper floors. The latter, a two-story historic building, will be completely renovated and restored. Improvements to 252 Genesee Street will include façade and window restoration, interior building activities, energy-efficient mechanicals, and streetscape improvements.

The fully restored Kempf Block will expand the downtown housing stock, create jobs, and provide modern office space that will attract businesses to Genesee Street. It will complement the parking lot restoration being proposed as part of project 6.

Feasibility and Cost Justification

The construction budget for the Kempf building project was estimated by Building Development Solutions, Inc. The project sponsor originally submitted a Consolidated Funding Application for \$1,100,000. After being awarded a portion of the ask, a \$670,000 funding gap remained. Additionally, unforeseen structural issues increased the budget from \$5.5M to \$5.925M. Funding gaps are indicative that DRI requests are additive, not duplicative, of CFA and National grid inducements.

Above: Project concept (Source: in-ARCHITECTS)

The residential and commercial market analysis demonstrated the market's ability to support the proposed project. Tenants have not yet been secured, but the scope of the project and the advantageous location of the Kempf block will support the successful procurement of residential and commercial tenants. In any case, the sponsor has committed to proceeding with the project if DRI funds are awarded, whether or not a commercial tenant is pre-identified.

By providing live, work, and play assets in the City's urban core, the proposed project will attract young professionals and visitors to downtown Utica.

Strategies

By restoring and renovating a "main street" block of blighted and vacant buildings to create mixed-use residential and commercial properties, this project is substantially aligned with the following goals and strategies:

Utica DRI Strategies

- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life



Above: Current conditions of 248-250 Genesee Street (top) and 252 Genesee Street (bottom) (Source: Bowers Development, LLC)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Construction Costs	\$750,000	DRI	Requested
Abatement, Demolition & Soft Costs (Arch. & Engineering, Consulting)	\$600,000	Cash Equity	In Progress
Construction Costs	\$430,000	ESD CFA Grant	Committed
Construction Costs (252 Genesee Street)	\$100,000	National Grid Mainstreet Grant	Committed
Remediation / Roofing Costs (248 – 250 Genesee Street)	\$200,000	National Grid Brownfield Grant	Pending
Construction & Soft Costs (Construction Loan)	\$3,595,000	Bank Financing	Pending
Total DRI Funding Request			\$750,000
% Requested of total cost			13%
Total Funds from other sources (leveraged)			\$4,925,000
Total Project Cost			\$5,675,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q2 2021
<u>Immediate Next Steps</u>	Start: Q2 2021 End: Q2 2021 2 Months
<ul style="list-style-type: none"> • Submit documents for historic building approvals • Draft bid documents for renovation activities 	
<u>Design Phase</u>	Start: Q2 2021 End: Q3 2021 2 Months
<ul style="list-style-type: none"> • Complete bid documents for exterior renovations • Complete bid documents for interior renovations 	
<u>Construction Phase</u>	Start: Q3 2021 End: Q1 2023 15- 20 months
<ul style="list-style-type: none"> • Complete installation of mechanical systems • Complete interior renovation work • Complete exterior renovation work 	
Project End Date	Q1 2023
Total Months	18-24 months

- *Strategy 3.1:* Repurpose, rehabilitate, and revitalize vacant buildings and storefronts
- *Strategy 3.5:* Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base

with New York State Historic Preservation Office and National Parks Service standards for historic building rehabilitation projects.

COVID-19 Recovery

N/A

City of Utica Master Plan

- Housing and Neighborhood Development Goal 2, 3, 5, 7, 9
- Downtown Development Goal 4, 6, 8
- Parks, Recreation, Arts/Culture & Historic Preservation Goal 4
- Business & Technology Goal 3, 6

Jobs Created

The project is expected to create a minimum of 20 full-time jobs. The final number is contingent upon the types of tenants secured.

Public Support

The proposed project registered good public support during the online public survey. The Kempf Block project also has substantial support from the City of Utica and several downtown institutions. Letters of support were provided by the City of Utica, the Office of the City Comptroller, National Grid, NBT Bank, Pathfinder Bank, Bank of Utica, Landmarks Society of Greater Utica, and Pavia Real Estate Services.

Anticipated Revitalization Benefits

In the short-term, the proposed project will restore an underutilized property in the City center. The initial aesthetic improvements to a block that has been blighted for nearly two decades will have an immediate impact on local pride and how residents, business owners, and visitors view this part of downtown. For the same reasons it will provide an increased sense of security for pedestrians. In the medium-term, this project will expand the number of downtown residents and businesses, the level of economic activity, and the local tax base. In the long term, the project will transform an entire City block at the center of Utica's Commercial Business District into an attractive place to eat, work, and live. A total of 40,000 ft² will be preserved in accordance

Capacity

Bowers Development, LLC, the project sponsor and parent company for 248 Kempf and 252 Genesee, LLC, specializes in returning abandoned, blighted, and contaminated properties to productive use. Previous projects undertaken by Bowers Development LLC have eliminated environmental challenges and barriers and improved the

attractiveness and marketability of the those properties. Bowers Development LLC is also a project sponsor for Project 8.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require approvals from the State Historic Preservation Office (SHPO), National Park Service (NPS), and City Scenic & Historic Preservation Commission. These approvals ensure the preservation of the block's historic character. Building permits, sidewalk closure permits, and dumpster permits must also be secured from the City of Utica.

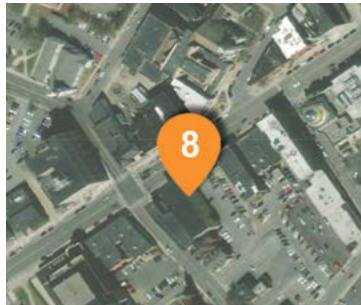
Project Reporting

The construction manager shall be responsible for monitoring / managing the overall construction budget and providing updates on a weekly basis to the ownership group during construction. The overall success of the project will be measured by building occupancy rates, the quality of tenants, foot traffic, and assessed property value.



Rehabilitation of New Century Club into Modern Commercial Space

Rehabilitation of one of downtown Utica's most historically significant buildings, the New Century Club, to create new commercial office space.



DRI Funding Request:
\$375,000 (14%)

Total Project Cost:
\$2,600,000

**Project Location or
Address:**

253 Genesee Street,
Utica, New York 13502

**Property Owner and
Sponsor:**

Bowers Development, LLC

Project Description

The New Century Club has a celebrated history as the home of a women's civic organization that played an integral role in the development of Utica's educational system, recreational facilities, and youth justice system. The building has hosted many prominent historical figures including women's rights activist Susan B. Anthony. The storied building now stands in a state of disrepair and, until recently, faced almost-certain demolition. Thanks to extensive rehabilitation efforts to stabilize the structure, the building has been salvaged. The proposed project will move from stabilization to rehabilitation. Complete interior and exterior buildouts will create new commercial office space downtown. Window enhancements, façades improvements, and energy efficient mechanicals will improve the appearance and sustainability of the building. The project will also beautify the streetscape in an area with substantial daily foot traffic. Throughout the planned renovation, the historic nature of the building will be preserved to the fullest extent possible. Upon completion of the project, an additional 15,000 ft² of commercial office space will be available to prospective tenants downtown.

Feasibility and Cost Justification

The cost estimates for this project were provided by the project sponsor based on previous experience with similar developments. Due to a multitude of unforeseen and severe structural issues, the restoration cost increased significantly above the original estimates. These unexpected cost increases make additional funds necessary to restore the historic building. DRI assistance will close

Above: Proposed project image (Source: Bowers Development, LLC)

the funding gap. The commercial market analysis suggests that downtown Utica is able to support additional commercial space in the urban core. Persistently low vacancy rates in the area indicate that the newly renovated space will attract quality tenants in a timely manner.

Strategies

By restoring the façade of a historic downtown building and reactivating vacant and underutilized space for commercial offices, the project will advance the following strategies and goals:

Utica DRI Strategies

- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 3.1:* Repurpose, rehabilitate, and revitalize vacant buildings and storefronts
- *Strategy 3.5:* Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base
- *Strategy 3.6:* Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Housing and Neighborhood Development Goal 7, 9



Above: Current condition of the exterior of the New Century Club (Source: Kelly Murray, The Community Foundation)

Below: Current condition of the interior of the New Century Club (Source: Bowers Development, LLC)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Construction Activities	\$375,000	DRI Request	Requested
Construction Activities and Soft Costs	\$125,000	Cash Equity	Completed/In-Progress
Construction Activities	\$400,000	ESD CFA Award	Committed
Restoration Activities	\$500,000	ESD Restore NY	Committed
Construction Activities	\$900,000	Bank Financing	Pending
Construction Activities	\$300,000	National Grid	Committed
Total DRI Funding Request			\$375,000
% requested of total cost			14%
Total Funds from other sources (leveraged)			\$2,225,000
Total Project Cost			\$2,600,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u>	Start: Q1 2021 End: Q1 2021 1 month
<ul style="list-style-type: none"> Draft bid documents for interior renovation work Draft bid documents for mechanical systems 	
<u>Design Phase</u>	Start: Q1 2021 End: Q1 2021 1 month
<ul style="list-style-type: none"> Complete bid documents for interior renovation work Complete bid documents for mechanical systems 	
<u>Construction Phase</u>	Start: Q2 2021 End: Q4 2021 7 months
<ul style="list-style-type: none"> Complete installation of mechanical systems Complete interior renovation work Complete exterior renovation work 	
Project End Date	Q4 2021
Total Months	9 months

- Downtown Development Goal 6
- Parks, Recreation, Arts/Culture & Historic Preservation Goal 4
- Business & Technology Development Goal 3

Below: Precedent image of a commercial office renovation previously completed by the project sponsor. Brooklawn Parkway, Syracuse, NY. (Source: Bowers Development LLC)

Anticipated Revitalization Benefits

The New Century Club has a rich history in Utica connected to the Women's Rights Movement of the late 19th and early 20th centuries. In the short term, the project will positively impact the surrounding community by reactivating property that has been vacant and blighted for nearly twenty years. A beautified exterior will create a more welcoming atmosphere in the downtown business district. In the medium-term, the project will attract quality commercial tenants downtown. In the long term, the project will expand the downtown workforce, lead to economic benefits associated with increased foot traffic, and expand the State, County, and local tax base.

COVID-19 Recovery

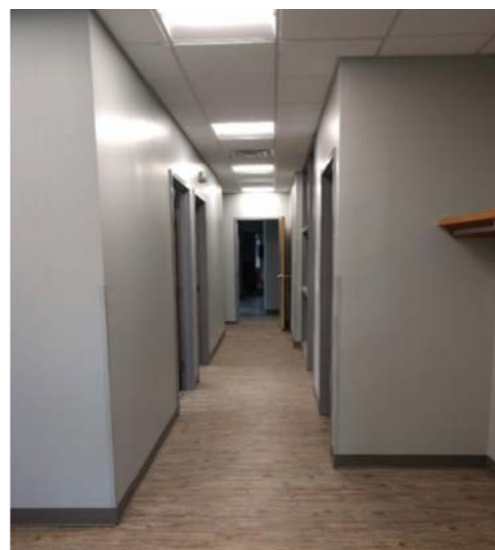
N/A

Jobs Created

Based on available commercial office space, the project is estimated to create 20 to 30 full-time or full-time equivalent jobs in downtown Utica.

Public Support

The New Century Club project has substantial



support from the City of Utica and several downtown organizations. Letters of support were submitted from the City of Utica, the Office of the City Comptroller, National Grid, NBT Bank, Pathfinder Bank, Bank of Utica, Landmarks Society of Greater Utica, and Pavia Real Estate Services.

Capacity

Bowers Development, LLC, specializes in bringing abandoned, blighted, and the contaminated properties back to productive reuse. The company has a proven track record of returning underutilized private and municipally owned properties to the tax rolls.

Bowers Development LLC is also a project sponsor for Project 7 and a partner on Project 6.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

Part I & Part II Historic Tax Credit Approvals have been secured, along with a conditional building permit for the initial renovation phase. Later phases of the project will require additional City of Utica permits.

Project Reporting

The Construction Manager will be responsible for monitoring and managing the overall construction budget and providing updates on a weekly basis to the ownership group. Once completed, the success of the project will be determined by the number of jobs created and economic activity generated.



9

Revivify the Stanley Theatre Interface

Creation of a more welcoming and accessible interface for the iconic theatre with upgrades to the Genesee Street entrance and the box office department.



DRI Funding Request:
\$ 340,250 (76%)

Total Project Cost:
\$ 449,250

Project Location or Address:
259-261 Genesee Street
Utica, NY 13501

Property Owner and Sponsor:
Central New York Community Arts Council, Inc. 501(c)(3) ¹

Project Description

The iconic Stanley Theatre is a focal point of the City's arts and entertainment sectors and the leading location for educational performing arts. The theatre's entrance on Genesee Street is dark and uninviting. The box office, which faces inside the lobby, appears closed 24/7. The theatre intends to revitalize its Genesee Street box office entrance to create a more attractive and welcoming interface with the public, including pedestrians, theatre patrons, and donors. This project will invest in a comprehensive upgrade of the building's approximately 650 ft² box office while retaining the historic nature of the building's Mexican Baroque style. The interior space will be re-configured to incorporate a vestibule with two ticket sales windows - one ADA compliant- and a new multi-purpose space for meetings, small conferences, security and guest services, and merchandise sales. The exterior will be improved with cosmetic upgrades, LED-lighting, and landscaping. The new design will create a more user-friendly, accessible, and inclusive community interface, while promoting a more vibrant, safe, and walkable downtown for everyone. It will also transform a single-use room into a multi-purpose space that will increase engagement with members, vendors, donors, and businesses, catalyzing new partnerships and fundraising.

Feasibility and Cost Justification

The costs associated with this project are derived from HR Beebe, the theatre's general contractor, and Thomas Politi, the architect assigned to the DRI project, based on standard and historical costs.

The 2,900-seat Stanley attracts tens of thousands of area residents and visitors annually, generating a significant economic impact downtown for hospitality, dining, entertainment, and other establishments.

Above: Project concept (Source: Politi +Siano Architects)

¹ The Stanley Theatre is owned by multiple entities: Stanley Center for the Arts, Central New York Arts Council; New Stanley Master Tenant; New Stanley Theatre LLC; and New Stanley Manager LLC. All grants use the not-for-profit: Central New York Community Arts Council, Inc.

The box office redesign will enable the Stanley Theatre to more effectively engage with partners and the public. The exterior lighting will make Genesee Street safer and more inviting for neighbors and visitors, especially during the winter months.

DRI funding will account for 76% of the project costs. The Stanley will contribute \$24,500 to the project. The Stanley had secured \$2,500 of their contribution by early 2020. They began a fundraising campaign in April 2020 for the remaining \$22,000 and are confident they will reach their goal. In addition, the Stanley requested \$84,500 from the Community Foundation for furnishings and technology upgrades. Due to delays related to the COVID-19 pandemic, this grant has not yet been secured. In the event the Community Foundation funding is not granted, the project would proceed without these elements.



Above: Current condition of the interior of the Stanley Theatre box office (Source: The Stanley Theatre)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Demolition, abatement	\$26,700	DRI	Requested
New walls, ceilings, flooring	\$41,500	DRI	Requested
Doors, hardware, operators, glass, glazing	\$28,000	DRI	Requested
Exterior improvements & signage	\$8,000	DRI	Requested
Construction, moving services, contingency, bond	\$144,960	DRI	Requested
Architecture and Eng. Services	\$58,090	DRI	Requested
Lighting	\$25,000	DRI	Requested
Counters	\$22,500	DRI (\$8,000); Community Foundation (\$14,500)	Requested; Pending
Power, data relocation, technology	\$30,000	Community Foundation	Pending
Cabinetry and Furnishings	\$40,000	Community Foundation	Pending
HVAC Demo	\$2,500	Stanley Theatre	Secured
HVAC	\$22,000	Fundraising	Began April 1, 2020
Total DRI Funding Request			\$340,250
% requested of total cost			76%
Total Funds from other sources (leveraged)			\$109,000
Total Project Cost			\$449,250

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q3 2021
Immediate Next Steps <ul style="list-style-type: none"> Architectural Designs completed and approved by the Stanley Theatre Board of Directors Analysis of architectural drawings and plans by HR Beebe 	1 month
Project Preparation <ul style="list-style-type: none"> Permitting, timeline, order materials 	Start: Q3 2021 End: Q4 2021 1-2 months
Construction (interior and exterior) <ul style="list-style-type: none"> Demolition and abatement Construction of walls, ceilings, flooring, glass Electrical, HVAC, lighting, hardware, finishes, furnishings Landscaping 	Start: Q3 2021 End: Q4 2021 1-2 months
Project End Date	Q4 2021
Total Months	3 months

Timeframe for Implementation and Project Readiness

The Stanley Theatre, along with its general contractor and architect, anticipates that this project will take 30 to 90 days. Work can commence as early as August 2021 during the theatre's "dark" month. The project can also occur during the theatre season if necessary. The Stanley has created a plan to temporarily relocate the box office during construction so as not to hinder programming, patron interaction, etc. Materials would be ordered ahead of execution of the remodel to expedite the project. This would also lead to the least amount of disruption for staff, patrons, pedestrians, donors, and corporate sponsors. New York State SHPO approval is expected without delay as there is no significant alteration to existing property or historically significant elements

Strategies

This project will improve the public "main street" entrance of a downtown anchor and renovate underutilized space within the historic theatre. These enhancements will preserve the historic architecture of the entertainment venue; increase accessibility; and allow the Stanley to optimize their space to improve operations, arts and culture programming, and patron services. In so doing, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces,

services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds

- *Strategy 1.5:* Showcase art and culture through public exhibits and events
- *Strategy 1.6:* Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year
- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 2.6:* Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- *Strategy 3.6:* Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Housing and neighborhood development Goal 6
- Business and technology development Goal 7
- Downtown Development Goal 4

MVREDC URI Strategies

- Vibrant Communities

Anticipated Revitalization Benefits

The Stanley Theatre is a major piece of the cultural and historic fabric of the City of Utica. It hosts Broadway Utica's full schedule of theatrical productions along with a wide variety of musical performances and other artistic offerings, attracting tens of thousands of regional and national visitors to the 2,900-seat Stanley every year. The Stanley regularly fills local hotels during popular performances and generates significant economic impact for dining and entertainment establishments downtown.

This project intends to promote inclusiveness and a more vibrant downtown for everyone. In the short term, it will support local businesses and downtown visitors by enhancing the attractiveness, walkability, and accessibility of Genesee Street. In the medium term, the new multi purpose space will help expand arts and entertainment downtown and attract talent by fostering new partnerships and opportunities. In the long term, the project will support the future of a historic downtown asset by bolstering community ownership and regional marketing.

COVID-19 Recovery

This project supports one of the hardest hit sectors (theatre) to increase sales and fundraising.

Jobs Created

This project will enable the Stanley to add up to six new positions including: 2 group ticket salespersons, 1 corporate development director, 1 grant writer, 1 maintenance person, and 1 assistant box office manager.

Public Support

The Stanley sales staff has routinely asked patrons about the proposed project over the past several months and there has been enthusiastic support for this change. The project will also benefit neighbors so the Stanley is not "dark" in the evening. During the DRI planning process, the project received strong support from the public based on input received at the second Open House and through an online survey.

Capacity

The Stanley Theatre, through Central New York Community Arts Council, Inc., has routinely demonstrated its ability to manage grants over the decades. The project will be overseen by the Executive Director and a committee of Board Members in cooperation with the theatre's general contractor. The maintenance and management after construction will be the responsibility of the theatre's day-to-day operations staff.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require City of Utica building permits, State Historic Preservation Office (SHPO) approval, and City of Utica Scenic and Historic Preservation Commission approval.

Project Reporting

The success of the project will be measured through changes to visitation numbers, the number of theatre members and donors, the number of reservations on event nights at downtown businesses, media coverage, and market response.



10

Redevelopment of Oneida National Bank Building to Establish Mohawk Valley's Commercial Kitchen/Food Incubator

Conversion of vacant space on the fifth floor of the former Oneida National Bank building into the Mohawk Valley's first Commercial Kitchen/Food Incubator.



10

DRI Funding Request:
\$400,000 (20%)

Total Project Cost:
\$2,000,000

Project Location or Address:
268 Genesee Street
Utica, NY 13502

Property Owner and Sponsor:
268 Genesee, LLC
(part of Pezzolanella Construction)

Project Description

The former Oneida National Bank Building is one of downtown Utica's most recognizable structures, with unique exterior and interior features that have been celebrated for decades. The building is undergoing a transformation that will add retail, office, and restaurant space across the building's five floors. The proposed project will convert approximately 6,000 ft² of vacant space on the fifth floor into a Commercial Kitchen / Food Incubator that will provide rental space for food entrepreneurs and other food-related businesses of the Mohawk Valley. The Commercial Kitchen facility will be available for use on an hourly basis for food preparation and equipment rental. The facility will also offer food business consulting on various topics such as business planning, media production, licensing, and insurance. The project will serve as the Mohawk Valley Region's sole Commercial Kitchen / Food Incubator.

Past Investment

Pezzolanella Construction, the parent company to 268 Genesee, LLC, has made substantial investments in the former Oneida National Bank Building (floors 1-4), which will work synergistically with the Commercial Kitchen. The company will bring the entire building online to include commercial space and a modern restaurant in addition to the Commercial Kitchen on the fifth floor.

Feasibility and Cost Justification

Cost estimates for the proposed project were provided by the project sponsor and are based on the sponsor's extensive development experience. The project sponsor is currently developing the first floor of the building into a restaurant and

Above: Proposed condition inspired by Miami Kitchen Incubator (Source: 268 Genesee, LLC)

operates several restaurants throughout downtown Utica. The proposed project is requesting a DRI award of \$400,000 to renovate and establish the Commercial Kitchen. The remainder of project funding will be secured through owner equity and bank financing.

This project will establish the Mohawk Valley's sole Commercial Kitchen/Food Incubator, providing holistic support to food entrepreneurs and food-based businesses in downtown Utica. The prevalence of restaurant alternatives such as food trucks, commissary hubs, and dark kitchens highlight the rapid change in preferences and food-based innovations. This project responds to changes within the food industry and will attract young professionals to Utica's downtown corridor. The proposed project will establish the region's only Commercial Kitchen / Food Incubator. Food and culinary pursuits are integral to downtown

Utica's culture and identity. This project celebrates and preserves Utica's staple food scene, while providing extensive opportunities for food-based innovation in downtown Utica.

Strategies

By establishing the Mohawk Valley's first commercial kitchen, the proposed project will advance several goals and strategies:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.6:* Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year
- *Strategy 2.5:* Expand amenities to support and

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Renovation Costs	\$1,000,000	Cash Equity Bank Financing	Secured
HVAC Replacement	\$100,000	Cash Equity/Bank Financing	Secured
Sitework & Parking Lot Paving	\$50,000	DRI	Requested
Lighting, Fencing, & Signage	\$100,000	Cash Equity/Bank Financing	Secured
Front Entrance Modern Retrofit	\$125,000	Cash Equity/Bank Financing	Secured
Front Granite/Limestone Repair and Steps	\$120,000	Cash Equity/Bank Financing	Secured
Parapet Wall Repair and Siding	\$75,000	DRI	Requested
Window Replacement and Repairs	\$80,000	Cash Equity/Bank Financing	Secured
Loading Dock & Shipping/Receiving Area	\$150,000	DRI	Requested
New Sidewalks around Property	\$75,000	Cash Equity/Bank Financing	Secured
Roof Replacement	\$125,000	DRI	Requested
Total DRI Funding Request			\$400,000
% Requested of total cost			20%
Total Funds from other sources (leveraged)			\$1,600,000
Total Project Cost			\$2,000,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Licensing and Permits 	Start: Q1 2021 End: Q2 2021 2 – 3 months
<u>Design Phase</u> <ul style="list-style-type: none"> Development of engineering plans Development of construction documents 	Start: Q3 2021 End: Q3 2021 1 month
<u>Bidding Phase</u> <ul style="list-style-type: none"> Award to bid of sub-contractors & mechanical contractors 	Start: Q3 2021 End: Q3 2021 1 – 2 months
<u>Construction Phase</u> <ul style="list-style-type: none"> Design layout and engineering, bid process, construction and equipment installation and setup 	Fall 2020
Project End Date	Q3 2021
Total Months	4 - 6 months

enhance downtown living and quality of life

- **Strategy 2.6:** Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- **Strategy 3.1:** Repurpose, rehabilitate, and revitalize vacant building and storefronts
- **Strategy 3.4:** Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners
- **Strategy 3.6:** Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

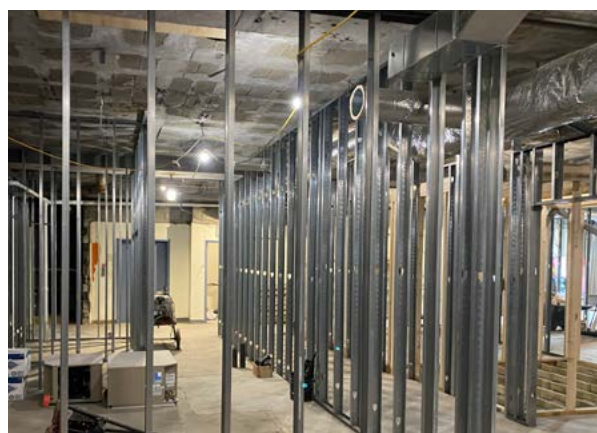
City of Utica's Master Plan

- Housing and Neighborhood Development Goal 9
- Downtown Development Goal 6, 8
- Business & Technology Development Goal 1, 2, 3, 4, 5

Anticipated Revitalization Benefits

In the short term, the project will reactivate a vacant space in the City's urban core. In the medium term, the commercial office space will promote new business ventures and retail opportunities that will create approximately 40+ full time jobs and

Below: Current condition of the building exterior (top) (Source: Kelly Murray, The Community Foundation) and interior (bottom) (Source: 268 Genesee, LLC)



expand the local tax base. In the long term, the project offers business incubation support that will prove invaluable to start-up food businesses in downtown Utica. The holistic support offered by the Commercial Kitchen will foster entrepreneurship, leading to more jobs and small businesses.

COVID-19 Recovery

This project will support the food and hospitality industry including start-ups and entrepreneurs following a period of closures and lost revenue related to the pandemic.

Jobs Created

The proposed project will ultimately yield 30 – 40 full-time jobs to staff the commercial kitchen. In addition to full-time staff working at the facility itself, the proposed project will incubate food entrepreneurs and food-based businesses that will create additional jobs as culinary pursuits are established.

Public Support

By establishing the Mohawk Valley's sole Commercial Kitchen / Food Incubator, the proposed project offers services and amenities to downtown Utica that were previously unavailable. The identity of the Greater Utica area is intrinsically linked with food, as demonstrated by regional dishes that have garnered national recognition. Additionally, this project garnered strong support from the community during the second public Open House and through the online public survey.

Capacity

Pezzolanella Companies have extensive experience and credentials in the rejuvenation of downtown Utica. Managed by the Pezzolanella family, the companies have owned and operated several restaurants, bars, and commercial spaces in downtown Utica.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

Upon completion of the renovations, the facility will be inspected and licensed by Oneida County Health Department prior to customers selling food to the public. The proposed project will require building and occupancy permits from the City of Utica.

Project Reporting

The progress and implementation of the proposed project will be monitored by the project sponsor's management team, architect, and engineer. All expenditures will be tracked via the AIA monitoring and documentation system. The success of the project will be measured by the number of jobs created as well as usage rates of the facility and consulting services.



11 Construction of Mixed-Use Artspace Utica: Affordable Live/Work Artist Housing

Construction of a new, four-story, mixed-use building with community/commercial space and affordable live/work units for local artists and their families.



DRI Funding

Request:

\$ 650,000 (5.5%)

Total Project Cost:

\$ 11,900,000

Project Location or

Address:

263 Genesee Street
Utica, NY 13501

Property Owner and

Sponsor:

Artspace Projects Inc.,
501(c) (3) (Sponsor) and The
City of Utica (Owner)¹

Project Description

Artspace Utica will be a new, four-story, mixed-use building in downtown Utica at the intersection of the Commercial and Arts & Culture Districts. The building will include 40 to 45 affordable live/work units for local artists and their families on the upper floors and approximately 2,500 to 3,500 ft² of community /commercial space on the ground floor. Rental costs for the live/work units will be set between 30 - 60% Area Median Income. The units will serve artists, including those from refugee communities, with the intent for the building's residents to reflect the diversity of Utica. Artspace Utica will include common areas such as galleries, meeting rooms, and green spaces that will encourage tenant engagement, cooperation, and community involvement. The building will have an approximately 11,000 ft² footprint. Artspace Projects is working with the City to preserve most of the public parking onsite.

The estimated \$11.9 million project will address the need for affordable live and work space for Utica's creative people and will advance the City of Utica's housing, arts development, and tourism goals. This new construction will be a significant investment in downtown Utica that would increase daily activity while engaging diverse, creative communities and the public in an increasingly active local arts scene.

Project Budget and Funding Sources

In addition to the sources listed above, \$130,000 of predevelopment funds have been awarded to date by the Community Foundation of Herkimer & Oneida Counties (\$75,000), National Grid (\$25,000), and the National Endowment for the Arts (\$30,000).

Above: Precedent image (Source: Farm Kid Studios, Inc.)

¹ The City of Utica currently owns the project site, which is part of a public parking lot next to the Stanley Theatre. Artspace Projects has an exclusive negotiating rights agreement with the City for this site and an Artspace Projects controlled entity will either purchase or hold a long-term lease for the property.

Artspace Projects will apply for the remaining \$11,900,000 of funding for the construction of the project over 2020/2021. Based on extensive past experience, the sponsor is confident that all necessary co-funding will be secured. This funding will be allocated as needed across the various line item expenses, with DRI funding going toward construction costs.

Feasibility and Cost Justification

Cost estimates are based on Artspace Projects' broad project portfolio. Plans for Artspace Utica have also been informed by a 2016 Preliminary Feasibility Report and a 2017 Arts Market Study (AMS) that led to a recommendation for a mixed-use, live/work arts center downtown. The AMS was conducted with the third-party firm Swan Research and Consulting using quantitative and qualitative data including a survey of 585 individuals. The AMS findings indicate a substantial demand for living and creative working spaces in Utica and were used to inform the project design.

Artspace Projects has a predevelopment contract with the City of Utica towards Artspace Utica in downtown and has engaged HHL Architects to create conceptual plans and schematic designs. The



Above: Current Condition at 263 Genesee Street
(Source: Kelly Murray, The Community Foundation)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Acquisition	\$100,000	First Mortgage	Application pending over 2020/2021
Construction	\$8,545,000	\$600,000;	
Financing Fees	\$80,000	Philanthropic	
Fee & Reserves	\$1,325,000	\$550,000; Tax	
Legal	\$175,000	Credit Equity	
Professional Fees/Soft Costs	\$825,000	\$8,659,200;	
Construction Financing & Interim Costs	\$850,000	State Funding	
Total DRI Funding Request			\$650,000
% Requested of total cost			5.5%
Total Funds from other sources			\$11,250,000
Total Project Cost			\$11,900,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Phase 1 - Predevelopment (Post-Tax Credit Application)</u> Full Project Design <ul style="list-style-type: none"> Construction drawings, Permitting Community Engagement <ul style="list-style-type: none"> Meetings and presentations with community, community leaders, arts community Financial Closing on Project Sources/Site Acquisition	Start: Q1 2021 End: Q1 2022 12 months
<u>Phase 2 - Construction</u> Construction of Project Community Engagement <ul style="list-style-type: none"> Community updates Leasing outreach and accept residential applications (3 months prior to construction completion) 	Start: Q1 2022 End: Q1 2023 12 months
Project End Date	Q1 2023
Total Months	24 months

project will build on Artspace Projects' expertise as the owner and operator of over 50 similar projects across the country. This new construction will be a significant investment in downtown Utica that will engage diverse, creative communities and the public in an increasingly active local arts scene.

Timeframe for Implementation and Project Readiness

Preliminary predevelopment work for Artspace Utica is currently underway in preparation for the Low-Income Housing Tax Credit (LIHTC) application. With the submission of the LIHTC application, Artspace Projects will complete due diligence work that includes site control, a land survey, a Phase I environmental report, conceptual design, market study and schematic drawings. The timeframe for the project is based on the New York State Homes & Communities Renewal (HCR) rounds. The developer anticipates submitting a LIHTC application in the December 2020 round, with announcement anticipated by April 2021. If the tax credits are awarded in Spring 2021, construction is anticipated to begin in the first quarter of 2022 with project completion in the first quarter of 2023.

Strategies

This infill development on a City-owned lot in the Arts and Culture district will create a new,

Below: Precedent Images, Artspace Hastings River Lofts, Hastings, MN (Source: Farm Kid Studios, Inc.)



mixed-use building for diverse artists and their families in Utica's downtown core. The building will feature commercial/community space for arts and culture programming on the lower floors as well as affordable live/work apartments on the upper floors. It will be owned and operated by a non-profit organization and will support Utica's creative economy. Taking all of these elements into consideration, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.3:* Increase housing downtown, maintaining a balance of affordable and market-rate residences
- *Strategy 1.4:* Support projects that highlight diversity
- *Strategy 1.5:* Showcase art and culture through public exhibits and events
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 2.6:* Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- *Strategy 3.2:* Encourage mixed-use redevelopment to support living, working, and playing downtown
- *Strategy 3.3:* Strategically leverage public resources to jumpstart larger private investments and community initiatives
- *Strategy 3.4:* Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners
- *Strategy 3.5:* Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base
- *Strategy 3.6:* Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Housing and neighborhood Goal 5
- Parks, Recreation, Arts/Culture & Historic Preservation Goal 6

MVREDC URI Strategies

- Vibrant Communities

Other plans

- City of Utica Sustainable and Neighborhood-Based Master Plan (2011)

Anticipated Revitalization Benefits

Artspace Utica will be a catalytic project that will directly address critical affordable housing and economic development opportunities for the creative workforce. In the short term, the project will achieve a formal strategy in the City's master plan to create artist housing while stabilizing some 40 low-income artists and their families with safe, affordable, quality live/work space designed specifically for artists. In the medium term, Artspace Utica will contribute to the development of individual artists and art forms while creating meaningful bridges between the arts community and other public sectors. Co-locating artists will also bring activity downtown both through (1) their presence as an arts hub on the Genesee Street arts corridor near the Stanley Theatre, MWPAI, and other arts organizations, and (2) through activity in the Artspace Utica community spaces.

In the long term, Artspace Utica will contribute to a healthy urban environment that supports a strong arts community and the growth of the creative sector. Third-party research by Metris Arts Consulting substantiates this claim: artists living and working out of Artspace buildings are more productive, collaborative, receive more extensive public recognition as artists, and can increase their revenue from artistic work. The research found that community members also credited Artspace facilities with spurring redevelopment.

COVID-19 Recovery

Artspace Utica will support workers in the creative sector, including recent graduates in the Utica area, who have been strongly affected by social distancing restrictions and economic uncertainty

related to the pandemic.

Jobs Created

The project will create one full-time on-site property manager position and one full-time maintenance / janitorial position. In addition, each residential unit in the building can be viewed as small business as the units are designed to be live/work.

Public Support

Over the course of two years, Artspace Projects conducted both Preliminary Feasibility and Arts Market Studies (AMS) in Utica, inviting individuals and community groups to the table to contribute their ideas. Artspace Projects relied on a core group of community leaders who volunteered their time to facilitate involvement from their networks and the broader community. During these public engagement sessions, 585 creative people expressed strong interest in live/work residential space, working studio spaces, and collaborative workspace for individuals and creative businesses. Broad community collaboration will be sustained through the implementation of the project.

During the DRI planning process, the project was well supported by the public based on input received at the second Open House and through an online survey. The project also received several letters of support from members of the Utica arts community.

Capacity

Formed in 1979, Artspace Projects is a Minneapolis-based nonprofit that works on a national scale to advance its mission to create, foster, and preserve affordable and sustainable space for artists and arts organizations. Through 40 years in operation, Artspace Projects has created more than 50 sustainable “art spaces” in 24 states, coast to coast, including three in the State of New York. This portfolio provides affordable live/work space for more than 1,700 artists and their families as well as space for hundreds of creative enterprises. Artspace Projects typically opens one to three new properties each year ranging from 30 – 100 units. Recent projects include the \$37.4M Bell Artspace Campus in New Orleans, LA (adaptive reuse, 2017), the \$12.6M Artspace Hastings River Lofts in

Hastings, MN (new construction, 2017), the \$17M South Main Artspace Lofts in Memphis, TN (new construction and adaptive reuse, 2018), and the \$15.8M Mesa Artspace Lofts in Mesa, AZ (new construction, 2019).

Each building is distinct and created based on the unique assets and needs of an individual community. Artspace Projects owns and operates its buildings to ensure they remain affordable and high quality in perpetuity, and that they continue to serve the artist communities for whom they were designed.

Project Partners

- City of Utica - community advisor and current site owner
- Community organizations (e.g. MWPAI & Pratt MWP College of Art and Design, The Center) - community advisors
- Local artists and art organizations - support for outreach, leasing, and community engagement

Acquisition of Real Property

Artspace Projects was invited to Utica to develop a live/work project in the City. The proposed site is owned by the City. Artspace Projects has an exclusive negotiating rights agreement with the City for this site and an Artspace Projects controlled entity will either purchase or hold a long-term lease for the property. DRI funding will not go toward land acquisition.

Regulatory Requirements

The project design will comply with City zoning ordinances and will be subject to site plan review. It will require a building permit from the City of Utica and may also require a Section 106 Historic Review and National Environmental Policy Act (NEPA) review.

Project Reporting

To measure the success of the project, the sponsor will consider the leasing/community outreach schedule, the vacancy rate of the live/work units, the usage statistics of the commercial/community space, and the level of community engagement.



12 Bestowing Roots and Wings: Outdoor Community Space at the Carol L. Crooms Cultural Activities Center

Conversion of two vacant lots into multi-purpose event spaces to complement the community and business programming of the Carol L. Crooms Cultural Activities Center.



DRI Funding Request:
\$111,000 (100%)

Total Project Cost:
\$111,000

Project Location or Address:
1105 Park Avenue
Utica, NY 13501

Property Owner and Sponsor: The project sponsor is Mobile Oasis Inc, 501(c)(3). The property owner is Courtney Muhammad. The project sponsor has an agreement with the property owner to carry out the proposed project.

Project Description

The Carol L. Crooms Cultural Activities Center (The CLC), named to honor the life and work of community leader Carol L. Crooms, is located between downtown and the Cornhill neighborhood. The CLC is an educational, recreational, health and wellness, and community meeting space used primarily by Utica's communities of color and is open to people from all walks of life. The three story 5,300 ft² building has a full-size commercial kitchen, large event room, conference room, and smaller room designated as a café. Using a social enterprise concept, the owners are working to renovate the CLC into a vibrant resource center offering cultural and community programming, business and skills training, an incubator for small businesses, and shared office space with administrative support. The CLC has hosted countless events since its inception in 2018. Even though COVID-19 has affected business and operating procedures (which follow state and local guidelines), the CLC's commitment to serving the community remains the same.

The CLC building is currently flanked by two vacant, unpaved lots. This project will repurpose these lots into two multi-purpose spaces for outdoor activities and events such as educational programs, concerts, sports/games, community and cultural events, urban gardening, and other community services. Improvements will include outdoor lighting, paving, fencing, and designs that incorporate African American art and culture in an interactive, aesthetically pleasing way. The project will complement and expand the business and programming of the CLC, supporting the DRI goal to "build

Above: Project concept (Source: Politi +Siano Architects)

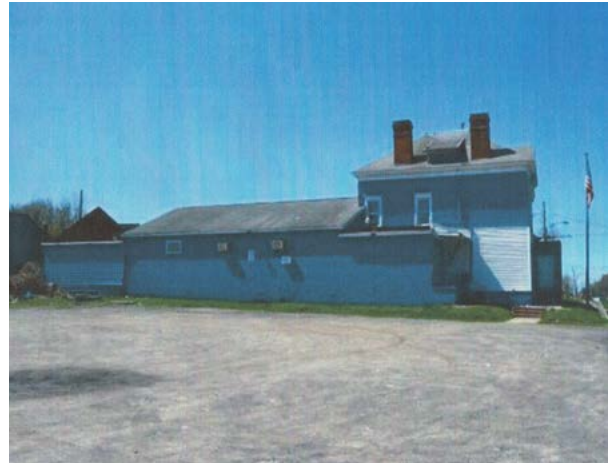
community by promoting inclusiveness, equity, and diversity while fostering arts, culture, and entertainment.”

Feasibility and Cost Justification

The budget was developed based on preliminary estimates from local contractors for paving and lighting. Fencing costs are based on standard cost per square foot estimates.

Downtown Utica is 24% African American and 15.3% Hispanic. The CLC provides an opportunity for these communities to participate in the economic resurgence of the City. The CLC is already home to a variety of community enterprises including Zumba Fitness, Silk Productions screen printing business, Ohanna Enterprises, Inc., Black Friday Community vending, Steve’s Neighborhood Fashion Ensemble, and Kim Tobin’s Natural Braiding. The owners are also in negotiation with several groups interested in renting space once renovations are complete. These include the Frontiers of America Club of the Mohawk Valley, Motherland Gift Shop, and Fun with Farming farmers market and vending (a youth program). In addition, the CLC plans to host community events and programs including 5th ward common council meetings, the Charles R. Brown summer youth softball league, a summer outdoor arts & culture event series, and Mobile Oasis health and wellbeing services (mobile truck) for underserved populations.

The addition of functional and attractive multi-purpose outdoor spaces will provide a valuable resource for these and future groups, helping the



Above: Current Condition. Vacant lots on north (top) and south (bottom) sides of the building
(Source: Mobile Oasis Inc)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Outdoor event space and lighting	\$21,000	DRI	Requested
Iron Fencing	\$15,000	DRI	Requested
Multi-purpose event space asphalt paving	\$75,000	DRI	Requested
Exterior art / murals	In Kind	CLC volunteers	Committed
Total DRI Funding Request			\$111,000
% Requested of total cost			100%
Total Funds from other sources (leveraged)			\$0
Total Project Cost			\$111,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q2 2021
<ul style="list-style-type: none"> Electrical and cement for light poles Mount lights on building Asphalt – level, pave, and seal lots Install fencing Install light poles 	Start: Q2 2021 End: Q3 2021
Project End Date	Q3 2021
Total Months	5 months

CLC to grow into a vibrant hub for community programming and commerce that engages Utica residents and visitors.

Timeframe for Implementation and Project Readiness

The property is shovel ready and can begin after awards are announced. No preliminary work is needed. Weather permitting, the project can be completed in a few months.

Strategies

By converting two vacant lots on a busy corner property into multi-purpose community spaces that serve the Cornhill, downtown, and Greater Utica community with diverse, not-for-profit and for-profit programming targeting youth, vulnerable groups, small businesses and entrepreneurs, community organizations, and the general public, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.2:* Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs
- *Strategy 1.4:* Support projects that highlight diversity
- *Strategy 1.5:* Showcase art and culture

through public exhibits and events.

- *Strategy 1.6:* Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 3.4:* Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners
- *Strategy 3.6:* Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Housing and Neighborhood Development Goal 7, 8
- Downtown Development Goal 5, 6, 7
- Business and Technology Development Goal 4

MVREDC URI Strategies

- Opportunity Agenda

Anticipated Revitalization Benefits

The renovations will enable the CLC to provide a facility and programming quintessential to the needs of the community while contributing to the development of the City's youth and a sense of inclusive, positive growth in Utica. The CLC will provide a safe environment where community members can come together, celebrate their culture, enjoy educational and recreational events, and improve themselves.

In the short term, the project will build on the positive impact of the CLC by fostering a sense

of pride and inspiration in the community and by providing further resources and services to underserved populations including Black, African, African American, Latino, and Urban communities of Utica. The renovation process itself will be used as a teaching/training opportunity for community members, and especially youth, as part of the CLC's commitment to promoting resourcefulness and a strong work ethic. In the medium term, the project will improve the street/curb appeal of a major corridor and create a cultural haven for activities near downtown. In the long term, the project will provide a space to grow partnerships, cultivate community relationships, promote and celebrate cultural awareness, and develop educational and economic opportunities to benefit future generations.

COVID-19 recovery

The layout of the CLC lends itself to the "new normal" of social distancing. The project aligns with public health precautions required due to the COVID-19 pandemic by creating unique, versatile, outdoor space to support individual health and community activities during this challenging time.

Jobs created

N/A

Public Support

The surrounding community is very supportive of the CLC and looks forward to the Center realizing its full potential. In response to the DRI award and feelings that businesses and organizations of color do not often benefit directly from such initiatives in Utica, leaders and individuals from the Black community gathered together at the CLC to unite around the vision of The Carol L Crooms Cultural Activities Center. These meetings informed the development of the project proposal and gathered a list of stakeholders, community leaders, and residents that have vocalized their support. The project has letters of support from Councilmember Delvin J. Moody, Tabernacle Baptist Church, and former Councilwoman Freddie Hamilton. During the DRI planning process, the project also received good support from the general public based on input received at the second Open House and through an online survey.

Capacity

The project is sponsored by Mobile Oasis, Inc. a 501(c)(3) organization incorporated in July 2017 in Texas and in January 2020 in New York State. The mission of Mobile Oasis is to serve the homeless and underserved populations of Utica. The organization has supported and managed several projects over the years, including organizing fundraisers, receiving and distributing large donations for local homeless shelters and managing donated funds and in-kind services. The organization's President and Director, Gwen Taylor, is a Utica native with almost 30 years of sales and management experience with both public and private entities, including vendor and financial management.

The Mobile Oasis and the CLC share similar missions and are both committed to serving the Utica community. Some members of the CLC board also serve on the Mobile Oasis board. The CLC Board and Mobile Oasis Board will work closely together to complete the project. As the fiscal sponsor and project manager, Mobile Oasis will ensure that the funds are utilized properly and that the project stays on task. The CLC will be responsible for maintaining the project once it is complete.

Project Partners

Mobile Oasis Inc will work closely with the Carol L Crooms Cultural Activities Center to implement the project. In addition, the CLC will work with its current tenants, partners, and local community members to plan effective programming and use of the outdoor multi-purpose space.

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require permits from the City of Utica.

Project Reporting

Metrics to measure the success of the project will include usage of the outdoor space (e.g. number, type, and diversity of activities and participants/customers/community members served), impact on CLC tenants and regular users (e.g. % capacity

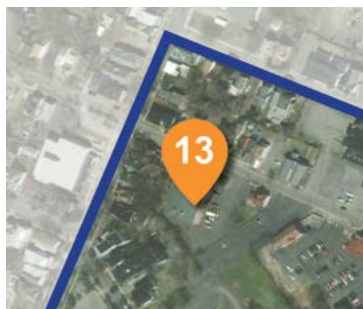
of tenants, impact on business activity and programming), and impact on community cohesion and pride (e.g. perceptions of inclusive, positive growth in Utica).



13

Renovation of the Cowen Apartment Building to Provide Quality Downtown Housing Options

Transformation of the Cowen Apartment building with interior and exterior renovations to create modern residential units and expand the housing stock within the City's urban core.



DRI Funding Request:
\$250,000 (24%)

Total Project Cost:
\$1,035,000

Project Location or Address:
419 Mandeville Street
Utica NY 13501

Property Owner and Sponsor:
Sakib Duracak, Owner, SD Home Improvements

Project Description

The proposed project will transform the historic Cowen Building into 14 modern residential units that will expand the housing stock in downtown Utica. Renovations will yield market-rate apartments, crucial to meet the anticipated spike in demand for housing given the City's numerous ongoing and substantial investments in the downtown corridor. Currently, the building is partially occupied by the owner's construction business, SD Home Improvements (3,500 square feet), but the majority of the building is vacant. The proposed project will convert approximately 15,500 ft² of residential space across three floors into a mix of 1- and 2-bedroom apartments. Interior renovations will include full buildouts of currently underutilized space to create contemporary apartments, a fitness center, game room, and community lounge. Exterior improvements will include landscaping, a new sidewalk, fencing, windows, doors, and lighting that will broaden the appeal of the building for prospective tenants.

By expanding Utica's quality housing options, the project will attract young professionals to live downtown. In addition, the exterior improvements will contribute to the increased safety and walkability of downtown.

Feasibility and Cost Justification

Cost estimates were provided by the project sponsor. Estimates are based on the project sponsor's past experience renovating similar residential units in downtown Utica. The proposed project requests DRI funding equal to 24% of the total project cost. Additional funding for the project will be procured through self-funding by the owner and a loan on the property.

Above: Project concept (Source: SD Home Improvements)

The proposed project will expand the downtown housing stock and is feasible and justified based on the current state of the building. Offering quality housing options downtown will bring people back to the City's core to live, work, and play. Several market-rate housing projects have been undertaken over the last 5 years downtown, each of which have enjoyed nearly 100% occupancy since the residential units have come online.

Timeframe for Implementation and Project Readiness

This project will commence upon award announcement and has an anticipated timeline for implementation between 18 - 24 months.

Strategies

By repurposing an underutilized downtown building into quality housing and amenities, the project will advance the following strategies and goals:

Utica DRI Strategies

- *Strategy 1.3:* Increase housing downtown, maintaining a balance of affordable and market-rate residences
- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 3.1:* Repurpose, rehabilitate, and revitalize vacant storefronts

City of Utica Master Plan

- Housing and Neighborhood Development



Above: Current condition of building exterior (top) and interior (bottom) (Source: SD Home Improvements)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Landscape/Sidewalk/Resurface Parking Lot	\$125,000	Eq. Loan/Owner	Pending
Interior buildout (14 apt X 65k/unit)	\$660,000	Eq. Loan/Owner	Pending
Interior buildout (14 apt X 65k/unit)	\$250,000	DRI	Requested
Total DRI Funding Request			\$250,000
% Requested of total cost			24%
Total Funds from other sources (leveraged)			\$785,000
Total Project Cost			\$1,035,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Consult with Design Company Begin Building Preparations Relocation of Construction Operations in to Basement of Building 	Start: Q1 2021 End: Q2 2021 3-5 months
<u>Design Phase</u> Community Engagement <ul style="list-style-type: none"> Completion of Interior Design/Layout Completion of Exterior Design/Permits Transition Construction Business towards Cowen Building Project Gather necessary building materials 	Start: Q2 2021 End: Q3 2021 4 months
<u>Construction Phase</u> <ul style="list-style-type: none"> Renovation of 2nd floor/Conversion to 6 (1br1ba) Apartments [Winter 2020-2021] Renovation/Creation 1st Floor Apartments [Spring - Summer 2021] Exterior Improvements/Landscaping/Sidewalks/Parking [Summer 2021 - Fall 2021] 	Start: Q4 2021 End: Q3 2022 10-11 months
Completion of 3rd Floor Units (2-4 units) and building amenities (Fitness Center, Game Room, Community Lounge, etc.) [Fall 2021]	
Project End Date	Q3 2022
Total Months	18 - 24 months

Goal 2, 3, 5, 6, 7, 9

- Downtown Development Goal 4, 8

Anticipated Revitalization Benefits

The short term benefit of the proposed project will be the beautification of the exterior. In the medium term, the project will expand the City's downtown housing stock by 14 modern, market-rate units. A thorough evaluation of the City's residential market revealed a need for additional market-rate units downtown. By expanding the residential options in downtown, there is synergistic potential between the proposed project and ongoing investment throughout the City. The location is convenient to the Central Business District and the MVHS healthcare campus, which will attract and retain young professionals to the downtown area. Additional amenities including a fitness center, game room, and community lounge will attract young professionals to the area and establish the urban core as an exceptional place to live downtown. The interior renovations also offer the opportunity to preserve and celebrate the

historic nature of the building. In the long term, the proposed project will work synergistically with major investments happening elsewhere in the City and will ultimately expand the local tax base.

COVID-19 Recovery

N/A

Jobs Created

N/A

Public Support

The proposed project will address a portion of the anticipated growth in demand for residential space in downtown Utica. Ongoing investments happening throughout the Greater Utica area will drive young professionals to relocate downtown. This project provides the opportunity to live in the City's urban core, while addressing the public's desire for safer and more walkable streets. The project was well supported by the public during the second public Open House and through a later online survey.

Capacity

This project will be undertaken by the project sponsor's construction company, SD Home Improvements. The company has been in business 15 years, with a proven track record of delivering quality work and renovations.

Project Partners

This project will be undertaken by the project sponsor, who is the property owner. The proposed project may include additional sub-contractors, as needed, to maintain deadlines and meeting funding requirements.

Acquisition of Real Property

N/A

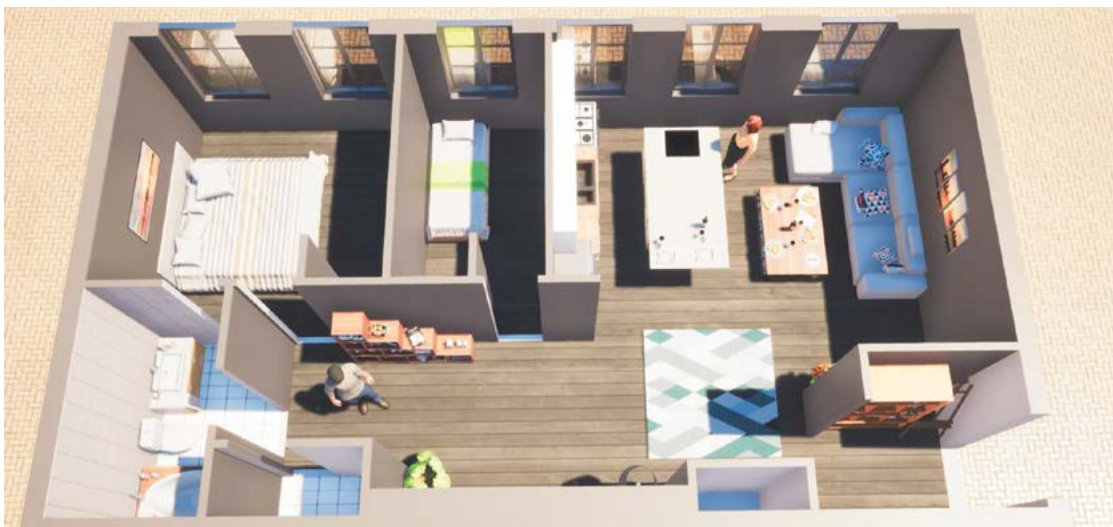
Regulatory Requirements

The project will require building permits, electrical permits, plumbing permits, and a Certificate of Occupancy to comply with the City of Utica Code Department and the City Scenic and Historic Preservation Commission. Exterior improvements and landscaping will require review by the City's Scenic and Historic Preservation Commission.

Project Reporting

The proposed project will measure and evaluate success through metrics including foot traffic and occupancy rates. Additionally, the project sponsor will survey tenants to obtain input on success of the project. For the public, exterior improvements including extensive landscaping and sitework will be assessed. Residential tenants will also be surveyed to capture overall living conditions and satisfaction with their space as a measure of project success. Both the public and residential tenants will be given the opportunity to offer suggestions for further improvements, additional work, and success of the project.

Below: Project concept (Source: SD Home Improvements)

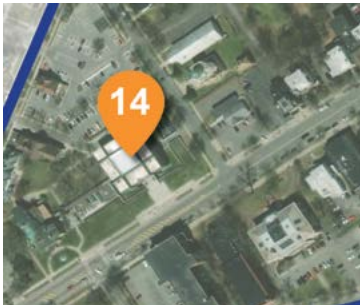




14

Creating Munson-Williams Park at Munson-Williams-Proctor Arts Institute

Creation of a large public-access park on underutilized MWPAI land in the Oneida Square neighborhood with arts and culture programming.



DRI Funding Request:

\$ 819,500 (80%)

Total Project Cost:

\$ 1,019,500

Project Location or Address:

310 Genesee Street
Utica, NY 13502

Property Owner and Sponsor:

Munson-Williams-Proctor
Arts Institute (MWPAI)
501(c)(3)

Project Description

Munson-Williams-Proctor Arts Institute (MWPAI) is a non-profit that operates an internationally renowned museum, a School of Art, and a Performing Arts program. MWPAI also hosts outdoor events like the Summer Arts Festival that attract thousands of visitors each year. The proposed project takes underutilized land and creates a 49,000 ft² public access park stretching from the front of 324 Genesee Street to Cottage Place. The park will feature new landscaping, lighting, walkways, sculptures, and seating, and will utilize the Museum's signature "floating" staircase as amphitheater seating for public events. It will be anchored by the 19th-century Fountain Elms building and the Philip Johnson-designed Museum of Art, which are both free and open to the public. Both buildings are on the State and National registers of historic buildings and require essential façade work and stabilization.

As the largest expanse of green space on Genesee Street, the park will transform the Oneida Square neighborhood and create an inviting gateway to downtown. The park will be open to the public and activated with new programming such as festivals, block parties, light shows, art demonstrations and installations, pop-up events, and free public performances, in cooperation with local partners.

Feasibility and Cost Justification

The project estimate was developed using contractor proposals, manufacturer's pricing, and cost data from MWPAI completed projects of similar size and scope. Estimates for the staircase renovation were provided by a masonry restoration contractor specializing in historic structures. A DASNY State and

Above: Project concept (Source: NBBJ)

Municipal Facilities Program (“SAM”) grant has been committed to the project under the ID #15872: Renovations & Improvements to the MWPAI Facilities.

The project is highly feasible as it will be utilizing space currently owned and maintained by MWPAI. The MWPAI Physical Plant, Maintenance and Engineering Departments provide an ongoing investment of over \$870,000 annually. MWPAI also intends to increase annual investments in public programming by \$25,000 - \$50,000 and in plantings by \$2,000 - \$5,000. The project will complement a \$450,000 Museum of Art facade repair project which is currently underway with funding from MWPAI and the State.

MWPAI is a historic anchor institution in the Arts & Culture District at Oneida Square, contributing to downtown Utica’s appeal as a cultural hub for the Mohawk Valley. The project area already plays a role as a community arts venue. It hosts the annual Summer Arts Festival, which includes a sidewalk art show, outdoor musical performances, food vendors, family programs, and a classic car show. It is also a venue for special outdoor events like the 2019 Corning Museum of Glass Hot Glass Roadshow. These events drive commercial



Above: Current condition of the lawn and the Philip Johnson-designed Museum with the “floating stairs,” a distinguishing architectural feature (Source - Top: MWPAI; Source - Bottom: Kelly Murray, The Community Foundation)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Museum of Art staircase/ amphitheater seats repair	\$ 200,000	DASNY (SAM grant)	Committed
	\$ 49,500	DRI	Requested
Fountain Elms exterior woodwork repair	\$ 300,000	DRI	Requested
Public Sculpture installation	\$ 120,000	DRI	Requested
Landscape Architect	\$ 50,000	DRI	Requested
Landscaping, incl. trees & flower beds, public seating	\$ 100,000	DRI	Requested
Walkways and new lighting	\$ 200,000	DRI	Requested
Total DRI Funding Request			\$819,500
% Requested of total cost			80%
Total Funds from other sources (leveraged)			\$200,000
Total Project Cost			\$1,019,500

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate next steps</u> <ul style="list-style-type: none"> • Completion of Campus Master Plan • Bidding and selection of Landscape Architect 	6 months
<u>Building repairs and park construction</u> <ul style="list-style-type: none"> • Prioritized list of projects, fundraising initiated • Repairs to “Floating Staircase” • Landscaping, lighting, and sidewalk • Call for interactive art installation by a nationally recognized artist • Fountain Elms porch and facade repairs • Plantings and aesthetic improvements 	Summer 2021 – Fall 2021 6 months
<u>Park Programming</u> <ul style="list-style-type: none"> • Establish neighborhood committee to formulate collaborative programming for diverse audiences • Pilot new collaborative public programming in the project area, including the first City-wide arts festival being organized by the Utica Arts Council; collect participation data to inform park development • Launch first new public programs • Install new art installation 	Summer 2021 – Fall 2021 6 months Spring 2022
Project End Date	Spring 2022
Total Months	16 months

activity. The project will help expand programming to generate increased economic development through improved quality of life, livability, tourism, and neighborhood activity.

Timeframe for Implementation and Project Readiness

The project could begin in early 2021 and is expected to be completed in approximately 16 months.

Preliminary work is underway and will be completed by the end of 2020:

- Bidding for Campus Master Plan (August – October 2020)
- Finalize Grant Disbursement Agreement with DASNY

Strategies

By transforming an underutilized green space in the Oneida Square neighborhood into a public-access park, restoring historic facades and architecture on Genesee Street, installing public art, and providing a space to host arts and culture programming

for diverse residents and visitors, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.5:* Showcase art and culture through public exhibits and events
- *Strategy 1.6:* Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year
- *Strategy 2.2:* Expand green spaces and sustainable infrastructure to maintain a healthy environment
- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 2.6:* Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food,

entertainment, nightlife, and recreation in the Mohawk Valley

Utica Master Plan

- Downtown Development Goal 5, 7, 8
- Parks, Recreation, Arts/Culture & Historic Preservation Goal 1, 6

MVREDC URI Strategies

- Vibrant Communities (URI)
- Tourism Strategy (2019)

Other plans

- Oneida Square Arts & Culture District Design Vision (2013)
- MWPAI 5-year strategic plan: community engagement and service

Anticipated Revitalization Benefits

MWPAI is a cultural and economic draw for Utica. The Munson-Williams Park project will catalyze community change as the centerpiece of a vibrant neighborhood at the southern gateway to downtown. Through this project, MWPAI will join forces with local partners to provide accessible and diverse arts programs that will stimulate creativity and learning about the arts while fostering community connections. In the short term, the park will beautify the neighborhood and build community. In the medium-term, it will increase safety and walkability for residents and businesses and drive housing and economic development as an amenity that increases tourism, livability, and neighborhood activity. In the long-term, the project will enable MWPAI to better serve the community through a more inviting campus and make Oneida Square a more desirable place to live.

COVID-19 Recovery

This project will support the arts community in Utica, which was strongly affected by restrictions and economic impacts related to the pandemic. It will increase resilience in the future by creating outdoor community space downtown for socially distant events.

Jobs Created

While the Munson-Williams Park project does not directly create new jobs, it will fuel economic

development through meaningful neighborhood change. The project will add to the nearly \$20 million in economic activity MWPAI generates annually and the 150,000 people it draws to downtown Utica with its year-round programming.

Public Support

Data from 2018 Vogl Consulting community focus groups conducted as part of MWPAI's 5-year strategic plan documented that many immediate neighbors feel intimidated by the Museum structures and are reluctant to participate in MWPAI activities even though most exhibitions and many programs are free. Participants noted that increased lighting, improved signage, more welcoming landscaping, and a park-like environment would encourage more community participation in Institute events. Feedback from surveys taken by Museum visitors and from public engagement during the DRI planning process supports the conclusion that a new Munson-Williams Park will help to promote community involvement. The project received strong support from the public during the DRI planning process based on input received through an online survey and during the second Open House.

Capacity

Munson-Williams-Proctor Arts Institute is the authorized contracting entity. MWPAI was founded in 1919, opened its doors to the public in 1936, and has been in continuous operation ever since. Today, the Institute is a private non-profit that operates an internationally known Museum, a School of Art, and a Performing Arts program. The viability of the project is supported by MWPAI's 50 years of experience hosting the annual Summer Arts Festival as well as special outdoor events such as the Corning Museum of Glass Hot Glass Roadshow. These events attract thousands to the Genesee Street side of the MWPAI campus and demonstrate how the space can be activated and programmed. MWPAI can sustain the completed project and its related programming through its annual operating budget enhanced by ongoing development efforts. The MWPAI Physical Plant, Maintenance and Engineering Departments will support the implementation and maintenance of the project.

Project Partners

- New York State-based artists and Sculpture Space - public sculpture installations
- Neighborhood organizations - programming partners

Through the transformation enabled by the DRI grant, the MWPAI envisions hosting events such as the Latino Festival or World Refugee Day in cooperation with neighborhood partners. Programming partners will include local and regional partners such as Thea Bowman House, The Center, Mohawk Valley Latino Association, Utica Arts Council, Sculpture Space, Utica Public Library, Players of Utica, On-Point for College, Levitt-AMP concert series, Utica Dance, Cornerstone Church, Oneida Square Public Art and Design, and other neighborhood associations, businesses, performers, and arts-centered groups.

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require City of Utica permits and SHPO review.

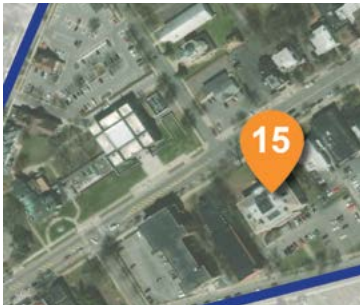
Project Reporting

MWPAI will collect comments from participants and track expenditures, programming schedules, and visitation/participation rates. The data will be used to enhance programming and event marketing.



15 Rehabilitation of Utica Public Library Genesee Street Corridor

Rehabilitation of sidewalks, stone pillars, and catch basins along the Genesee Street entrance of the Utica Library to help preserve and maintain a landmark civic institution downtown.



DRI Funding Request:

\$ 110,650 (99%)

Total Project Cost:

\$ 111,650

Project Location or Address:

303 Genesee Street
Utica, NY 13501

Property Owner and Sponsor:

Utica Public Library 501(c)(3)

The sidewalk falls in the right-of-way and is the Library's responsibility to maintain.

Project Description

The Utica Public Library has a longstanding commitment to preserving and enhancing what is a renowned community landmark and downtown anchor, as evidenced by past projects and recent efforts to raise the profile of the Library. The proposed project will build on these efforts to enhance the curbside appeal of the Library and to improve safety and accessibility for all patrons and pedestrians. The project will rehabilitate the Library's damaged stone entrance pillars on Genesee Street, repair catch basins, and replace approximately 2700 ft² of cracked, unsafe sidewalk that currently poses a hazard to pedestrians, including those with disabilities.

A cared for and well-maintained civic institution attracts attention and keeps visitors to neighboring institutions in the downtown area longer. This project will complement proposed DRI projects that aim to beautify and activate the Oneida Square neighborhood and Genesee Street corridor including projects A, 9, 14, and 16.

Feasibility and Cost Justification

The project cost estimates were developed by Central Paving Inc for the sidewalks and catch basins and by Lupini Construction Inc for the front pillars. They are consistent with a smaller \$30,000 project the Library completed in 2019 that included a sidewalk replacement on Park Avenue, a parking lot catch basin, landscaping, and rear entranceway sidewalk flags. The Library is eligible for a rebate from the City of Utica for sidewalk repairs at a rate of \$4 per square foot, up to a maximum of \$1,000.

Above: Utica Public Library (Source: Kelly Murray, The Community Foundation)

A welcoming, well-maintained Library brings people and services downtown and contributes to a more active and attractive neighborhood.

Timeframe for Implementation and Project Readiness

The project is ready to start as soon as awards are announced, with completion based on contractor scheduling and NYS agency contingencies. Concrete work could begin in Q2 2021, schedule allowing. New York State SHPO approval is expected without delay as there is no significant alteration to existing property or historically significant elements. The Board of Trustees of Utica Public Library has already approved the project.

Strategies

By restoring the stone pillars and sidewalk fronting a historic, not-for-profit downtown anchor that provides community programming, the project advances the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1* - Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.2* - Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs
- *Strategy 1.6* - Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year



Above: Current condition of damaged sidewalks in front of the Utica Public Library on Genesee Street
(Source: Kelly Murray, The Community Foundation)

Below: Precedent image from Park Avenue sidewalk repairs (Source: Utica Public Library)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Four Stone Entrance Pillars Rehabilitation	\$65,650	DRI	Requested
Sidewalk and Catch Basin Replacements	\$45,000	DRI	Requested
	\$1,000	City of Utica	Pending
Total DRI Funding Request			\$110,650
% Requested of total cost			99%
Total Funds from other sources (leveraged)			\$1,000
Total Project Cost			\$111,650

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate next steps</u>	1 - 2 months
<ul style="list-style-type: none"> Bidding, Permitting, SHPO Approval 	
<u>Sidewalk Repairs & Catch Basin Repairs</u>	Start: Q2 2021 End: Q2 2021
<ul style="list-style-type: none"> Removal and replacement of sidewalk Dig out catch basins Repair and repave catch basins 	
<u>Stone Pillar Repairs</u>	
<ul style="list-style-type: none"> Masonry repairs and restoration 	
Project End Date	Q2 2021
Total Months	4 months

- *Strategy 2.3* - Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 2.4* - Improve walkability, bikeability, and public transit options through complete streets projects that strengthen connections within the City and region
- *Strategy 3.6* - Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Housing and Neighborhood Development Goal 6 and 7
- Downtown Development Goal 1 and 8

MVREDC URI Strategies

- Vibrant Communities

Anticipated Revitalization Benefits

More than just a place to house books, the library hosts exercise classes, business meetings, community celebrations, job fairs, community education and support services, and government meetings. The Library will continue to engage with neighbors through these and other outreach programs. In the short term, the project will improve the walkability and attractiveness of Genesee Street. By replacing the old, cracked sidewalk, it will also make the Library and downtown more accessible for visitors with strollers, wheelchairs, scooters, and assistive canes. In the medium term,

it will create a more active City by attracting visitors and pedestrians downtown. In the long term, it will contribute to a desirable downtown and strong sense of place by investing in an anchor institution. A quality library enhances the quality of life for all people.

Jobs Created

N/A

Public Support

Public support for the Utica Public Library is evidenced by a history of successful public funding proposals passed by voters and an annual visitation rate of almost 200,000 people. The project received the highest support from the public during the DRI planning process based on input received at the second Open House and through an online survey. Continued investment in the building and property will also encourage continued public support for the Utica Public Library.

Capacity

The Utica Public Library will be responsible for the project. Since 2018, the Library has completed over \$600,000 in renovations including a substantial renovation of first floor public service spaces, sidewalk replacements (Park Avenue), parking lot repairs, tree removal, drainage upgrades, and landscape improvements. In addition, the Library is currently adding energy efficient lighting to a portion of the first floor. These projects were all funded by a combination of Library funds, private donor funds, NYS Library Construction Funds, and

DASNY SAM grant funds. They reflect the ability and commitment of the Utica Public Library to maintain a high quality public institution for generations to come.

Project Partners

The Library will work in cooperation with the City of Utica for improvements in the public right of way. The Library is responsible for maintaining its sidewalks and is eligible for a small rebate (\$1,000) through the City's sidewalk replacement reimbursement project.

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require permits and approvals (sidewalk requirements and inspection) from the City of Utica and SHPO approval.

Project Reporting

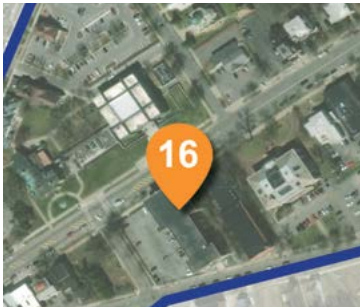
The success of the project will be measured based on Library visitor feedback, traffic between the Library and neighboring properties, and water flow in catch basins (controlled runoff).



16

Adaptive Reuse of DeSales Building for Inclusive Community Services

Activation of 50,000 ft² of underutilized space to transform the DeSales building into a more inclusive, accessible community center by installing an elevator and replacing damaged windows.



DRI Funding Request:
\$ 500,000 (56%)

Total Project Cost:
\$ 892,539

Project Location or Address:
309 Genesee Street
Utica, NY 13501

Property Owner and Sponsor:
DeSales Center, Inc. 501(c)(2)

Project Description

The DeSales Center is home to a variety of non-profit organizations that provide services to the greater Utica community. Current tenants include Thea Bowman House (childcare), the Mohawk Valley Latino Association, and a community arts program. In addition, the Academics First 24/7 childcare center recently opened as part of the NYS Empire State Poverty Reduction Initiative (ESPRI). The DeSales Center building is a 65,260 ft² former parochial school. The historic four-story structure has several broken, hazardous windows and the upper floors are not handicap accessible, which has prevented interested tenants from occupying available rooms. Due to scenic/historic district requirements, the cost of renovation is prohibitively high without grant funding.

The proposed project will transform the DeSales Center into a more inclusive, multi-cultural community center by installing an exterior elevator on the south side of the building and replacing five damaged windows to meet historic and health regulations. The elevator will make the entire building handicap accessible, including 47,995 ft² on the upper floors. The new windows will be free of lead and asbestos, insulating and energy-efficient, and equipped with safety hardware to prevent accidental falls. These windows will impact 990 ft² of space on the first floor and 2,045 ft² on the second floor. Overall, the project will increase the attractiveness of the building's façade and enable the center to expand its services. Potential future uses include expansion of Thea Bowman House childcare services, art studios and classrooms, social service support offices, and incubator space for

Above: Project concept (Source: Bonacci Architects)

compatible not-for-profits. Without the elevator and new windows, the DeSales Center cannot serve all people and loses the use of a significant portion of the building.

Feasibility and Cost Justification

Cost estimates were developed by Bonacci Architects with H.R. Beebe Construction Company, who are familiar with the DeSales building and led a previous window project funded by the New York State Dormitory Authority. Requirements of the NYS Office of Children and Family Services (OCFS) and the State Historic Preservation Office were factored into the cost of the windows. A CFA grant has been secured for the elevator and M&T bank has assured the DeSales Board of Directors that they support their loan request. For the remaining funds, the DeSales Center is working with the Community Foundation and has also launched a fundraising campaign. Due to the overload on the banks for COVID-19 relief, the loan application has been postponed to Fall 2020. The project has been in the planning stages for three years and is deemed feasible.

Downtown revitalization depends on a workforce that has its needs met. Thea Bowman House currently offers Universal Pre-K and licensed child care for 277 children ages 3 through 12. A teen



Above: Current condition of building exterior (top) (Source: Kelly Murray, The Community Foundation) and current condition (bottom left) of cracked panes in one of the windows slated for replacement (Winter 2020); Precedent image (bottom right) of new windows in the DeSales Building replaced as part of a previous project (Source: DeSales Center, Inc.)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Elevator purchase and site work	\$ 150,000	CFA	Committed
Sidewalk and Catch Basin Replacements	\$ 500,000	DRI	Requested
	\$ 100,000	Community Foundation	Pending
	\$ 26,857	Loan M&T bank	Committed
	\$ 100,000	Capital Campaign	Soft start April 2020
Window Replacement 5 type A windows	\$ 15,682	Adopt-a-window and brick fundraising campaign	Began Spring 2020
Total DRI Funding Request			\$ 500,000
% Requested of total cost			56%
Total Funds from other sources (leveraged)			\$ 392,539
Total Project Cost			\$ 892,539

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate next steps</u>	4 months
<ul style="list-style-type: none"> • Permitting, Site work, Develop project timetable 	
<u>Phase 1 – Elevator Construction</u>	Q2 2021- Q2 2023
<ul style="list-style-type: none"> • General requirements (e.g. temporary facilities and controls) • Demolition, abatement, site preparation • Construction of Elevator shaft and structure • Installation of Elevator, mechanical, electrical 	24 months
<u>Phase 2 – Windows (2 first floor, 3 second floor)</u>	Q2-Q3 2021
<ul style="list-style-type: none"> • General requirements • Abatement and removal of old windows • Install new windows and finishing 	5 months
Project End Date	Q2 2023
Total Months	27 Months

program serves an additional 40 children. 95% of the children come from low income families headed by single parents. A significant number of those have worked as essential workers during the pandemic. This project will help expand the services offered at the DeSales Center for working families including adult education programs and free or affordable 24/7 childcare and supportive services. The benefits of extended daycare will accrue to the downtown healthcare campus and other employees who do shift work.

Timeframe for Implementation and Project Readiness

DeSales Center, Inc. is a 501(c) (2) holding company of the 501(c) (3) Thea Bowman House, Inc. The project has been approved by the boards of both entities. In addition, the window replacements have been approved by both the City Scenic and Historic Preservation Commission and the NYS Historic Preservation Office during an earlier granting process with the NY State Dormitory Authority. Work is ready to commence once awards are announced.

Work on the elevator is expected to begin in the spring of 2021 and be completed within two years. The window replacements will run concurrently as fundraising goals are met. The first floor and second floor window blocks could be done simultaneously or separately over the two-year timeframe.

Strategies

The project will rehabilitate underutilized sections of a historic downtown building on Genesee street dedicated to housing not-for-profit organizations that offer community services and programs including childcare. The project will include accessibility, health and safety, and façade improvements. As a result, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 1.2:* Provide supportive services for vulnerable populations such as training and educational programs, health and family services, and community integration programs
- *Strategy 1.4:* Support projects that highlight diversity
- *Strategy 2.3:* Support programs that celebrate the character and architecture of downtown through historic preservation, façade improvements, and building restoration
- *Strategy 3.6:* Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

City of Utica Master Plan

- Downtown Development Goal 8

MVREDC URI Strategies

- (2019) Access to childcare

Other plans

- City of Utica Community Needs Assessment (2014-15) Activity 1.5

Anticipated Revitalization Benefits

In the short term, the project will increase the energy efficiency and accessibility of the building for clients and staff and enhance the attractiveness of the historic façade and Genesee Street streetscape. In the medium term, it will help increase occupancy of the space for not-for-profit tenants and expand the number of services for people who live and work downtown including hospital employees. The population served is diverse in racial/ethnic backgrounds and includes African Americans, Latinos and refugees from Africa and Asia. The auditorium is also used by many community-based organizations for a variety of cultural events and meetings. In the long term, the project will improve the economic sustainability of the center and contribute to a higher quality of life downtown. Access to affordable cultural, educational, and family services will help residents reach their full potential while supporting local businesses and building community.

COVID-19 Recovery

The project will support services for low income and working families including essential workers.

Jobs Created

There are currently 44 full- or part-time employees working in the building. By opening additional square footage including 14 unoccupied rooms on the third floor, the project will support an additional 23-80 jobs.

Public Support

The DeSales Center is supported in its efforts by many local groups including local colleges, insurance companies, churches, the Community Foundation of Herkimer & Oneida Counties, alumni of St. Francis de Sales School, and by individual volunteers and donors. The project has received letters of support

from Utica Public Library, the Sitrin Foundation, Munson-Williams-Proctor Arts Institute, and the Center for Family Life and Recovery. The project was also well supported during the DRI planning process based on public input received at the second Open House and through an online survey.

A recent deep listening exercise organized by the ESPRI project provided another indication of support. Local residents engaged in a grassroots process to prioritize their needs, which resulted in childcare being named as the number one need for economic success of the community.

Capacity

Since acquiring the building in 2009, the DeSales Center has overseen extensive renovations including projects to install a new boiler, roof, electrical services, and major plumbing upgrades. A separate board of directors manages renovation projects and meets monthly to address issues related to building management. The DeSales board is connected to the Thea Bowman House board of directors and provides oversight for any fiscal matters including the acquisition of loans or grants. There is an annual combined financial audit of the two entities. The commitment of board members and staff to this project can be viewed by the progress made to date and the history noted in the board minutes. Members of both boards will be involved in the capital campaign and in fundraising efforts. A full-time maintenance person hired by the DeSales will be responsible for daily upkeep of both the windows and elevator.

Project Partners

The DeSales Center will work with its current tenants (Latino Association, Academics First Child Care, Thea Bowman House), neighbors (local shops, Munson-Williams-Proctor Arts Institute, Utica Public Library, Stanley Theatre, Cornell Cooperative Extension and Child Care Council), and partners (United Way of Greater Utica and the Mohawk Valley, MVCC, Hamilton College, Utica College, Colgate University, Levitt Concert Series at Koepernik Park) to plan effective programming and use of the expanded DeSales Center.

Acquisition of Real Property

N/A

Regulatory Requirements

Approvals have already been received by both the City Scenic and Historic Preservation Commission and the NYS Historic Preservation Office for the window upgrades. Further requirements for the project include City of Utica permits, compliance with OCFS regulations, SHPO review (elevator), and City Scenic and Historic Preservation Commission approvals (elevator). Lead and asbestos removal must be done by licensed professionals. The elevator will require regular maintenance and inspections by codes officials.

Project Reporting

The success of the project will be measured by the building occupancy rate; number of new tenants; increase in services provided to disabled, low income, and at-risk populations; and the energy-efficiency of rooms with new windows.



Creating Sustainable Streetscapes and Green Gateways

Enhancement of streetscapes for pedestrians, bicyclists, and motorists; redesign of downtown gateways; and creation of a more welcoming environment for visitors and residents.



DRI Funding Request:

\$ 1,911,450 (62%)

Total Project Cost:

\$ 3,101,342

Project Location or Address:

Sites throughout the DRI area

Property Owner and Sponsor:

City of Utica

Project Description

Downtown Utica is dominated by asphalt and cement, creating a stark and uninviting streetscape. This project will create complete streets for pedestrians, bicyclists, and motorists; redesign downtown gateways; and create a more welcoming environment for visitors and residents. The project will begin with a traffic study and pedestrian safety upgrades for dozens of intersections along Genesee and connecting streets. Upgrades may include accessible pedestrian signals (APS), high-visibility crosswalk pavement markings, countdown timer indications, and/or updated signal timing. Streetscape improvements will also be made to Genesee and Broad streets. These may include enhancements to sidewalks, lighting, and roadways; road diets to improve safety; and the addition of bike lanes, tree lawns, trees, planters, furnishings, and other streetscape amenities. In combination with other initiatives (see below) and public projects B, C, and E, the streetscapes project will enact a comprehensive package of improvements to transform the DRI area into a vibrant, inclusive, arts-themed corridor that will catalyze private investment.

Feasibility and Cost Justification

A detailed cost estimate was developed by the City of Utica Engineering Department with GPI and Elan.3 consulting based on standard and historical costs. To improve walkability, the City has secured a Pedestrian Safety Action Plan (PSAP) grant to upgrade dozens of intersections. In addition, part of a new State & Municipal Facilities (SAM) grant has been allocated to tree planters and street furnishings (e.g. benches, bike racks, lighting, placards) along Genesee including the northern gateway at Oriskany Street/NYS Route

Above: Project concept, Genesee Street (Source: Politi + Siano Architects)

5S. A traffic study to be completed with Long-term Performance Award (LTPAP) funds will inform plans for Genesee Street and Broad Street.

Through a number of planning efforts and public discussions (see strategies), the City has identified a need for improved streetscapes in the DRI area. This project will scale up efforts to apply best practices to create a more modern, desirable, and sustainable downtown that will attract more residents, visitors, and businesses.

Strategies

By enhancing public streetscapes in the DRI area

and connecting to existing infrastructure and improvement projects, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1:* Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 2.1:* Implement a comprehensive and sustainable redesign of streetscapes and public spaces
- *Strategy 2.2:* Expand green spaces and

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Traffic Study (Genesee and Broad)	\$35,000	LTPAP grant	Pending
Pedestrian Safety			
Pedestrian safety upgrades to intersections downtown	\$480,000	PSAP grant	Secured
Soft costs for pedestrian safety	\$90,000	PSAP grant	Secured
Streetscape improvements on Genesee Street and Oriskany Street/NYS Route 5S gateway			
40 dual street/pedestrian lights and installation on Genesee Street	\$600,000	DRI	Requested
Mill/pave and stripe on Genesee Street including bike lanes, ADA ramps	\$511,450	DRI	Requested
Sidewalks on Genesee	\$75,000	DRI	Requested
Engineering/Landscape Architect Soft costs Genesee Street	\$150,000	DRI	Requested
Pedestrian rest stops	\$120,000	SAM grant	Secured
Plantscaping	\$55,000	SAM grant	Secured
Streetscape improvements on Broad Street			
Mill/pave and stripe Broad Street including bike lanes, ADA ramps/bump-outs	\$ 409,892	City	Secured
Broad Street pedestrian improvements (e.g. sidewalks, trees, lawn areas, lighting)	\$ 300,000	DRI	Requested
Engineering/Landscape Architect Soft costs Broad Street	\$75,000	DRI	Requested
Wayfinding Signage for Parking			
Signage to public parking facilities	\$200,000	DRI	Requested
Total DRI Funding Request			\$ 1,911,450
% Requested of total cost			62%
Total Funds from other sources (leveraged)			\$ 1,189,892
Total Project Cost			\$ 3,101,342

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	February 2021
<u>Immediate next steps</u> <ul style="list-style-type: none"> Contract with State Prepare RFP, Solicit Professional Services, Contract with Consultants Kick-Off Meeting with State Partner and Consultant 	4 months
<u>Site Reconnaissance</u> <ul style="list-style-type: none"> Traffic Study, Survey, Existing Conditions Analysis 	June – September 2021 4 months
<u>Draft Final Design</u> <ul style="list-style-type: none"> Bid drawings Construction Cost Assessment 	September – November 2021 3 months
<u>Final Design</u> <ul style="list-style-type: none"> Construction drawings and specifications 	December 2021 -February 2022 3 months
<u>Project Permitting</u> <ul style="list-style-type: none"> NYS DOT Permit, SEQR 	September 2021-February 2022 6 months
<u>Project Bidding and Selection of Subcontractor</u>	March 2022 1 month
<u>Construction</u>	April 2022 – September 2022 6 months
<u>Project Close Out</u>	October 2022
Project End Date	October 2022
Total Months	20 months

sustainable infrastructure to maintain a healthy environment

- *Strategy 2.4:* Improve walkability, bikeability, and public transit options through complete streets projects that strengthen connections within the City and region
- *Strategy 2.5:* Expand amenities to support and enhance downtown living and quality of life
- *Strategy 2.6:* Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- *Strategy 3.3:* Strategically leverage public resources to jumpstart larger private investments and community initiatives

City of Utica Master Plan

- Complete Streets Principles
- Housing and neighborhood development Goal 6

- Downtown Development Goal 1

MVREDC URI Strategies

- Vibrant Communities

Other Plans/Initiatives

- *NYS Department of Transportation (DOT) NYS Route 5S Safety Improvement Project:* \$16.5 million upgrade of Utica's northern gateway that will reduce lanes, remove a slip ramp, and add greenspace, bike tracks, and a bicycle lane on Oriskany Street
- *NYS Department of Transportation (DOT) N. Genesee Street Improvement Project:* \$4.4 million project that will connect the DRI area to destinations including the proposed Harbor Point development, the upcoming Nexus Center, the Empire State trail, and other multi-use trails. It includes pedestrian paths,

infrastructure at intersections, aesthetic improvements, planters and trees, benches, and a half-mile long, 10-foot-wide shared-use path along Whitesboro and North Genesee streets between Seneca Street and Wurz Avenue. Expected completion date is 2021.

- *City of Utica revised Zoning Code*
- *Urban Green Infrastructure Program*

Anticipated Revitalization Benefits

As downtown continues to be a target for focused growth and tourism in the region, this project will help Utica create more welcoming, multi-modal streetscapes for a variety of users. In doing so, it will highlight Utica's gateways, strengthen commercial ties, foster compatible activities and uses, and encourage development to radiate into adjoining neighborhoods. In the short-term, the project will improve green and gray infrastructure downtown, increase walkability and bikeability, and create more welcoming and functional streetscapes for a wide variety of users. In the medium and long term, the project will:

- Support economic growth and community building by beautifying public spaces, increasing property values, and increasing the number and duration of visits to downtown Utica.
- Create a more inclusive City by incorporating accessibility features for the blind and visually impaired, disabled (i.e. wheelchairs), families (i.e. strollers), and non-English speakers (i.e. foreign-born residents and visitors).
- Contribute to active, healthy lifestyles; better air quality; reduced urban heat island effect; safer roads and intersections; and sustainable development by increasing green space and non-vehicular traffic.

Regarding the addition of bike lanes, studies conducted by the National Association of City Transportation Officials (NACTO) in cities around the county have shown a direct correlation between municipal investment in bike infrastructure and an increase in bicyclists. Protected lanes create a greater sense of safety for riders, meaning



Above: Current condition Genesee Street (northern Oriskany Street/NYS Route 5S gateway)
(Source: City of Utica)

Below: Current condition of Broad Street
(Source: City of Utica)

there are more on the road. This contributes to a “safety in numbers” phenomenon: motorists are more aware of cyclists and less likely to hit one. Protected bike infrastructure also creates a more comfortable environment for people who will not otherwise choose this mode of transportation.

COVID-19 Recovery

The project will contribute to pandemic resilience by improving public outdoor spaces for transportation and recreation.

Jobs Created

By enacting a comprehensive package of improvements



Above: Conceptual images of Broad Street with features such as added bike lanes, street trees, green space, parking, and pedestrian infrastructure (Source: Politi + Siano Architects)

on Genesee Street, Broad Street, and adjacent intersections in the DRI area, this project will create a more vibrant, inclusive, and attractive downtown.

These improvements will contribute indirectly to job growth by attracting more people and investment downtown.

Public Support

This project was included in the original DRI application and received strong support from the public during the DRI planning process based on input received through an online survey and during the second Open House. In addition, streetscapes improvements were a major point of interest for participants at the first Open House as well as subsequent community meetings and focus group discussions. Comments received from the community throughout the DRI planning process have informed the design of this project.

Capacity

The City of Utica Engineering Department will be responsible for the implementation and maintenance of the project. City Engineering completes many projects throughout the City and has the capacity to undertake such a project. As an example, City Engineering has been reconstructing sidewalks and planting areas throughout the City inclusive of design and construction. City Engineering is also responsible for projects B and C.

Project Partners

- Herkimer Oneida County Transportation Study - complete streets advisor
- Oneida County Department of Health - complete streets advisor
- Mohawk Valley Health System - Bike share sponsor
- NYS Department of Transportation

Acquisition of Real Property

No right-of-way acquisitions are anticipated.

Regulatory Requirements

This project will require NYSDOT permits and SEQR approvals.

Project Reporting

The success of the project will be measured with metrics such as number of bicycle trips downtown, increase in pedestrian traffic, property values, occupancy of downtown buildings, utilization of outdoor spaces, diversity of users, usage by time of day/night, property values, and occupancy rates of downtown buildings.



Repair Washington Street Garage to Expand Parking Downtown

Repairs to a 3-deck downtown parking facility that prioritize recommended improvements to the slab, structure, and stair tower to return critical downtown parking spaces



DRI Funding Request:
\$ 2,000,000 (40%)

Total Project Cost:
\$ 5,000,000

Project Location or Address:
600 Washington Street
Utica, NY 13502

Property Owner and Sponsor:
City of Utica

Project Description

The City's three deck Washington Street Parking Garage requires significant investment or faces certain demolition and replacement by a surface lot that will offer a fraction of the Garage's 550 spaces. Many of these spaces have been cordoned off for two years, blocked by aluminum poles that provide emergency structural shoring. This project will repair the downtown parking facility, prioritizing recommended improvements including web repairs to the waffle slab, structural repairs to the full-depth hole located on the roof tier, and repairs to the stair tower¹. This project will return 100 - 125 parking spaces to use for downtown visitors and workers including monthly, transient, and hotel guest users.

This project is part of a broader effort to improve the Washington Street parking garage and downtown parking. Repairs have already been made to the Washington Street entrance. The DRI project will focus on repairs to the north and south side of the garage. In parallel, paid parking is being installed downtown with funding from DASNY. A new gated access control system with payment options, validations for hotel parking, and pay-on-foot devices is being installed in the garage. The rehabilitated garage will help increase business and employment opportunities and allow visitors to park and enjoy a walkable downtown.

Feasibility and Cost Justification

Costs were estimated by Stantec with a 16% contingency added. Stantec is an engineering firm that contracts with the City for repair estimates and annual state inspections on its garages. Stantec has worked

Above: Precedent image (Source: Cree Lighting)

¹ Walker Parking Operations Study, PARCS Technology Study, Parking Garage Repair Prioritization. Prepared for City of Utica 2015

with the City for the past 30 years to inspect and maintain City garages. A condition appraisal of the Washington Street garage was completed by Stantec in 2013, which included a prioritization of critical and recommended repairs. The Stantec Report concluded that performing the required improvements at the City's parking garages will increase parking capacity, improve customer safety and experience, and extend the life of the City's assets (p. 8-2). This appraisal informed the 2020 cost estimate and the decision of the Utica Common Council to approve \$3 million in bonding for repairs to Washington parking garage.

Bringing the parking garage back to its functioning state will provide much needed capacity to attract new businesses and enable existing businesses to expand. Washington Street is the largest downtown garage with parking for 550 cars and has the most central location to downtown and Genesee Street. Other existing (Utica Place) and planned garages (MVHS Healthcare campus) are at capacity, with local employee parking during the day and increased residential use on nights and weekends. The recently rehabilitated Utica Place garage provides an illustrative example. The garage



Above: Current condition of the exterior (top) (Source: Kelly Murray, The Community Foundation) and interior (bottom) of the Washington Street Garage (Source: Elan.3 Consulting)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Temporary facilities and controls	\$200,000	Bond	Secured
Slab shoring	\$100,000	DRI	Requested
Mobilization and demobilization	\$40,000	DRI	Requested
Full depth (15,150 @ \$65/SF) and shallow depth (9900 @ \$55/SF) slab replacements	\$1,529,300	DRI (\$929,300) Bond (\$600,000)	Requested/Secured
Structural repairs (rib, beam, column, cracks, curb, expansion joints, ADA)	\$669,500	Bond	Secured
Stair repairs (A,B,C,D)	\$340,000	DRI	Requested
Drains, plumbing, lighting, fire alarm system, electric	\$698,000	Bond	Secured
CMU repairs	\$20,000	Bond	Secured
Deck coating and railings	\$590,700	DRI	Secured
Contingency	\$812,500	Bond	Secured
Total DRI Funding Request			\$2,000,000
% Requested of total cost			40%
Total Funds from other sources (leveraged)			\$3,000,000
Total Project Cost			\$5,000,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate next steps</u> <ul style="list-style-type: none"> Contract with State Prepare RFP, Solicit Professional Services, Contract with Consultant Kick-Off Meeting with State Partner and Consultant 	4 months
<u>Site Reconnaissance</u> <ul style="list-style-type: none"> Survey, Existing Conditions Analysis, Construction and logistics plan 	Q2 – Q3 2021
<u>Design</u> <ul style="list-style-type: none"> Bid drawings, Construction Cost Assessment, Construction drawings and specifications 	Q2 – Q3 2021
<u>Project Permitting</u> <ul style="list-style-type: none"> NYSDOT Permit, SEQR 	Q2 – Q3 2021
<u>Project Bidding and Selection of Subcontractor</u>	Q3 2021
<u>Construction</u> <ul style="list-style-type: none"> Phase 1: North side repairs Phase 2: South side repairs 	Q1 2022 - Q2 2023
<u>Project Close Out</u>	Q2 2023
Project End Date	Q2 2023
Total Months	28 months

was fully contracted out to local businesses in the first year it reopened and is expected to bring in \$100,000 in 2020 from short and long-term leases to businesses for parking. The garage also offers a special rate for downtown residents.

The City is confident that the Washington Street garage will be an important asset as the City continues to revitalize the downtown with more businesses and housing. Parking revenue goes to the City's general fund for reinvestment in community and economic development.

Timeframe for Implementation and Project Readiness

The project is ready to start in 2021 with an anticipated end date of Spring 2023. The repairs will be completed in two phases. Phase 1 will include priority repairs to the north side. Phase 2 will complete priority repairs to the south side.

Strategies

By repairing and restoring an underutilized public parking garage in the heart of downtown to full use

for residents, businesses, and visitors, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1* - Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 2.5* - Expand amenities to support and enhance downtown living and quality of life
- *Strategy 3.3* - Strategically leverage public resources to jumpstart larger private investments and community initiatives
- *Strategy 3.5* - Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base

MVREDC URI Strategies

- Vibrant Communities

Utica Master Plan

- Downtown Development Goal 1 and 7

Anticipated Revitalization Benefits

As a result of this project, the parking garage will be a safer place to use day and night for downtown visitors and businesses. In the short term, the project will expand available parking spaces for visitors and nearby businesses, improve neighborhood safety, and create more attractive infrastructure downtown. In the medium and long term, it will increase city revenue from paid parking, support economic growth opportunities for downtown businesses, and contribute to a more attractive and walkable downtown.

COVID-19 recovery

N/A

Jobs Created

The proposed project will provide critical parking for downtown workers and visitors, contributing indirectly to job growth by facilitating the expansion of businesses downtown and increased visitation by residents and tourists.

Public Support

During community engagement activities for the downtown vision plan, many public comments related to the need for more and better parking downtown for visitors and workers. These comments were echoed during the DRI planning process by participants at open houses and focus group meetings.

Capacity

The City of Utica Engineering Department and City of Utica Division of Off-Street Parking will be responsible for the implementation and maintenance of the project. City Engineering completes many projects throughout the City and has the capacity to undertake such a project. As an example, City Engineering has been reconstructing sidewalks and planting areas throughout the City inclusive of design and construction, and recently completed a garage rehabilitation project.

City Engineering is also responsible for projects A and C.

Project Partners

N/A

Acquisition of Real Property

N/A

Regulatory Requirements

The project is subject to City of Utica building permits and approvals.

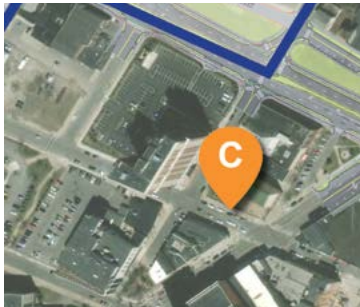
Project Reporting

The success of the project will be measured by parking fee revenues and parking utilization rates including usage by businesses, institutions, residents, and tourists.



Activating Liberty Bell Park

Conversion of Liberty Bell Park to a year-round, multi-purpose space for outdoor recreation and public events with improved lighting, landscaping, hardscaping, furnishing, and an ice rink in winter.



DRI Funding Request:
\$ 278,350 (100%)

Total Project Cost:
\$ 278,350

Project Location or Address:

Liberty Bell Park,
corner of LaFayette &
Genesee Streets,
Utica, NY 13502

Property Owner and Sponsor:
City of Utica

Project Description

Utica's urban parks offer green and open spaces for passive recreational use and public gatherings. Liberty Bell Park features mature shade trees, landscaping, a decorative iron fence, and a small hardscaped area set against the backdrop of Utica's well-known sun mural. Despite being located at the prominent intersection of Lafayette Street and Genesee Street next to Franklin Square Park and Alley, the Park is currently underutilized, especially in winter. This project aims to activate Liberty Bell Park by converting it to a year-round, multi-purpose space for outdoor recreation and public events. The project will equip the Park with an ice rink and associated amenities in the winter. During summer, the park will be available for street vendors and organized public events. Lighting, landscaping, and furnishings will also be updated to make the park more pedestrian-friendly and better integrated into the urban fabric. The Liberty Bell Park project will complement the City's plans to upgrade Franklin Square Park, Ellen E. Hanna Mini Park, and Franklin Square Alley through general improvements and public art (see Project E). The project will help solidify downtown Utica as a vibrant, year-round destination for visitors and families.

Feasibility and Cost Justification

The cost estimate was developed by Elan.3 consulting with Politi + Siano Architects. The project builds on existing infrastructure, assets, and personnel.

Liberty Bell Park has high latent potential as a community gathering place given its central location on a busy corner near businesses, hotels, the future MVHS healthcare campus, and public parking. Larger activities

Above: Project concept (Source: Politi + Siano Architects)

hosted in the Park could spill over into adjacent Franklin Square Park and Alley. Activating the park will bring people downtown to support businesses and events year-round.

Strategies

By activating an underutilized public park in a central downtown location with year-round amenities, furnishings, landscaping, recreational facilities, and aesthetic improvements, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 1.1* - Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people, including users of all incomes, ages, abilities, and backgrounds
- *Strategy 2.1* - Implement a comprehensive and sustainable redesign of streetscapes and public spaces.
- *Strategy 2.2* - Expand green spaces and sustainable infrastructure to maintain a healthy environment
- *Strategy 2.5* - Expand amenities to support and enhance downtown living and quality of life
- *Strategy 2.6* - Enhance tourism and regional linkages, promoting Utica as a



Above: Current condition of Liberty Bell Park
(Source: Kelly Murray, The Community Foundation)

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Synthetic Ice Rink package (shipping, panels, fence)	\$ 43,560	DRI	Requested
Ice rink initial installation including labor	\$ 43,350	DRI	Requested
Ice Rink electrical (power and LED)	\$ 10,000	DRI	Requested
Winter facilities and decor	\$ 13,300	DRI	Requested
Planters, plants (summer, winter)	\$16,700	DRI	Requested
Furnishings, Bike rack	\$ 106,750	DRI	Requested
Electrical and lighting	\$ 10,000	DRI	Requested
Contingency and soft costs (labor, excl. ice rink)	\$ 34,690	DRI	Requested
Total DRI Funding Request			\$278,350
% Requested of total cost			100%
Total Funds from other sources (leveraged)			\$0
Total Project Cost			\$278,350

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	February 2021
<u>Immediate next steps</u> <ul style="list-style-type: none"> Contract with State Prepare RFP Solicit Professional Services Contract with Selected Consultant Kick-Off Meeting with State Partners and Consultant 	4 months
<u>Site Reconnaissance</u> <ul style="list-style-type: none"> Survey Existing conditions documentation 	June – July 2021 2 months
<u>Draft Final Design</u> <ul style="list-style-type: none"> Bid drawings Construction Cost Assessment 	August – October 2021 3 months
<u>Final Design</u> <ul style="list-style-type: none"> Construction drawings and specifications 	November-December 2021 2 months
<u>Project Permitting</u> <ul style="list-style-type: none"> NYS DOT Permit, SEQR 	January 2022 1 month
<u>Project Bidding and Selection of Subcontractor</u>	February 2022 1 month
<u>Upgrades and ice rink installation</u>	August – October 2022 3 months
<u>Project Close Out</u>	November 2022 1 month
Project End Date	November 2022
Total Months	21 months

unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley

- *Strategy 3.3* - Strategically leverage public resources to jumpstart larger private investments and community initiatives.

MVREDC URI Strategies

- Vibrant Communities

City of Utica Master Plan

- Housing and neighborhood development Goal 6
- Downtown Development Goal 1, 5
- Parks, recreation, arts/culture & Historic preservation Goal 1

City of Utica Parks and Recreation Master Plan**Anticipated Revitalization Benefits**

Utica's pocket parks are opportunity areas in Utica's downtown fabric that provide recreation and relaxation. In the short term, the project will improve downtown streetscapes and amenities. In the medium and long term, activating Liberty Bell Park as a multi-purpose space will contribute to improved health and quality of life as well as increased social interaction and economic activity downtown. Overall, the project will help solidify downtown Utica as a year-round destination for residents and visitors, increasing the safety, walkability, livability, beauty and sustainability of public spaces.

COVID-19 recovery

The project will activate an outdoor space appropriate for social distanced recreation.



Below: Conceptual renderings for Liberty Bell Park in the winter with ice rink (left) and summer with event (right)
(Source: Politi + Siano Architects)

Jobs Created

The project will contribute indirectly to job growth by providing a downtown attraction and venue that will contribute to increased tourism, job retention, and growth among downtown businesses and vendors.

Public Support

The project received strong support from the public during the DRI planning process, including from neighboring property owners, based on input received at the second Open House and through an online survey.

Capacity

The City of Utica Engineering Department will be responsible for the implementation of the project. City Engineering completes many projects throughout the City and has the capacity to undertake such a project. As an example, City Engineering has been reconstructing sidewalks and planting areas throughout the City inclusive of design and construction. The City Parks Department will continue to maintain the park as part of their regular parks maintenance budget.

City Engineering is also the responsible for implementing projects A and B.

Project Partners

- City of Utica Parks Department - maintenance

Acquisition of Real Property

N/A

Regulatory Requirements

The project will require City of Utica approvals.

Project Reporting

The success of the project will be measured by the number and diversity of annual users and events each season as well as mentions of the park in public and private media and marketing.



Business Assistance Fund

Establishment of a grant fund for eligible small businesses within the DRI area for expansion and improvement projects.

DRI Funding Request:

\$750,000

Total Project Cost:

\$1,500,000

Project Location or Address:

Sites in the DRI Area

Property Owner and Sponsor:

City of Utica Department of Urban and Economic Development

Project Description

The Business Assistance Fund will provide small businesses and organizations in the DRI area with financial support to catalyze expansion and improvement projects. Financial assistance will be competitively awarded through a formal application and review process. Funding provided by the Business Assistance Fund may be used to purchase permanent equipment, complete interior and exterior improvements, install new signage, and assist with other eligible activities determined by the City/Fund administrator. Small businesses requesting assistance from the Fund will be strongly encouraged to leverage assistance with other funding. There will be a minimum private match requirement of 25% and projects with a higher match (over 25%) will be considered more favorably.

Throughout the DRI process, strong demand for this type of fund has been identified. The open call for DRI projects yielded over twenty small projects that are potential candidates for the Business Assistance Fund (see table below).

Feasibility and Cost Justification

The Business Assistance Fund provides access to DRI funds for small businesses that would otherwise not be considered for funding. There is an assumed administrative fee associated with managing the fund of up to 10%. Additionally, match requirements will be determined by the fund administrator.

Throughout the DRI Planning process, clear demand for a Business Assistance Fund has been demonstrated. Several small businesses within the DRI boundary submitted projects during the Open Call with DRI asks under \$100,000.

Source: Kelly Murray, The Community Foundation

Strategies

By providing grants to small businesses in the DRI area for improvement and expansion projects, such as interior and exterior renovations, the project will advance the following strategies and plans:

Utica DRI Strategies

- *Strategy 2.5:* Expand amenities to support and enhance downtown quality of life
- *Strategy 3.3:* Strategically leverage public resources to jumpstart larger private investments and community initiatives
- *Strategy 3.4:* Cultivate entrepreneurs, innovators, creatives, and skilled workers in cooperation with a variety of partners
- *Strategy 3.5:* Grow new and existing businesses that will create quality jobs, increase consumer spending, encourage innovation, and grow the tax base

City of Utica Master Plan

- Business and Technology Development Goals 1, 2, 3, 4

Anticipated Revitalization Benefits

In the short-term, the Business Assistance Fund will make DRI funds available to a wide array of small businesses. In the medium term, streetscape enhancements, historic preservation projects, and increased business and economic activity may result from the Fund. In the long-term, small business projects leveraged through the Fund will increase property values and the local tax base, bring jobs to Downtown Utica, attract new

businesses and residents, and support the vibrancy of downtown.

Jobs Created

By supporting the expansion and improvement of small businesses, the project may generate additional jobs in downtown Utica.

COVID-19 recovery

The project will support small businesses that have been hard-hit by closures and constraints related to the pandemic.

Public Support

Throughout the DRI Planning process, clear demand for a Business Assistance Fund has been demonstrated. Several small businesses and organizations within the DRI boundary submitted projects during the Open Call with DRI funding asks under \$100,000. These projects have been referred to during the planning process and many will likely submit applications for the Business Assistance Fund. The BAF was also well supported by the general public during the second DRI Open House and through the online DRI survey.

Capacity

The City of Utica Department of Urban and Economic Development will implement this project. City staff regularly administers federal Housing and Urban Development funding including Community Development Block Grants, Emergency Solutions Grants, and the HOME program.

PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Fund Administration (10%)	\$75,000	DRI	Requested
Business Assistance Fund	\$675,000	DRI	Requested
Business Assistance Fund	\$375,000	Private sponsor	Proposed
Business Assistance Fund	\$375,000	City – CDBG Façade Program	Proposed
Total DRI Funding Request			\$750,000
% Requested of total cost			TBD%
Total Funds from other sources (leveraged)			\$750,000
Total Project Cost			\$1,500,000 (minimum)

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
<u>Immediate Next Steps</u> <ul style="list-style-type: none"> Develop and Finalize Program Guidelines 	Start: Q1 2021 End: Q1 2021 1-2 months
<u>Next Steps</u> <ul style="list-style-type: none"> Market Program Accept and Review Applications Execute Funding Agreements with participants Construction/Installation/Startup 	Start: Q2 2021 End: Q4 2023 24 – 36 months
Project End Date	Q3 2022
Total Months	24 - 36 months

Note: Example project stages based on the Cortland DRI Investment Plan are shown in the table above.

Project Partners

- Utica Industrial Development Agency
- City of Utica Department of Code Enforcement
- City of Utica Scenic and Historic Preservation Commission

Acquisition of Real Property

N/A

Regulatory Requirements

Regulatory requirements will be determined on a project-by-project basis.

Project Reporting

With the aid of City Staff, the Fund will include a filing and monitoring system to track all awards, grant contracts, and project disbursements. Grant agreements will explicitly state a deadline for completion of work. All work will be thoroughly inspected by the representatives for the City prior to reimbursement. Documentation related to project progress such as job creation, job retention, tenancy, and lease rates may be required of projects addressing commercial and residential needs for the City. Performance and progression of the Fund will be monitored by the City of Utica's Department of Urban and Economic Development.

Potential Business Assistance Fund Projects

Several small businesses and other sponsors within the DRI boundary submitted applications to the Open Call for DRI Projects (see Table 9). These and other potential projects could apply to the BAF if they meet the requirements established for the program.

TABLE 9: POTENTIAL BUSINESS ASSISTANCE FUND PROJECTS

POTENTIAL BUSINESS ASSISTANCE FUND PROJECTS	PROJECT LOCATION	DRI ASK	TOTAL PROJECT COST	DRI RATIO
The New Deal at 287 Genesee Street	287 Genesee Street	\$800,000	\$1,741,000	46%
Franklin's Tower	58-59 Franklin Square	\$195,380	\$342,680	57%
City Mosque "BIAU"	306 Court Street	\$134,000	\$134,000	100%
Oneida Square Business beautification	1301, 1303, 1305 Oneida Street and 1207, 1209, 1211, 1213 Park Ave and 12010 Kembel Street	\$126,003	\$126,003	100%
Coffee Roastery	268 Genesee Street	\$70,000	\$365,000	19%
Landmarc Building	520 Seneca Street	\$65,000	\$265,000	25%
1008 Cornelia Street	1008 Cornelia Street	\$60,000	\$241,500	25%
Quanterion Building - 266 Genesee Street	266 Genesee Street	\$40,000	\$120,000	33%
Johnny Nole's Bar and Grill	16 Hopper Street	\$32,000	\$128,000	25%
167 & 171 Genesee Street - Lighting Enhancements to Façade	167 & 171 Genesee Street	\$31,250	\$125,000	25%
54-55 Franklin Square Façade Improvements	54 - 55 Franklin Square	\$21,250	\$85,000	25%
Something Beautiful Salon	421 Seneca Street	\$20,000	\$30,000	67%
18 Steuben Park Accessibility Improvements	18 Steuben Park	\$17,000	\$17,344	98%
Masonic Hall - Lighting and Security	251 Genesee Street	\$11,101	\$14,101	79%
17 South Street	17 South Street	\$10,000	\$40,000	25%
Domes for the People	18 Steuben Park	\$6,300	\$9,300	68%
Utica Solar - H&H Building	283 Genesee Street	\$20,160	\$80,641	25%
Genesee Paint	1219-1213 Park Ave	\$25,000	\$100,000	25%
Total		\$1,684,444	\$3,964,569	



Expand Public Art to Create a Vibrant Arts-Themed Corridor

Installation and restoration of public art throughout downtown in partnership with local artists. Project elements include a facelift for the Utica Place Garage, repairs to the iconic Sun Mural, and the creation of placemaking activity hubs.



DRI Funding Request:

\$ 750,000 (70%)

Total Project Cost:

\$ 1,075,000

Project Location or Address:

Throughout the Utica DRI

Property Owner and Sponsor:

The City of Utica

Project Description

Utica has a vibrant arts scene with many local artists, art institutions, and a proud history of public art. Recent initiatives – including light-pole banners, mosaic litter receptacles, and free concerts at Kopernik Park – reflect the contributions of Utica’s creative class. This project will leverage existing assets to further transform the downtown into an arts-themed corridor. Starting at the northern gateway of Genesee Street, the stark Utica Place Parking Garage will be transformed into a welcoming vista with an artistic, illuminated façade. The design could include decorative lighting, signage, and landscaping. The iconic Lafayette Street Sun Mural overlooking Liberty Bell Park will be restored. Creative placemaking “activity hubs” will be established with public art at the southern gateway (Oneida Square) and commercial center (Ellen E. Hanna mini park) of Genesee Street. Finally, various forms of visual art including sculptures, mosaics, and murals will be installed and/or restored in public spaces throughout the downtown.

To accomplish the project, the City will partner with the Utica Arts Council to commission public art through a formal, participatory process for selecting and installing public art funded through this project. The installation of public art throughout the downtown is an investment in place-making that will benefit all residents and visitors, growing Utica’s reputation as an arts and culture destination. It will also complement improvements proposed under projects A, C, 12 and 14.

Feasibility and Cost Justification

Project costs were developed by Elan.3 consulting and Politi + Siano Architects with input from members

Above: Project concept (Source: Politi + Siano Architects)

of the Utica Arts Council, based on detailed assumptions as to the type and number of proposed improvements, reflecting best practices in civil engineering and landscape design.

The project will advance components of the recently awarded State and Municipal Facilities Program (SAM) grant to (1) restore the Lafayette Street Sun Mural facing Liberty Bell Square Park, (2) create placemaking “activity hubs” at Oneida Square and the Ellen E. Hanna mini park on Genesee Street with public art installations, and (3) add art-scaping elements along Genesee Street’s public right-of-way. The project also complements the DOT NYS Route 5S improvement project currently underway, which will create greenspace along Oriskany Street and vertical tree screening directly in front of the Utica Place Parking Garage. The City will support the selection and maintenance of these trees.

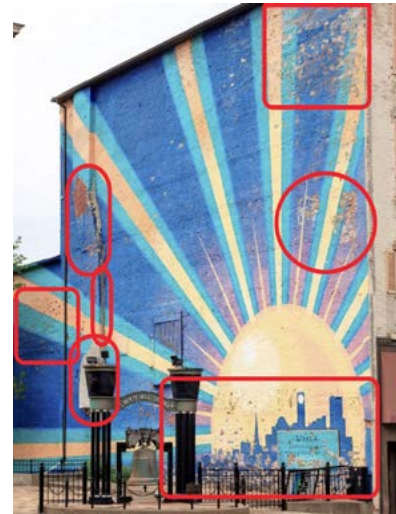
The feasibility of the project is strengthened by strong community support for public art. During the DRI planning process, the Utica Arts Council

Top: Current condition of Ellen E. Hanna Mini Park sculptures, potential candidates for restoration through the public art fund

(Source: Kelly Murray, The Community Foundation)

Bottom: Current condition of Sun Mural (some damaged areas circled) of Liberty Bell Park

(Source: Elan.3 Consulting)



PROJECT BUDGET AND FUNDING SOURCES

ACTIVITY	COST	FUNDING SOURCE	STATUS OF FUNDS
Sun Mural Restoration	\$125,000	SAM grant	Secured
Placemaking Activity Hub design and construction	\$200,000	SAM grant	Secured
Utica Place Garage façade and screening	\$67,200	DRI	Requested
Utica Place Garage sign	\$75,000	DRI	Requested
Utica Place Garage sign electrical	\$25,000	DRI	Requested
Utica Place Garage sign structural steel	\$7,175	DRI	Requested
Utica Place Garage contingency and soft costs	\$75,825	DRI	Requested
Public Art Installations (sculptures, murals, mosaics, etc.)	\$499,800	DRI	Requested
Total DRI Funding Request			\$750,000
% Requested of total cost			70%
Total Funds from other sources (leveraged)			\$325,000
Total Project Cost			\$1,075,000

ANTICIPATED TIMEFRAME FOR IMPLEMENTATION

TASK	TIMEFRAME
Project Start Date	Q1 2021
Immediate next steps <ul style="list-style-type: none"> Formalize Utica Arts Council as a 501c3 	Q1 2021
<u>Task 1 – Genesee Welcome Mural (SAM Grant)</u> <ul style="list-style-type: none"> Structural analysis of the existing mural wall Mural wall structural restoration (e.g. brick work repairs) Mural art work / painting Project Management 	Start: Q2 2021 End: Q2 2022
<u>Task 2 – Two Activity Hubs – Oneida Square Park & Ellen E. Hanna mini Park (SAM Grant)</u> <ul style="list-style-type: none"> Site Analysis and Project Design Hub Construction at 2 sites Project Management 	Start: Q2 2021 End: Q1 2022
<u>Task 3 – Utica Place Garage Improvements (DRI)</u> <ul style="list-style-type: none"> Façade improvements Signage design and installation 	Start: Q1 2021 End: Q4 2022
<u>Task 4 – Public Art Installations throughout Downtown (DRI)</u>	Start: Q2 2021 End: Q4 2022
Project End Date	Q4 2022
Total Months	24 months

and several individual artists and organizations specializing in murals, sculptures, mosaics, artistic outdoor furnishings, and other types of visual art came forward to offer their support for the project during focus group meetings and open houses. In addition, several artists submitted public art proposals through the DRI open call for projects, demonstrating the demand for the project and the ability of the community to support its implementation.

The project is not expected to create any additional annual municipal costs for maintenance.

Strategies

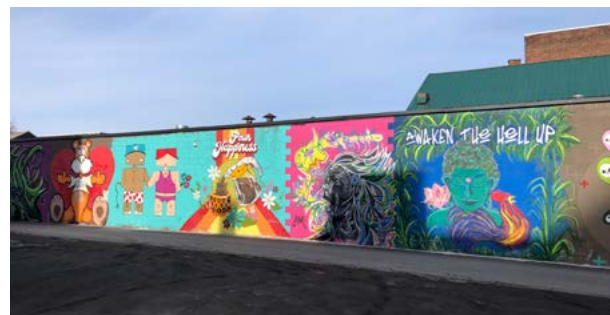
By installing public art and placemaking activity hubs in public parks and areas throughout downtown Utica in cooperation with local artists and organizations, the project will advance the following strategies and plans:

Utica DRI Strategies

- Strategy 1.1** - Create buildings, public spaces, services, and amenities that integrate the needs and interests of diverse people,

Top: Precedent image of mosaic trash can by Oneida Square Public Art and Design (Source: Kelly Murray, The Community Foundation)

Bottom: Precedent image of mural (Source: Elan.3 Consulting)



including users of all incomes, ages, abilities, and backgrounds

- **Strategy 1.5** - Showcase art and culture through public exhibits and events
- **Strategy 1.6** - Expand and enhance entertainment and recreational venues for all ages and abilities throughout the year
- **Strategy 2.2** - Expand green spaces and sustainable infrastructure to maintain a healthy environment
- **Strategy 2.5** - Expand amenities to support and enhance downtown living and quality of life
- **Strategy 2.6** - Enhance tourism and regional linkages, promoting Utica as a unique destination for arts, culture, food, entertainment, nightlife, and recreation in the Mohawk Valley
- **Strategy 3.6** - Support a wide variety of non-profit organizations, community organizations, small businesses, and major employers

MVREDC URI Strategies

- Tourism and Vibrant Communities

Utica Master Plan

- Downtown Development Goal 7
- Parks, Recreation, Arts/Culture & Historic Preservation Goal 2, 6

Other plans and initiatives

- Cornell Rust2Green: Taking Steps Towards Creative Placemaking in Oneida Square and Cultural District
- Leadership Mohawk Valley: Mohawk Valley Murals Project

Anticipated Revitalization Benefits

Art in public places and creative placemaking activities provide cultural, social, and economic value. Public art builds lasting community relationships and brings together people whose paths might not otherwise cross. When diverse community members join together, the finished product celebrates their collective creativity and community identity. Specifically, the installation of public art in downtown will showcase the City's diverse culture and unique character in the short term. In the medium and long term it will

promote social connections, improve the image of the target area, celebrate community identity and pride, attract regional visitors as well as members of the creative class, and further advance Utica's reputation as a destination for arts and culture.

Jobs Created

It is anticipated that one or more full-time equivalent jobs will be created by this project. The project will require professional artists be commissioned for the design, rehabilitation and installation of a variety of public art projects throughout the downtown.

COVID-19 Recovery

The project will create and enhance public outdoor spaces, suitable for socially distanced recreation, and support local artists.

Public Support

Uticans have expressed strong support for public art during several recent initiatives. In 2018, the Mohawk Valley Murals Project identified prime spots for murals in Utica - many downtown - through a survey of the public and of property owners. During community engagement activities for the downtown vision plan in 2018-2019, many participants expressed a wish to foster art and culture downtown including through public art, in cooperation with local institutions and artists. Finally, during the DRI planning process in 2020, an informal group of artists and advocates known as the Utica Arts Council noted the need for a formal process to guide the installation of public art downtown that was led by creatives with input from the community and in coordination with the City. Input received from a focus group with the Utica Arts Council and other public meetings informed the design of this project, which subsequently received strong support from respondents to an online DRI survey.

Capacity

The City of Utica Department of Urban and Economic Development will be the lead partner on the project. The Department has a long and successful history of administering federal, state and local grant programs including Community

Development Block Grants, Emergency Solutions Grants, and the HOME Program. The City will be supported by the Utica Arts Council, a local arts organization. The City will focus on project management, site preparation, and utility work while the Arts Council will focus on the creative and technical aspects of selecting and installing public art. Art will be installed on city-owned property and potentially on private but publicly-accessible property with the permission of the property owners. The City of Utica Department of Urban and Economic Development will also be responsible for implementing Project D.

Project Partners

- City of Utica Department of Urban and Economic Development - project management, site preparation and utility work
- Utica Arts Council – creative and technical aspects of public art selection and installation
- New York State-based Artists- design, restoration and installation of murals, mosaics, sculptures and other types of public art
- City of Utica Parks Department – maintenance of public parks and spaces

Acquisition of Real Property

N/A

Regulatory Requirements

The project may require City of Utica Code approvals, SEQR approvals, and/or City of Utica Scenic and Historic Preservation Commission approvals.

Project Reporting

The success of the project will be measured by the number of new or improved public art installations, engagement with public places featuring public art, references to public art in media and marketing campaigns, and the number of active artists in Utica.

ADDITIONAL PROJECTS

The Local Planning Committee wishes to include the following project in the Strategic Investment Plan for consideration for future State or Federal funding opportunities as it aligns significantly with the DRI vision, goals, and strategies.

Rehabilitation of the Utica Steam Cotton Building to Mixed-Use Development

The project gives new life to the former Utica Steam Cotton Factory building through a complete renovation of the five-story structure. The project will result in four floors of residential market-rate apartments and one floor of commercial space. The project will yield approximately 18,000 square feet of commercial space and 44 units of market-rate residential units.



Above: Proposed conditions of the Utica Steam Cotton Building Development interior (left) and exterior (right)
(Source: Bonacci Architects)

TABLE 10: PROJECT SUMMARY TABLE

No.	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
PRIVATE / NONPROFIT PROJECTS									
1	Upgrade of 421 Broad Street Building for Local Food Service Business	Renovation of the first floor, parking lot, and roof at 421 Broad Street to accommodate a food service business.	421 Broad Street, LLC	\$605,000	\$145,000	Cash Equity, Bank Financing	Q2 2021	Q3 2021	4-8 FTE ¹
2	Mixed-use Redevelopment of Hotel Street	Transformation of vacant and underutilized historical buildings on Hotel Street into a mixed-use development with commercial space and market-rate apartments.	Standing Stone Development Partners, LLC	\$12,591,726	\$625,000	Owner Equity, ESD Capital Grant, National Grid Grant, Bank Financing	Q1 2021	Q2 2023	80 - 100 FTE
3	Creating an Employment Center to Prepare and Attract a Diverse Workforce	Creation of an Employment Center offering culturally and linguistically appropriate training and employment services for diverse populations working in the region.	The Center, 501 (c) (3)	\$724,000	\$624,000	Grant and/or Cash match, In-Kind Services	Q1 2021	Q3 2022	0
4	Renovation of DoubleTree Hotel Utica Upper Floors	Renovation of the vacant upper four floors of DoubleTree by Hilton Hotel Utica to create unique luxury suites that can accommodate business travelers and other visitors in downtown Utica.	Lafayette Hotel Associates, LLC	\$4,000,000	\$750,000	Cash Equity, Bank Financing	Q1 2021	Q3 2022	5-10 FTE
5	Renovation of Macartovin Commercial Space to Attract Businesses to the City's Commercial Corridor	Historic rehabilitation of the Macartovin building's vacant first floor that will bring commercial space downtown, attracting businesses to the heart of the City's commercial corridor.	Macartovin Apartment, LLC	\$4,106,753	\$600,000	NYS HFA LIHTCs	Q1 2021	Q4 2021	23 FTE
6	Rehabilitation of Veterans Fitness and Wellness Center	Restoration of the locker rooms and parking area of the Veterans' Fitness and Wellness Center, enhancing a valuable recreational amenity for downtown living and community well-being.	The Utica Center for Development Inc., 501 (c) (3)	\$793,000	\$650,000	Private financing	Q1 2021	Q3 2021	5 FTE, 5 part time

No.	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
7	Restoration of the Kempf Block into Mixed-Use Redevelopment	Reactivation of blighted and underutilized buildings in the City's Commercial Business District to add market-rate residential apartments and commercial space across 7 retail storefronts.	Bowers Development, LLC	\$5,675,000	\$750,000	Cash Equity, ESD CFA Grant, National Grid Mainstreet Grant, National Grid Brownfield Grant, Bank Financing	Q2 2021	Q1 2023	20 FTE
8	Rehabilitation of New Century Club into Modern Commercial Space	Rehabilitation of one of downtown Utica's most historically significant buildings, the New Century Club, to create new commercial office space.	Bowers Development, LLC	\$2,600,000	\$375,000	Cash Equity, ESD CFA Award, ESD Restore NY Grant, National Grid Grant, Bank Financing	Q1 2021	Q4 2021	20 - 30 FTE
9	Revivify the Stanley Theatre Interface	Creation of a more welcoming and accessible interface for the iconic theatre with upgrades to the Genesee Street entrance and the box office department.	Central New York Community Arts Council, Inc. 501(c)(3)	\$449,250	\$340,250	Cash Equity, Community Foundation Grant, Fundraising	Q3 2021	Q4 2021	6 FTE
10	Redevelopment of Oneida National Bank Building to Establish Mohawk Valley's Commercial Kitchen/Food Incubator	Conversion of vacant space on the fifth floor of the former Oneida National Bank building into the Mohawk Valley's first Commercial Kitchen / Food Incubator.	268 Genesee, LLC	\$2,000,000	\$400,000	Cash Equity, Bank Financing	Q1 2021	Q3 2021	30 - 40 FTE
11	Construction of Mixed-Use Artspace Utica: Affordable Live/Work Artist Housing	Construction of a new, four-story, mixed-use building with community/commercial space and affordable live/work units for local artists and their families.	Artspace Project Inc., 501(c)(3)	\$11,900,000	\$650,000	Bank Financing, Philanthropic Financing, Tax Credits, National Funding Sources, State Funding Sources, Deferred Developer Fee	Q1 2021	Q1 2023	2 FTE +

No.	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
12	Bestowing Roots and Wings: Outdoor Community Space at the Carol L. Crooms Cultural Activities Center	Conversion of two vacant lots into multi-purpose event spaces to complement the community and business programming of the Carol L. Crooms Cultural Activities Center.	Mobile Oasis Inc., 501(c)(3)	\$111,000	\$111,000	In-kind services	Q2 2021	Q3 2021	0
13	Renovation of the Cowen Apartment Building to Provide Quality Downtown Housing Options	Transformation of the Cowen Apartment building with interior and exterior renovations to create modern residential units and expand the housing stock within the City's urban core.	SD Home Improvements	\$1,035,000	\$250,000	Cash Equity, Bank Financing	Q1 2021	Q3 2022	0
14	Creating Munson-Williams Park at Munson-Williams-Proctor Arts Institute (MWPPI)	Creation of a large public-access park on underutilized MWPPI land in the Oneida Square neighborhood with arts and culture programming.	Munson-Williams-Proctor Arts Institute, 501(c)(3)	\$1,019,500	\$819,500	DASNY (SAM grant)	Q1 2021	Q2 2022	0
15	Rehabilitation of Utica Public Library Genesee Street Corridor	Rehabilitation of sidewalks, stone pillars, and catch basins along the Genesee Street entrance of the Utica Library to help preserve and maintain a landmark civic institution downtown.	Utica Public Library, 501(c)(3)	\$111,650	\$110,650	City of Utica	Q1 2021	Q2 2021	0
16	Adaptive Reuse of DeSales Center for Inclusive Community Services	Activation of 50,000 ft ² of underutilized space to transform the DeSales building into a more inclusive, accessible community center by installing an elevator and replacing damaged windows.	DeSales Center, Inc., 501(c)(2)	\$892,539	\$500,000	ESD CFA Grant, Community Foundation, Capital Campaign, Bank Financing, Fundraising	Q1 2021	Q2 2023	23 - 80 FTE
PUBLIC PROJECTS									
A	Creating Sustainable Streetscapes & Green Gateways	Enhancement of streetscapes for pedestrians, bicyclists, and motorists; redesign of downtown gateways; and creation of a more welcoming environment for visitors and residents.	City of Utica	\$3,101,342	\$1,911,450	LTPAP grant, PSAP grant, SAM grant, City of Utica	Q1 2021	Q3 2022	0
B	Repair Washington Street Garage to Expand Parking Downtown	Repairs to a 3-deck downtown parking facility that prioritize recommended improvements to the slab, structure, and stair tower to return critical downtown parking spaces.	City of Utica	\$5,000,000	\$2,000,000	City Bonding	Q1 2021	Q2 2023	0

No.	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
C	Activating Liberty Bell Park	Conversion of Liberty Bell Park to a year-round, multi-purpose space for outdoor recreation and public events with improved lighting, landscaping, hardscaping, furnishing, and an ice rink in winter.	City of Utica	\$278,350	\$278,350	N/A	Q1 2021	Q4 2022	0
D	Business Assistance Fund	Establishment of a grant fund for eligible small businesses within the DRI area for expansion and improvement projects.	City of Utica	\$1,500,000	\$750,000	CDBG Façade Program, Private Matches	Q1 2021	Q3 2022	TBD
E	Expand Public Art to Create a Vibrant Arts-Themed Corridor	Installation and restoration of public art throughout downtown in partnership with local artists. Project elements include a facelift for the Utica Place Garage, repairs to the iconic Sun Mural, and the creation of placemaking activity hubs.	City of Utica	\$1,075,000	\$750,000	SAM grant	Q1 2021	Q4 2022	1 FTE
TOTAL				\$59,569,110	\$13,390,200				

¹ FTE = Full-time equivalent employee

