

Village of Watkins Glen, New York

Southern Tier Regional Economic Development Council

New York State
Downtown Revitalization Initiative
Strategic Investment Plan



**Downtown
Revitalization
Initiative**

March 2018

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Village of Watkins Glen

Downtown Revitalization Initiative

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March 2018

Village of Watkins Glen

Downtown Revitalization Initiative

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FOREWORD



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

Governor Andrew M. Cuomo

Nationally and globally, business and development leaders recognize that the creation of new downtown communities with public amenities and a high quality-of-life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. Governor Andrew Cuomo recognized this potential and launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The Governor’s ten Regional Economic Development Councils (REDCs) each identified one community in which to invest \$10 million to improve the vitality of those urban centers. The Downtown Revitalization Initiative (DRI) funding supports a community planning and implementation process where each community develops the key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and a strategic plan to implement catalytic projects identified in the plan.

Communities selected in Round One included:

- Elmira (Southern Tier Region)
- Geneva (Finger Lakes Region)
- Glens Falls (Capital Region)
- Jamaica (NYC Region)
- Jamestown (Western NY Region)
- Middletown (Mid-Hudson Region)
- Oneonta (Mohawk Valley Region)
- Oswego (Central NY Region)
- Plattsburgh (North Country Region)
- Westbury (Long Island Region)

In 2017, the enacted state budget included another \$100,000,000 for downtown revitalization. DRI Two is again supporting a community planning process, conducted by staff from the Department of State Office of Planning, Development, and Community Infrastructure and the NYS Homes and Community Renewal. This multi-agency effort, led by Secretary of State Rossana Rosado, also includes staff from Empire State Development and assistance from other agencies like the state Department of Transportation and state Department of Labor based on projects identified by the communities.



Communities selected in Round Two included:

- Watkins Glen (Southern Tier Region)
- Batavia (Finger Lakes Region)
- Hudson (Capital Region)
- South Bronx (NYC Region)
- Olean (Western NY Region)
- Kingston (Mid-Hudson Region)
- Rome (Mohawk Valley Region)
- Cortland (Central NY Region)
- Watertown (North Country Region)
- Hicksville in Oyster Bay (Long Island Region)

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

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

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EXECUTIVE SUMMARY



INTRODUCTION

In August 2017, the Village of Watkins Glen was one of 10 communities identified by the New York State Regional Economic Development Councils (REDC) to receive \$10 million in State funding. The \$10 million was awarded to support a Downtown Revitalization Initiative (DRI) to transform downtowns ripe for development through a comprehensive, community-driven approach. The DRI program was first launched in April 2016 by Governor Andrew M. Cuomo to improve the places that people live, work and raise families, by generating new opportunities for local development and investment. Now in its second round, New York Secretary of State Rossana Rosado chairs this initiative, leading a team of planners from the NYS Department of State (NYS DOS), NYS Homes and Community Renewal (NYS HCR), and private-sector experts to help communities develop strategic investment plans to achieve the initiative's goals.

The intent of this report is to create a Strategic Investment Plan ("DRI Plan") for the Village of Watkins Glen that maximizes the impact of DRI investment by advancing projects and initiatives that have catalytic and transformative potential, have the greatest public benefit, are primed for implementation, and enjoy broad stakeholder support. The Strategic Investment Plan will provide guidance to the Village, region, and State on how to best utilize the allotted DRI funding and leverage additional public and private investment.



Watkins Glen DRI Area

Watkins Glen is located in Schuyler County at the southern tip of Seneca Lake. The Village is located in the Town of Dix, bordered to the south and east by the Town of Montour, and to the northwest by the Town of Reading. Watkins Glen is accessible by State Routes 14 and 414, named Franklin Street and East 4th Street in the Village, and intersect to form the main crossroads near the lakefront. The region is known for its outdoor attractions and entertainment, including the Watkins Glen State Park, Watkins Glen International Raceway, and tours of local wineries and craft breweries. The Village is less than 30 minutes from major universities and institutions in Corning, Ithaca, and Elmira.

The Watkins Glen DRI area is approximately 190 acres, stretching from the Village's southern boundary north to Seneca Lake, incorporating all parcels along Franklin Street. To the west, the DRI area includes parcels facing Madison Street from the edge of the State Park north to Cross Street. The DRI area extends east along East Fourth Street, connecting to Clute Park and the eastern border of the Village. Downtown Watkins Glen is a highly walkable and compact area featuring historic architecture, an active mix of land uses, and scenic landscapes. It is the commercial and cultural hub for Schuyler County and is home to regional employment anchors, including Walmart, Cargill Salt, and US Salt. Franklin Street is the Village's main commercial corridor, with a variety of bars, restaurants and shops within walking distance of Seneca Lake. In recent years, new food and beverage establishments have opened featuring locally-sourced ingredients, live music, and seasonal events. In warmer months, tourists come to Watkins Glen to visit the region's natural attractions, as well as concerts, festivals and racing events, and taste the local food and wine. Although tourism serves as a boost for the local economy during summer and early fall months, the seasonal market leaves year-round residents with fewer options during the colder months. The Village has numerous vacant or underutilized parcels that are ripe for redevelopment to support the goal of creating a year-round community with an active downtown.

Community Driven Process

The objective of the DRI planning process was to develop recommendations for catalytic economic development projects with broad public support. The DRI planning process was guided by a Local Planning Committee (LPC) and engaged members of the public, civic leaders, property and business owners and other stakeholders in recommending catalytic projects for DRI funding with potential to leverage additional investment and promote economic development in the Village. The public engagement was structured to provide multiple opportunities for input and to encourage broad community participation. The process included seven LPC meetings that were open to the public, three community engagement events, attendance at additional public events, online tools, and two public surveys. In addition, the LPC requested submissions of proposals for DRI funding through an open call process. This process generated a great amount of excitement among

local residents, entrepreneurs, and property owners. Many of the submissions developed into projects proposed for funding, and others will be candidates for other funding sources.

The LPC was instrumental in providing direction and information to shape the DRI Plan as well as reaching out to their broader constituent and social networks.

Recent Planning Initiatives

Completion of the Watkins Glen DRI Plan was guided in part by several recent plans, studies, and resources that address existing conditions, community goals, regulatory frameworks, and revitalization opportunities in the Village. These resources have been produced by government agencies, regional planning groups, and non-profit organizations. Existing plans with direct or indirect connections to the Village were reviewed to identify established goals and ongoing or proposed projects. These plans were also assessed to ensure that the DRI Plan is supportive and not duplicative of other planning efforts.

The Village and Schuyler County have partnered in recent years to successfully attract both private investment and public grant funding. Through the Schuyler County Partnership for Economic Development (SCOPED), the Village of Watkins Glen has attracted new private development and secured grants through its Local Waterfront Revitalization Program (LWRP) and Consolidated Funding Application (CFA) to improve Clute Park and plan for the reuse of the Wastewater Treatment Plant site into a mixed use waterfront amenity. In addition, the Village has partnered with New York State Department of Transportation (DOT) to improve roadways, intersections and gateways along Franklin Street. The DRI will build upon these ongoing efforts and leverage public dollars to improve the Village for more attractive and sustainable year-round activity.



Community Meeting to Prepare the DRI Application

Source: Schuyler County Planning Department

OBJECTIVES OF THE WATKINS GLEN DRI PLAN

The goal of the DRI Plan for Watkins Glen is to capitalize on the Village's assets while helping to resolve some challenges that have placed barriers to a vibrant year-round economy. Watkins Glen has natural resources and regional attractions that will support its transformation into an even more thriving downtown that provides greater resources for local residents. The Watkins Glen DRI Plan positions the Village to build upon its existing strengths, while providing a needed boost to better serve residents and workers, and attract new people to live and open businesses downtown.

Watkins Glen Has Strengths

Accessible natural attractions, including the Seneca Lake waterfront, famous wine trails, and internationally recognized racetrack and world class State Park make Watkins Glen a destination.

The downtown has beautiful architectural elements with a storied auto-racing heritage that creates a unique and historic main street feel.

Watkins Glen has housing at varying levels of affordability and type, with recent improvements in waterfront accessibility and downtown business activity, that have attracted private housing projects in the downtown area.

Ties to regional world-class healthcare and educational institutions make Watkins Glen an ideal place for young people to live, work, and raise families.

But... Watkins Glen Faces Challenges

The Village needs new development that retains and enhances its unique character to sustain a year-round innovative and prosperous economy that is supported by the community.

The downtown is burdened by a lack of investment in key commercial spaces to meet the needs of today's entrepreneurs.

Though new investment in housing has accelerated in recent years, the proliferation of short-term rentals has strained the housing market for local residents, and caused other unintended consequences in residential neighborhoods.

Trucks traveling along state routes travel at high speeds and cause congestion along the Village's main corridors.

Lastly, there is a desire among local residents and visitors for a greater variety of retail, recreational, cultural and entertainment options to provide resources and create a greater draw to the downtown.

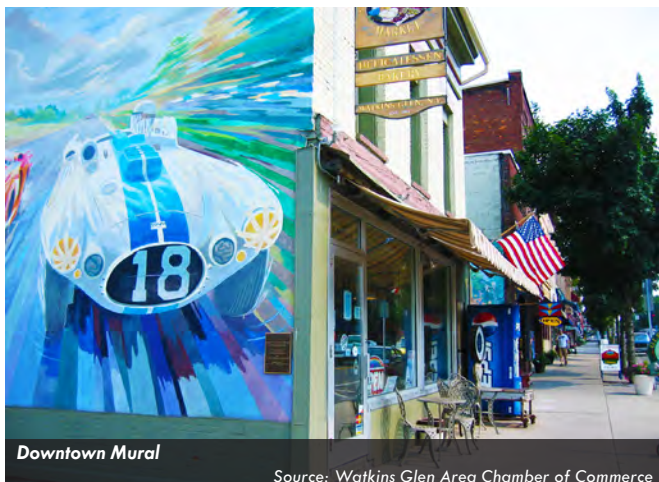
Vision, Goals, Strategies and Projects

Watkins Glen DRI Vision Statement

The vision of the Watkins Glen Downtown Revitalization Initiative is to leverage the accessible Seneca Lake waterfront, famous wine trails, vibrant arts scene, internationally recognized racetrack with a storied auto-racing heritage, and world class State Park for progressive community development that retains and enhances our unique character to sustain a year-round innovative and prosperous economy that is supported by our community.

The DRI Strategic Investment Plan helps build on the Village's existing momentum and recent successes while also providing a needed boost to attract new residents, businesses, and visitors to the downtown. Implementation of the DRI Plan will jumpstart the downtown economy by improving the availability of year-round housing, entertainment, and business opportunities. The DRI Plan achieves its vision with a series of innovative projects that support existing open space attractions, enhance the quality of life through streetscape improvements along major corridors, and create a groundswell of new activity that brings new residents to downtown, and aids local businesses.

Through collaborative discussions with the LPC, stakeholder engagement, public surveys, and background research, key goals, strategies, and priority projects were identified. These are listed and summarized below.



Goal 1: Downtown Living

Build on the strong sense of place in Watkins Glen by increasing walkability, providing a range of housing types, and promoting downtown as a mixed-use district.

Projects under Goal 1 seek to build on the strong sense of place in Watkins Glen by increasing walkability, providing a range of housing types, and promoting downtown as a mixed-use district. These projects are designed to enhance the downtown with new businesses and housing opportunities that will help attract new residents. ***Revitalizing 15 North Franklin Street with Mixed Uses*** will redefine the northern gateway to the Village, while providing the opportunity for a downtown cultural center and outdoor recreational enterprise. Similarly, the ***redevelopment of 109-111 North Franklin Street*** will strengthen an existing local brewery by adding a new co-working space and residential upper floor use. The ***new Mixed-Income Housing and Childcare Center*** will provide a variety of accessible housing and services to help support new families pursuing downtown living options. Finally, the ***Transformation of Multiple Buildings and Sites in the DRI Area*** will bolster entrepreneurial efforts of existing and new local businesses downtown. These projects aim to attract new year-round residents to downtown Watkins Glen by providing housing, childcare, and business opportunities that stimulate innovation and revitalize existing vacant spaces.

Goal 2: Culture and Entertainment

Create an active downtown environment for residents and visitors by supporting arts and cultural organizations, nightlife, youth-oriented activities, and regular events.

Projects in Goal 2 are designed to create an active downtown environment for residents and visitors by supporting arts and cultural organizations, nightlife, youth-oriented activities, and regular events. ***Implementing Year-Round Recreation Improvements at Clute Park*** will leverage existing grant funding the Village has received in order to create central location for residents and visitors 12 months out of the year. New amenities including an ice rink/splash pad, pavilion, and bathhouse will complement the streamlining of active and passive recreation areas, improved pedestrian walkways and parking and utility improvements to make this a resource that will generate buzz and support additional investment in the downtown. ***Upgrades to Watkins Glen Performing Arts Center*** will provide an entertainment venue to generate new activity and jobs for local residents, and keep visitors downtown longer. The ***Redevelopment of Captain Bill's Port of Seneca Lake*** will improve the site plan of an existing waterfront asset to enhance the view of the lake and support expansion of a thriving local business. ***Renovation of the Former VFW Building into a Full-Service Spa and Fitness Center*** will rehabilitate a currently vacant historic building at a critical intersection in the downtown, providing an in-demand service to hotel guests and residents. Culture and entertainment resources will help the Village sustain a high quality of life for year-round residents, and maintain an attractive atmosphere for visitors to linger, boosting the appeal of local shops and restaurants.

Goal 3: Economic Development

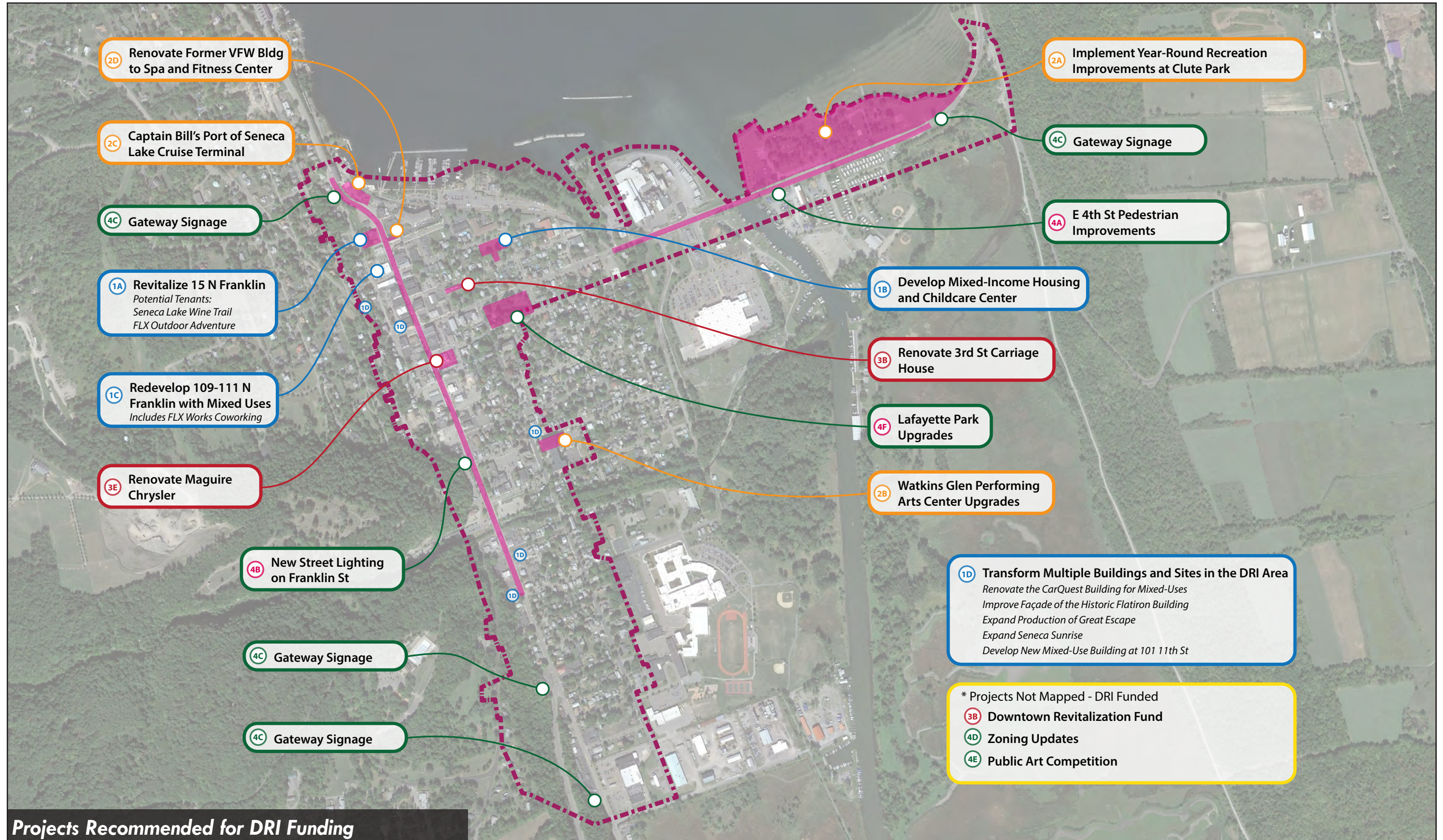
Attract high-paying jobs, skilled workers, and young professionals by promoting year-round local-based businesses and investment in infrastructure.

Downtown Watkins Glen will benefit from businesses and residents filling vacancies in key downtown corridors. The projects in Goal 3 seek to attract high-paying jobs, skilled workers, and young professionals by improving opportunities for landlords and tenants through financial incentives and programs that promote small and local businesses. The ***Downtown Revitalization Fund*** will provide a variety of resources for businesses, and property owners. ***Renovations to the 3rd Street Carriage House*** will provide new commercial and residential space, breathing new life into a historic asset. The ***renovations to Maguire Chrysler and Adjacent Carriage House*** will improve the landscaping and site design of a year-round local-based business, while generating new jobs. These projects have the potential to catalyze growth and vibrancy downtown by filling vacant space with new residential and commercial tenants and improving the appearance of key parcels. These projects should create greater vibrancy that will enhance the sense of place Downtown, and can increase support for other businesses and market demand for new housing and other commercial uses.

Goal 4: Quality of Life

Promote Watkins Glen's identity as a year-round vibrant community for residents, businesses, and visitors.

These projects seek to promote Watkins Glen's identity as a year-round vibrant community for residents, businesses, and visitors by improving and beautifying public spaces and streetscapes. ***Improving East 4th Street for Pedestrians, Cyclists, and Improving the Connection between Downtown and Clute Park*** will create a more appealing corridor and entice visitors to frequent downtown businesses from the eastern portion of the Village. ***New Lighting along Franklin Street*** will leverage DOT improvements to the Village's main street and provide infrastructure to support additional investment downtown. Similarly, ***New Gateway and Wayfinding Signage*** will create a sense of place, and help visitors navigate their way to Watkins Glen's many attractions, downtown businesses and restaurants. In order to address the challenges of seasonal tourism, an ***Update to the Zoning Code to Address Short-Term Rentals, Design Guidelines, Historic District and Other Revisions*** will streamline the Village's ability to plan for future development, and protect the character and value of its community. A ***Public Artwork Competition*** through the downtown will serve to beautify public spaces and make the area more welcoming and attractive to visitors, and provide an incentive that will bring the creative class to Watkins Glen. Finally, ***Upgrades to Lafayette Park*** will add new equipment, lighting and landscaping, by leveraging private investment in order to create a more family-friendly resource in the heart of downtown.



SECTION I: DOWNTOWN PROFILE AND ASSESSMENT



Introduction

The Downtown Profile and Assessment provides an overview of existing conditions in the Watkins Glen DRI area, and also frames key challenges that the Village faces, and opportunities for Downtown to thrive. Based on an analysis of existing data and previously completed studies, the Downtown Profile and Assessment provides an understanding of the major industries and attractions; the real estate market; challenges and opportunities in the business, residential, retail, arts, and entertainment landscape; major employers; and potential projects that could drive further economic investment in Downtown. Additional analysis of existing conditions, challenges, and opportunities was conducted via site visits focused on the physical condition and locations of public space, streets, and other improvements; the age, condition, and types of buildings; storefront conditions and signage; and access and visibility including availability of parking and pedestrian amenities.

Regional Context

Watkins Glen is located in the Southern Tier Region of New York State in Schuyler County on the southern shore of Seneca Lake, one of the 11 Finger Lakes (Figure 1). The Village is accessible from Interstate 86 via State Routes 14 and 414, which intersect at the Downtown crossroads of Franklin and 4th Streets. Watkins Glen is a compact, lakefront Village with a wealth of natural resources that have attracted people to the area and established it as a regional center for tourism, recreation, and commercial activity. The Village's access to natural resources and cultural attractions, including its location on Seneca Lake and proximity to Watkins Glen State Park, the Seneca Lake wineries, and Watkins Glen International Racetrack, make it one of the most popular destinations in the Southern Tier and Finger Lakes region. However, its State Route accessibility also creates an obstacle for pedestrians, as truck traffic through the Village poses noise and safety issues. In addition, fluctuating seasonal tourism in Watkins Glen presents a challenge in maintaining a consistent visitor presence throughout the year, which limits year-round economic vitality. Strong demand for short-term seasonal rental housing

aimed at tourists constrains the supply of housing available to new or existing Village residents, which further hinders the vibrancy of the Village throughout the year.

As a regional center, the Watkins Glen area is also home to large employers including Cargill Salt, located in the Village on Seneca Lake, and Schuyler County Hospital, in Montour Falls. These anchor employers provide stable job opportunities for local residents. An objective of the DRI plan is to build on the existing employment base by harnessing the financial and revitalizing benefits of tourism, while supporting institutions that generate well-paying jobs and community benefits to serve residents and attract young professionals.

Together, these attractions and anchor institutions form a network that serves visitors and promotes local revitalization and sustainable economic gain for residents. Projects proposed for DRI funding aim to make Watkins Glen the core of regional activity in order to leverage the benefits of visitor investment in a way that also improves residents' quality-of-life.

DRI Area Boundary

The Watkins Glen DRI area is an L-shaped boundary that runs along Franklin Street and 4th Street within the Village. The total land area of the DRI area is approximately 190 acres, stretching north to south from the Seneca Lake waterfront to the southern boundary of the Village (Figure 2). The boundary follows property lines along the eastern side of Decatur Street and the western side of Franklin Street and Madison Avenue. The boundary also extends east along 4th Street to the boundary of the Village. The DRI boundary incorporates three distinct parts of the Village: 1) the Downtown core on North Franklin Street and the Seneca Harbor waterfront; 2) the business transition area on South Franklin Street; and 3) the East 4th Street corridor including Clute Park.

The DRI area also includes four major gateways to the Downtown: the northern gateway on North Franklin Street, Route 414/East 4th Street, South Franklin Street at Fairgrounds Lane, and the intersection of Route 414 with South Franklin at 15th Street. The DRI area is compact and walkable, with its farthest edges about a 20-minute walk from the corner of 4th and North Franklin Streets.

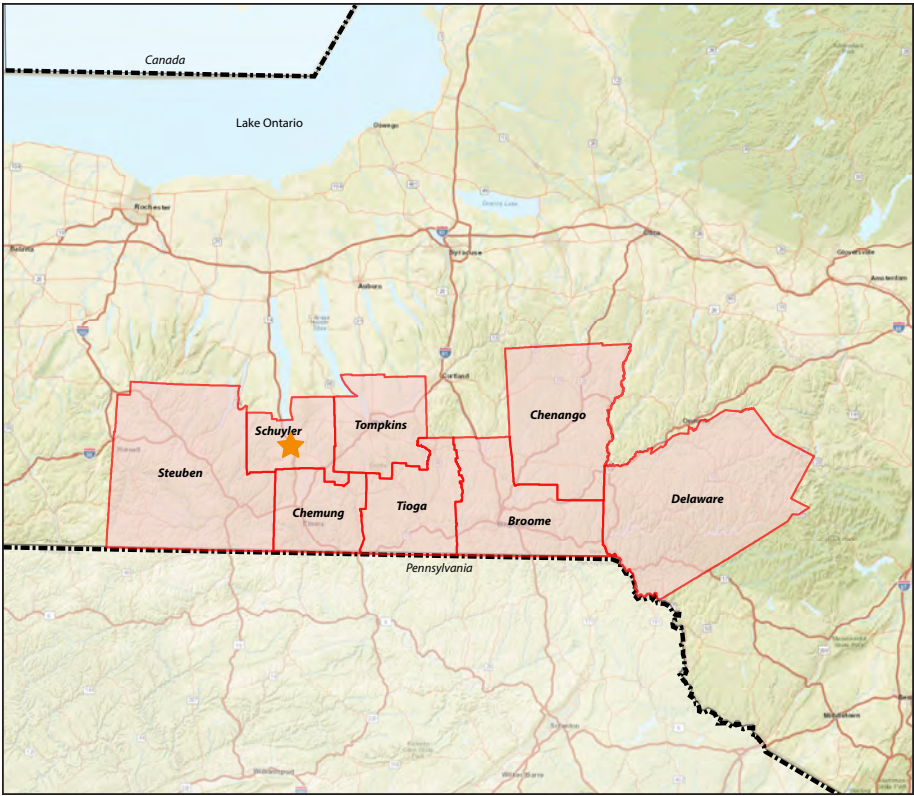


Figure 1: Southern Tier Regional Map

 Southern Tier REDC



Source: ArcGIS



Figure 2: Watkins Glen DRI Area

 Watkins Glen DRI Boundary



Source: Schuyler County Planning Department, 2017

CRITICAL ISSUES

The Watkins Glen DRI plan addresses several critical issues facing the Village that have emerged through the work of past planning efforts and the DRI planning process.

Housing availability.

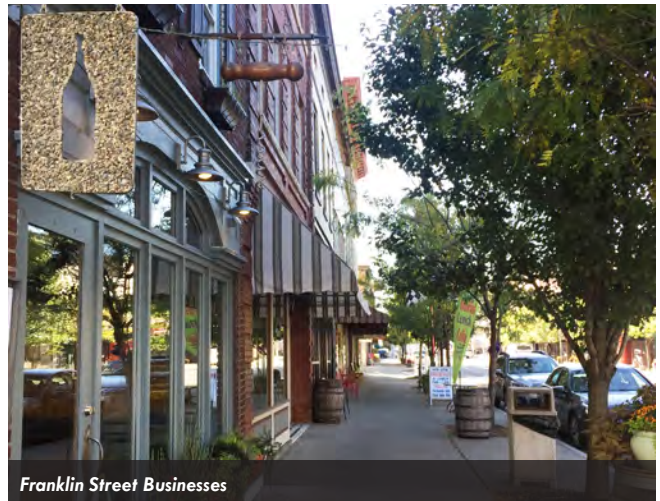
Watkins Glen's success as a tourism destination has created some challenges in the housing market for local residents, regional service-sector employees, and potential new residents. One of the negative consequences of tourism has been the evolution of the seasonal housing market. Conversion of single-family homes to seasonal or short-term rentals reduces the available housing stock for new and existing residents, raises rents, and contributes to a lack of parking Downtown. According to the residential market study discussed in the real estate market analysis section, there is a limited supply of available market-rate housing units that would accommodate service-sector employees and young professionals. The DRI Plan seeks to address these issues by encouraging development of additional housing options, including the conversion of vacant upper-floor commercial space into residential units, proposing balanced regulations of vacation rental housing, supporting future development of a new hotel to ease pressure on the rental market, and exploring parking management strategies.

Economic development for local businesses and employment opportunities.

Watkins Glen currently has a mix of retail and commercial uses; some long-standing businesses that provide services to local residents, as well as a newer trend toward businesses that support both local residents and the tourism industry. The DRI Plan seeks to provide assistance to the business community by promoting existing local



Watkins Glen Housing Authority Site



Franklin Street Businesses

businesses and attracting new entrepreneurs. In addition, while the Village has some key anchor employers, there are not enough well-paying jobs to keep young residents in town while also attracting young professionals to move to Watkins Glen. The DRI plan explores strategies to create opportunities for entrepreneurship and business growth to expand the local job base.

Year-round cultural and entertainment resources to attract visitors and new residents.

Tourism brings visitors to the Village who spend time and money on experiences and hospitality services, but many of the peak season attractions do not extend beyond the early fall months. As a result, Watkins Glen is losing out on potential tourism dollars, but more importantly, the Village has fewer services and activities for local residents in the winter. Watkins Glen can capitalize on income from the tourism industry while also attracting more residents by transforming the DRI Area into a year-round vibrant hub of activity.

Quality-of-life enhancements such as improved streetscapes and public open space.

Quality-of-life improvements help to make living in and visiting a community more pleasant. Watkins Glen benefits from its lakefront access and walkability, but has opportunities to improve streetscapes, expand public open space, provide greater waterfront access and connections, and improve the appearance of downtown buildings. Aesthetic improvements and streetscaping; stronger public waterfront access; wayfinding; and a greater variety of recreation, entertainment, and dining options will serve both the local year-round population and seasonal visitors.



SUMMARY OF RECENT PLANS AND PROJECTS

Watkins Glen has benefited from recent planning efforts that have shaped the Village, county, and region. At the Village level, the local economic development initiative, Project Seneca, has driven the Watkins Glen Local Waterfront Redevelopment Program (LWRP), which has provided funding for improvements to the waterfront, including projects at Clute Park that will tie in closely with the DRI Plan. The Watkins Glen Comprehensive Plan (2012), the Lakefront Management Plan (2010), the Village of Watkins Glen Parking Census (2009), and the Villages of Watkins Glen and Montour Falls Area Transportation Study (2009) have also contributed data and recommendations at the local level that have been incorporated into the DRI Plan. The Northern Gateway Improvement Strategy (2012) outlines design and landscaping changes to calm traffic and improve accessibility along Route 14/ North Franklin at the Village's northern gateway.

At the regional and county levels, recent planning initiatives represented in the DRI Plan include the Southern Tier Central Comprehensive Economic Development Strategy 2016-2021, the County-Wide Comprehensive Plan (2015), Greater Corning Housing Study (2017), and the Schuyler County Housing Study (2009). These plans outline strategies for addressing the challenges of economic development, housing needs, balancing tourism and small town character, and providing healthcare in a rural area.

Recent, Ongoing, and Planned Projects

Project Seneca

Project Seneca is a redevelopment effort driving regional economic growth through investment in targeted initiatives along the head of Seneca Lake. The program was established to create a consistent, area-wide economic development message, encompassing a wide range of initiatives that will be implemented over a 10-year period. Project Seneca has over \$118 million in investments completed or planned for the short term in Downtown Watkins Glen. Schuyler County Partnership for Economic Development (SCOPED) with a local steering committee has led this program since it was conceived in 2012. Project Seneca's achievements to-date include the following recent and ongoing projects:



Construction of a New Regional Wastewater Treatment Plant

Construction at the new plant's location along the Seneca Canal is expected to be completed in the fall of 2019. The new wastewater treatment plant is designed with an extra 30% capacity to accommodate future growth in the area. The ongoing operational costs will best be met with additional significant year-round housing.

Reuse of the Current Wastewater Treatment Facility

Once the current wastewater treatment facility site on Seneca Lake is decommissioned, reuse of the site will expand public access to the waterfront and create redevelopment opportunities. Ideas for this site are still in formation, but the site could allow for outdoor gathering space, a waterfront theater, outdoor lawn and recreation area, and an observation deck. Redevelopment could involve private partners to generate additional tax revenue for the Village and County, such as a potential restaurant and/or mixed-use residential and commercial. Schuyler County was awarded funding through the 2017 Consolidated Funding Application (CFA) to prepare a feasibility study to explore options for redevelopment of the site. Once the feasibility study is completed, the County and Village would need to seek future grant money for redevelopment of the site.

Kayak/Canoe Launch at Tank Beach

This project has been funded with Environmental Protection Fund (EPF) money and is anticipated to be completed by the summer of 2018. There are additional costs beyond the initial grant amount, due to its location in a wetland.

Northern Gateway Project

This project includes the construction of a median along Route 14/North Franklin Street between Cross Street and Division Street, resurfacing of the roadway and sidewalks, lighting and a crosswalk for pedestrians and cyclists to cross the road safely in what is currently an inhospitable area. This project will improve pedestrian and cyclist safety and will make the Downtown and lakefront more welcoming and accessible. Completion is anticipated in the spring of 2019.

Local Waterfront Redevelopment Program Grants

In 2016 Schuyler County received a \$1,091,500 grant from the EPF Local Waterfront Revitalization Program (LWRP) to prepare a regional strategic plan for Watkins Glen and Montour Falls and implement projects identified in the Watkins LWRP. Capital projects include the rehabilitation of Clute Park bathhouse, Catharine Valley Trail Connector extension, and enhancements at Clute Park and Montour Falls Marina. The grant also includes funding for a retail market study. The Village also received \$1,319,362 in 2017 for the design and construction of a four-season pavilion with restrooms and a commercial-grade kitchen. This grant funding will also cover a reuse study for the wastewater treatment plant.



New and Redeveloped Housing

Project Seneca has helped secure funding for the completion of new housing developments including the Water Works Condominiums and Apartments, Water Works Art Gallery, and the Brewery Apartments. These developments are located on Seneca Lake, north of the DRI Area. Redevelopment projects include housing along South Madison and the Middle School Redevelopment, which repurposed the historic Watkins Glen Middle School building, creating 51 affordable housing units for seniors.

Watkins Glen State Park Investment

The Park is currently undergoing a \$6.5 million renovation to improve the park's entrance and provide a new visitor information center in partnership with the Watkins Glen Area Chamber of Commerce. Aesthetic improvements will include the parking facility at 10th Street and Franklin Street with a reconfiguration of parking and traffic signals to alleviate congestion Downtown.

New York State Department of Transportation's (NYSDOT) upgrade of Route 14

The Village will undergo a \$5 million extensive roadway project and aesthetic upgrade that is expected to be completed in the spring of 2019 and will include new ADA sidewalks, wayfinding, and repaving of Franklin Street.

Schuyler Redevelopment Site

This privately owned, undeveloped lakefront site is expected to be redeveloped for multi-family residential use. The location is walkable to the downtown and is suitable for mixed-use, hotel/conference center, and condominiums overlooking Seneca Lake.

Schuyler Hospital Capital Project

The hospital plans to invest up to \$17 million, consisting of \$6.5 million in capital investment and a \$10.3 million grant as part of Governor Cuomo's Statewide Health Care Facility Transformation Program. Funds will be used for construction of a primary care hospital-based clinic and repurposing of inpatient space to enhance outpatient specialty services capacity.

REGIONAL ECONOMIC DEVELOPMENT COUNCIL (REDC) STRATEGIES

In 2011, Governor Cuomo formed the Regional Economic Development Councils (REDCs) and established the Consolidated Funding Application (CFA), a streamlined, competitive process designed to spur creativity and empower regions throughout the state. During the past six years, 460 projects have been identified by the Southern Tier REDC and supported through this process, resulting in \$276 million in public investment leveraged by \$1.1 billion in private investment within the region. Since its inception, the Southern Tier REDC has identified downtown revitalization as a key priority. The REDC's 2017 Progress Report, *Southern Tier Soaring*, outlines a simple, but focused set of strategies:



- Build the greater Binghamton Innovation Ecosystem;
- Invest in the advanced manufacturing industry;
- Transform the food and agriculture industry; and
- Promote the Southern Tier's innovative culture.

The revitalization of the Watkins Glen DRI Area will promote the REDC strategies by investing in the region's cultural attractions as well as innovation for agriculture and food industries. By building upon the Village's status as a regional Downtown, the DRI seeks to create a vibrant hub where locals and visitors can come to enjoy local wines, craft beers, food, and recreation. Potential benefits of the DRI plan will include greater recognition to the burgeoning food and agriculture industries in the Southern Tier by generating investment and attracting new opportunities for wine makers, brewers, and restaurateurs.

POPULATION, HOUSING, AND EMPLOYMENT

Population

According to the 2010 Decennial Census, Watkins Glen has a total year-round population of just over 1,800 residents. The 1.9 square mile Village has the highest population density in the County, with approximately 980 people per square mile. The 2012-2016 American Community Survey's (ACS) five-year estimate indicates a slight uptick in population to 1,970 residents, following a long period of decline that started after the number of residents peaked in 1950 at just over 3,000. Watkins Glen is the largest Village in Schuyler County, with a population exceeded only by the Towns of Dix, Montour, and Hector. The 2012-2016 ACS estimated median household income in the Village to be approximately \$43,000, lower than both the county (\$47,229) and state (\$60,741). The median age in the Village is 39.3, which is younger than Schuyler County (46), but older than New York State (38.2) (Table 1). According to the 2012-2016 ACS Estimates, nearly 20% of Watkins Glen's population was below the poverty level, a higher percentage than the County (14.6%) and the State (15.5%) (Table 2). The two largest age cohorts are the Village's youngest and oldest residents. The 19 and under population makes up nearly 20% of the population, while almost 22% are 65 or older. Millennials (20-34 years old) account for about 18% of the population.

Housing

The Village has a variety of housing types, though of its 935 housing units, the majority of occupied units (59.6%) are single family homes. In total, apartments account for 37.3% of occupied housing units in Watkins Glen.¹ A small number of mobile homes (0.7% of occupied housing units) are located in the Village. Mirroring other markets in the Southern Tier, the housing stock in Watkins Glen is generally older, with 62% of occupied housing units built in 1939 or earlier. According to Esri, a supplier of geographic information system software, the housing vacancy rate in 2017 is estimated at 7.6% in the DRI Area and 11.2% village-wide.

In 2017, the Three Rivers Development Foundation's Greater Corning Housing Study was conducted to assess and understand the impacts of economic factors and market trends in the greater Corning area. This study included an evaluation of housing market conditions in the Village of Watkins Glen. The Greater Corning Housing Study indicated low housing inventory and an overall lack of housing in good condition and a desirable location at all price points in the Village. The homeownership rate in Watkins Glen is 68%, lower than neighboring communities such as Painted Post (82%), Riverside (82%), and Big Flats (87%). Ninety percent of homes available for sale in Watkins Glen were priced under \$211,000 in 2016. Though high-end homes represent a very small percentage of the housing stock,

¹ U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Table 1: Population Characteristics, Watkins Glen, Schuyler County and New York State, 2010

	Village of Watkins Glen	Schuyler County	New York State
Population	1,970	18,366	19,697,457
Median Household Income	\$43,333	\$47,229	\$60,741
Median Age	39.3	46.0	38.2

Source: 2012 - 2016 American Community Survey 5-Year Estimates

Table 2: Poverty Level, Watkins Glen, Schuyler County and New York State, 2010

	Village of Watkins Glen	Schuyler County	New York State
% Below Poverty Level	19.7%	14.6%	15.5%

Source: 2012-2016 American Community Survey 5-Year Estimates

Table 3: Race and Ethnicity, Watkins Glen, Schuyler County and New York State, 2010

	Village of Watkins Glen		Schuyler County		New York State	
	Population	% of Population	Population	% of Population	Population	% of Population
White	1,788	96.2%	17,803	97.1%	12,740,974	65.7%
Non-White	71	3.8%	540	2.9%	6,637,128	34.3%

Source: 2010 U.S. Census



Watkins Glen Harbor Hotel



Cargill Salt Plant



Watkins Glen School Apartments



Residential Buildings in the Village

Watkins Glen (0.4%) and Erwin/Painted Post (2.8%) were the only communities in the Greater Corning area with homes priced over \$1 million.²

Recent housing developments in Watkins Glen include the Waterworks Condos on Salt Point Road (12 condominium units), the Watkins Brewery Vacation Rentals (seven short-term townhome rentals), and the Seneca Terrace Apartments (24 rental units). The proposed Schuyler Redevelopment site would continue this trend of higher-end multifamily housing in the DRI area. A 40-unit tiny house development, “Le Bourgade,” recently opened outside the Village, offering year-round long-term leases on the Seneca Lake hillside. In addition, the former Watkins Glen Middle School on Decatur Street was renovated with support from NYS Homes and Community Renewal (HCR) and Empire State Development (ESD) to offer 51 units of accessible, affordable housing for adults aged 55 and older.

Employment

The salt industry, hospitality, and healthcare have several anchor institutions in Watkins Glen and neighboring communities. Watkins Glen is home to four of the top 10 largest employers in Schuyler County, including Walmart (243 jobs), Watkins Glen Harbor Hotel (128 jobs), US Salt (127 jobs), and Cargill Salt (111 jobs). The County’s largest employer, Schuyler Hospital (435 jobs) is located just outside the Village in neighboring Montour Falls. Watkins Glen International, located five miles outside the Village, provides 86 jobs.³ Most people living in the Village work outside of Watkins Glen in neighboring counties. Hospitality and tourism are major employers in the area, but may not provide a year-round living wage for all workers. Creating a more robust year-round destination Downtown will improve employment prospects and foster investment in new businesses that will generate jobs and opportunities for residents.

² Greater Corning Area Housing Study: 2017-2020

³ Data collected in 2015 & 2016 by SCIDA, Southern Tier Economic Growth (STEG) and SCOPED

LAND USE AND ZONING

Existing Land Use Overview

The development of Watkins Glen has been shaped by its location on the Seneca Lake waterfront. While recreation and sightseeing are a major draw, the lakefront historically has been the site of much of the Village's industry. Cargill Salt is located on 4th Street between Magee Street and the Seneca Canal. The wastewater treatment plant slated to be decommissioned is also located on the waterfront, just west of Cargill. The Catharine Valley Trail runs along portions of the waterfront, in places forming connections between commercial and public uses such as the Watkins Glen Harbor Hotel and Captain Bill's Seneca Lake Cruise Terminal. Today, the Downtown corridors of Franklin and 4th Streets are largely commercial and mixed-use. Commercial uses in the DRI Area are mainly composed of small retail, restaurant, and office spaces along Franklin Street and 4th Street. Walmart is also located on 4th Street, bordered by the Seneca Canal to the east. Within the DRI Area, residential use is located mainly along Decatur Street and south of 9th Street. Government and institutional uses are scattered throughout the DRI Area, including the Schuyler County offices and Village Hall (Table 4 and Figure 3).

Parks and Open Spaces

Watkins Glen has abundant open space uses that can be leveraged to promote a high quality-of-life Downtown. Its location on Seneca Lake offers a variety of recreational opportunities, including kayaking, boating, and camping. Watkins Glen State Park is the largest attraction in the Village. The entrance to the State Park is in the DRI Area, located on the west side of Franklin Street between 9th and

Table 4: Existing Land Use in the Watkins Glen DRI Area

	# of Parcels	% of Total Parcels	Acres	% of Total Area
Single-Family Residential	224	40.1%	40.76	21.8%
Multi-Family Residential	63	11.3%	14.05	7.5%
Mixed-Use	48	8.6%	6.37	3.4%
Commercial	81	14.5%	30.74	16.5%
Institutional	14	2.5%	5.62	3.0%
Utilities	5	0.9%	1.29	0.7%
Industrial	2	0.4%	14.42	7.7%
Transportation	2	0.4%	0.46	0.2%
Vacant	89	15.9%	35.19	18.8%
Parking	16	2.9%	5.94	3.2%
Parks and Open Space	14	2.5%	31.99	17.1%
Total	558		186.83	

Source: Schuyler County Planning Department, 2017

11th Streets. Parking is provided at the main entrance to the park on the western side of North Franklin at 10th Street, and directly across Franklin Street. Additional parking is also available at the upper entrance to the park at 3310 Route 409 and the southern entrance at 3530 Route 419. The Park includes 19 waterfalls and rim trails overlooking a 400-foot gorge. Nearly one million visitors per year come to hike for the day or camp overnight. Current construction at the Park entrance includes a \$6.5 million project to create a more welcoming approach to the gorge with green space, a new welcome center, and enhanced educational displays.

Lafayette Park is a small Village park centrally located within the DRI area, bounded by 5th Street to the south, Decatur Street to the west, 4th Street to the north, and North Porter Street to the east. The park has a small playground and bandstand and hosts the Village farmers' market on Friday afternoons. Also within the DRI Area is Seneca Harbor Park, a small County park located along the waterfront north of 1st Street. The park features picnic tables and is heavily used by local residents and tourists, especially during special events and seasonal activities.

Clute Memorial Park is an approximately 15-acre Village park located in the eastern portion of the DRI Area between the waterfront and 4th Street. Though close to the Downtown, the park is located east of Cargill on the other side of the bridge over the Seneca Canal and is not visible to pedestrians and cyclists in the Downtown. The park has playground facilities, picnic tables, a skate park, a small pavilion, and public bathrooms. Waterfront resources at the Park include a boat launch area, docks, and storage. Clute Park also extends across 4th Street from the lakefront, and includes a campsite, community center, roller skating rink, and Parks Department Offices. The Village has received grant funding to upgrade the existing bath house, as well as funding to create a year-round pavilion with facilities to host weddings and other events.

Upgrades to existing parks and the continued provision of high-quality public space in the DRI area will complement the plan's goal of bringing additional housing and activity to the Downtown. New residents living in upper-floor apartments or multifamily housing will benefit from nearby open space.

Opportunity Sites

There are several significant vacant and underutilized parcels in the DRI Area that present opportunities for redevelopment (Figure 4). The Village's DRI application identified over 75 parcels as "targeted for redevelopment," including vacant lots, grey fields, abandoned housing units, and deteriorated commercial spaces. Many of these parcels are privately owned and may not be available for immediate improvements. Some potentially transformative opportunity sites, such as the Schuyler Redevelopment site on Seneca Lake, are proceeding with development plans independent of the DRI process. Others are not ready for development, such as the current wastewater treatment plant, which will be decommissioned once the

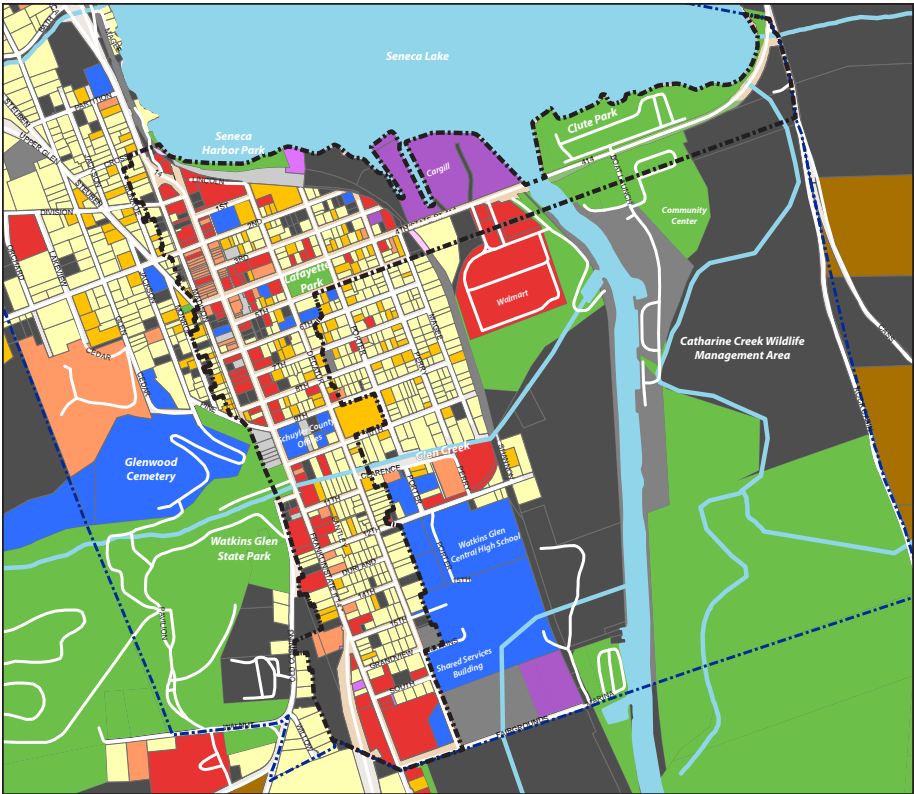
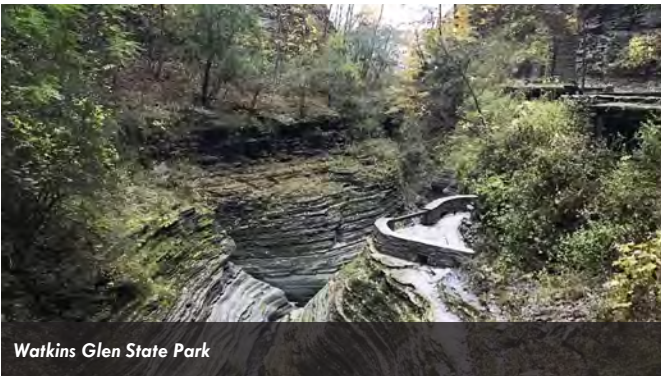


Figure 3: Watkins Glen DRI Area Land Use

- Watkins Glen DRI Boundary
- Single-Family Residence
- Multi-Family Residence
- Mixed-Use
- Commercial
- Government and Institutional
- Utilities and Transportation
- Industrial
- Parks and Open Space
- Agriculture/Livestock
- Parking
- Vacant

Source: Schuyler County Planning Department, 2017



new facility is built. Early on in the DRI planning process, several key opportunity sites were assessed for funding in the DRI Plan. Some of these sites ultimately became projects recommended for DRI funding, while others may proceed at a later date:

- Six vacant parcels owned by the **Watkins Glen Housing Authority** on a residential block across from the Jefferson Village Apartments on 2nd Street. The parcels have frontage on 2nd street, North Porter Street and 3rd Street. The DRI Plan includes a proposal for mixed-income housing at this site.
- **1 North Franklin Street**—A vacant one-story building occupies this site. It is for sale by a private owner and has been proposed for mixed-use redevelopment, potentially including a commercial/residential mix or a hotel and restaurant with public space.
- **15 North Franklin Street**—This site currently has two vacant buildings in deteriorating condition. It is privately owned and not for sale, but the DRI Plan includes a proposal for this site.
- **Captain Bill's Seneca Lake Cruise Terminal**—This lot could be improved through landscaping and redevelopment of the existing structure to accommodate its existing uses and improve public waterfront access and visibility at the northern gateway.
- **602 Franklin Street**—This site is underutilized and could be redeveloped for mixed use, hotel and spa, office, or residential uses. It is privately owned and not for sale.
- **715 Franklin Street**—This site is vacant and currently for sale. It has recently undergone New York State Department of Environmental Conservation (DEC) contamination clean up and could be redeveloped for mixed-use with ground-floor commercial and residential upper-floor use.
- **3rd Street Carriage House**—This building, located at the corner of Third and Decatur Streets, historically served as a place for visitors to board their horses and carriages. The Carriage House is currently being used for storage by its owners, who also own the adjacent Villager Motel and Glen Manor Estate businesses. A historically appropriate adaptive reuse of this building could create retail space on the ground floor and apartments on the second floor.

In addition to these major sites, there are also many smaller sites that are appropriate for façade improvements, renovations, and business expansion. Individually, many of these smaller sites may not seem transformative; however, taken together, they can create a groundswell that transforms the urban character in downtown Watkins Glen, creates jobs, and attracts new visitors and residents.

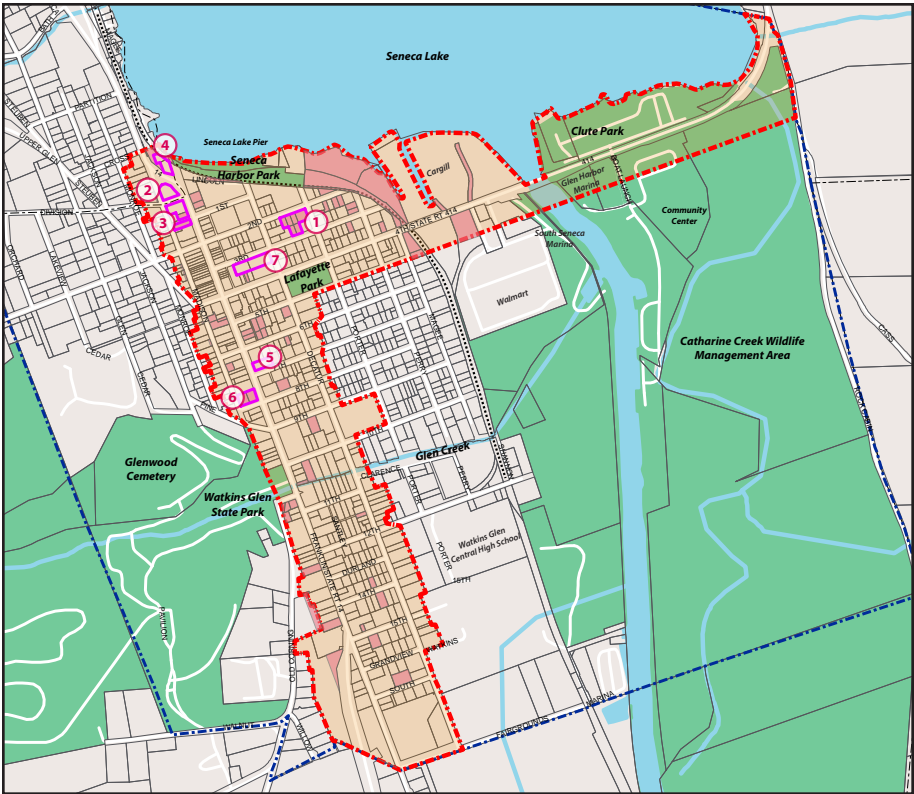


Figure 4: Watkins Glen DRI Vacant and Underutilized Parcels

Watkins Glen DRI Boundary
 Vacant Parcels

Opportunity Sites

- ① Watkins Glen Housing Authority Site
- ② 1 North Franklin Street
- ③ 15 North Franklin Street
- ④ Captain Bill's Seneca Lake Cruise Terminal
- ⑤ 602 North Franklin Street
- ⑥ 715 North Franklin Street
- ⑦ 3rd Street Carriage House

500 1,000 2,000 ft

Source: Schuyler County Planning Department, 2017



15 North Franklin Street



Captain Bill's Seneca Lake Cruise Terminal



Watkins Glen Housing Authority Site



3rd Street Carriage House

Zoning

The DRI Area contains seven zoning districts (Figure 5):

Central Business (CB)	Lakefront Development (LD)
Residential Transition (RT)	Commercial/Light Industrial (CL)
Residential High Density (R-III)	Canal District (CD)
Business Transition (BT)	

The Central Business District (CB) is located along Franklin Street between Cross Street to the north and 12th Street to the south. This area has a traditional “main street” style of development, characterized by buildings extending to the street line, with parking and services provided in the rear. The intent of this district is to protect and preserve the unique business and architectural character within this area of the Village. The CB district is designed to ensure that all new development is consistent with and enhances the existing character, in part by requiring new development to provide an urban edge similar to what is presently existing and to prohibit, to the greatest extent possible, the demolition of existing structures. The CB district does not allow multi-unit residential uses in new development, which is a barrier to providing new housing to serve potential demand for Downtown living.

The character of the DRI area transitions from the CB district to the Business Transition (BT) district, starting along the southern portion of Franklin Street at 12th Street. The BT zone is intended to accommodate commercial and office uses at a lower scale than the downtown core, in a manner that is supportive of existing residential uses. This district currently includes auto-oriented commercial uses with off-street parking, including the Tops supermarket, gas stations, motels and bed & breakfasts, and some single-family homes.

The Residential Transition (RT) district is mapped in two locations in the Village and the DRI Area. Both are older, developed areas immediately adjacent to the CB district to the east and west. Like the BT district, the RT district acts as a buffer between the CB and residential districts. It is the Village’s intent that residential and other permitted uses co-exist in this zone through the use of development guidelines and requirements to ensure their compatibility. This District also seeks to preserve the unique character of these areas, while accommodating a greater degree of flexibility in the types of uses to be permitted within the RT.

The Residential High Density (R-III) district allows for a mix of single-unit dwellings as well as moderate- to high-density two- and multi-unit residential development. Nonresidential uses at a similar scale are also permitted. This district is located in the center of the Village, where flat topography enables infill development to occur at a higher scale.

The Lakefront Development (LD) and Canal District (CD), located along Seneca Lake and Seneca Canal, respectively, are designed to promote water-dependent uses. The LD covers all parcels that are adjoining or visually connected to the lake,

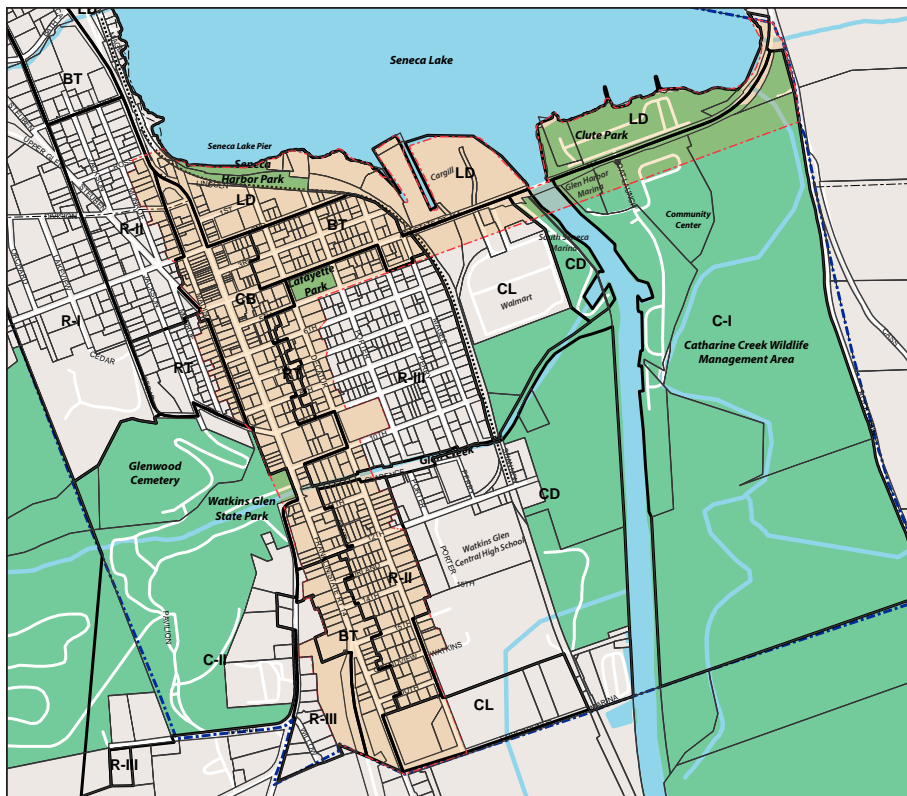


Figure 5: Watkins Glen DRI Area Zoning

Watkins Glen DRI Boundary

Zoning Districts

- C-I: Conservation I
- C-II: Conservation II
- CD: Canal District
- R-I: Residential Low Density
- R-II: Residential Moderate Density
- R-III: Residential High Density
- RT: Residential Transition
- BT: Business Transition
- CB: Central Business
- CL: Commercial Light Industrial
- LD: Lakefront District

500 1,000 2,000 ft

Source: Schuyler County Planning Department, 2017

and seeks to encourage a mix of certain businesses with uses that are sensitive to the natural environment and leverage the area's capacity to provide employment opportunities. The CD is located along the waterway and promotes greater flexibility in development for waterfront dependent uses. Conservation of wildlife habitats, wetlands, and protection from flooding are major considerations for uses located in this district.

The Commercial Light Industrial (CL) district is mapped along primary roads that can support a range of regional business uses and compatible industrial uses. Large shopping centers along North Franklin Street and East 4th Street, such as Tops and Walmart, are located in this district.

In 2016, the Village adopted design guidelines as part of the implementation of its 2012 Comprehensive Plan. Guidelines have been designed to preserve and enhance the Village's character, improve aesthetics along primary streets, and encourage economic development. These guidelines are intended to help prepare for development rather than react to new pressures, specifically retail franchises and chains. Additional design guidelines could be incorporated into the Village's Zoning Code to ensure new development meets agreed-upon urban design standards and fits in with the scale and character of the Downtown.

HISTORIC, CULTURAL, AND EDUCATIONAL RESOURCES

Historic Resources

Watkins Glen was first settled by Europeans under the name Salubria during the Sullivan-Clinton Expedition following the Revolutionary War. The Village was later renamed for Dr. Samuel Watkins, who arrived in 1828 and founded a large hotel that stood at the Village's main intersection until 1977. The Village developed around Seneca Lake in the 19th Century was officially declared the County seat in 1877, and has remained an important administrative and economic center. The Village's first attraction was the year-round Glen Springs Resort, built in the mid-19th Century on 380 acres of land. The Resort was a popular destination for tourists and employed many Village residents. The hotel closed its doors during World War II, as fewer visitors came to the region. Following the War, the Village hosted an auto-race on October 2, 1948, to bring back tourism, launching an automotive heritage that continues to this day. The region's natural resources have also played a significant role in the Village's growth, including its parks, landscapes, and soils.

The Village contains eight sites or districts on the National Register of Historic Places the first five of which are in the DRI Area: the Watkins Glen Commercial Historic District, the Schuyler County Courthouse Complex, St. James Episcopal Church, the U.S. Post Office, Watkins Glen High School, First Baptist Church, A.F. Chapman House, and a portion of the Watkins Glen Grand Prix Course (Figure 6).

Watkins Glen Commercial Historic District

The Watkins Glen Commercial Historic District was listed on the National Register in 2012. The Historic District contains more than 30 historic buildings dating from 1844-1939, highlighting many of the Village's architectural styles, including Romanesque, Colonial Revival, Classical Revival, and the Second Empire.

Schuyler County Courthouse Complex (Franklin Street Between 9th and 10th Streets)

The combination of county court house, clerk's office, and jail forming the county seat within a village is increasingly rare in New York State. The complex is made up of three buildings constructed in 1855: a two-story courthouse building, a two-story sheriff's residence and jail, and a one-story building serving as the clerk's office. Since its construction, it has been continuously used by the county government.

St. James Episcopal Church (112 6th Street)

This Gothic Revival-style church was constructed in 1864 and was the first brick church in Watkins Glen. It is the oldest of the Village's three historic churches. St. James retains its classic historic features, including a high pitched roof, Gothic arched windows, buttress, and metal capped spires. The church is sited facing east on Decatur Street, directly across from the Presbyterian Church.



Figure 6: Watkins Glen Historic District and Sites

- National Register Historic District
- Watkins Glen DRI Boundary

National Register Sites

- ① First Baptist Church of Watkins Glen
- ② Schuyler County Courthouse Complex
- ③ A.F. Chapman House
- ④ St. James Episcopal Church
- ⑤ U.S. Post Office
- ⑥ Watkins Glen Grand Prix Course
- ⑦ Watkins Glen High School

500 1,000 2,000 ft

Source: Schuyler County Planning Department, 2017



United States Post Office



Watkins Glen Commercial Historic District



Schuyler County Courthouse



Watkins Glen Grand Prix Course

U.S. Post Office (600 North Franklin Street)

The Watkins Glen Post Office is on the east side of Franklin Street at the intersection with 6th Street at the southern end of the commercial district. It is a small, one-story red brick building, constructed in 1934-1935. The post office is a representation of the federal architecture erected as part of the public works projects initiated by the U.S. government during the Great Depression. It is built in a simplified Colonial Revival style with the influence of modern ideas and Art Deco-inspired details.

Watkins Glen High School (900 North Decatur Street)

Built as the Watkins Glen High School and more recently used for senior housing and the Watkins Glen Performing Arts Center, the school building occupies most of a nearly 3-acre rectangular block between North Decatur, North Porter, 9th, and 10th Streets. The site consists of a three-story red brick school building constructed in 1929, with a two-story addition built in 1958. The most prominent exterior feature of the building is its broad pedimented portico, with full height Doric columns, on the northern wing of the façade. The site was renovated to a Performing Arts Center and age-restricted housing in 2014.

Watkins Glen Grand Prix Course (1948-1952)

Auto racing is a key component of the Village's history. The original road course of 1948 is an important landmark in Schuyler County and was added to the National Register in 2002. Though at a different location today, the Watkins Glen International race track hosts NASCAR, Formula 1, Can Am, Trans Am, Six Hours, CART Indy Car Series, and Formula 5000 races. Racing is a visible component of the Village's identity; signs and street furniture elements incorporate racing themes, Village sidewalks include a racing "walk of fame," and the International Motor Racing Research Center is located within the Village. Each fall, the Grand Prix Festival of Watkins Glen celebrates the Village's motor racing heritage and attracts racing enthusiasts.

A.F. Chapman House (115 South Monroe Street)

The High Victoria/Queen Anne style dwelling is sited on the crest of a steep hill overlooking the historic core of the Village to its east. Augustus H. Moore, a prominent local businessman, purchased this lot on South Monroe Street in 1870 and finished construction on the house approximately three years later. The picturesque brick home is a representative example of late 19th century domestic architecture in Watkins Glen and a testament to the Village's prosperity following the opening of the Chemung (now Seneca) Canal in the 1830s. Aaron F. Chapman purchased Moore's property in 1885 and updated the house with Queen Anne style embellishments between 1885 and 1894.

First Baptist Church of Watkins Glen (5th Street and Porter Street)

Built in 1888-1889, this Victorian-era church sits on the south side of 5th Street at the corner of Porter Street, across from Lafayette Park. The church's interior includes original design, materials, and craftsmanship.

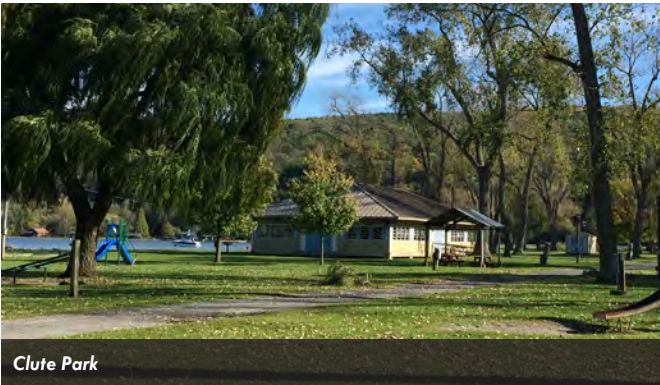
Cultural Resources

The Arc of Schuyler's Franklin Street Gallery, the Performing Arts Center, and the Glen Theater are important cultural institutions in Downtown Watkins Glen. The Franklin Street Gallery offers a variety of classes and workshops taught by local artists. New developments, including the Quintus art gallery on Salt Point Road north of the DRI area, have contributed to the local arts and entertainment scene. In October 2017, the Finger Lakes Film Society presented the five-day Seneca Film Festival for the first time. Building on this growing arts, culture, and entertainment industry in Watkins Glen will support the existing draws for tourists, encouraging out-of-towners to linger in the Village. Given additional opportunities, visitors will be more likely to spend time and money in Downtown Watkins Glen.

In addition to Watkins Glen International and Watkins Glen State Park, two of the region's greatest attractions are the viticulture industry and Seneca Lake itself. Tourists come to Watkins Glen to visit the more than 40 wineries surrounding Seneca Lake. Together with Cayuga Lake and Keuka Lake, wine trails in the region connect nearly 60 local wineries. Watkins Glen's unique Downtown waterfront and density



The Glen Theater



Clute Park



Lafayette Park



Seneca Lake

of attractions enables the Village to function as a starting point for tours of the wine trail. Wineries, breweries, and vineyards have also attracted international investment. Wine makers from France, California, and Germany have purchased vineyards along the shores of Seneca Lake, demonstrating the region's potential for growth in these sectors.

The Village is situated at the southern extremity of the 38-mile long Seneca Lake, the largest of the Finger Lakes. The lake is nearly 640 feet deep, which prevents water temperatures from falling below 50 degrees. The Chemung Canal, now known as the Seneca Canal, was constructed in the 1830s to enable trade and has since been converted to recreational space where boats can access Seneca Lake. The lake is a scenic draw and features a public pier, trails, and connections to the marina. The Village's lakefront provides a scenic location for private events such as weddings, which have become an important component of the area's hospitality industry.

Educational Resources

Watkins Glen has access to several nearby resources for higher education. The large institutions within a short commute include Cornell University, Ithaca College, Keuka College, Elmira College, and Hobart and William Smith Colleges. Other regional resources that provide educational opportunities for area residents include Finger Lakes Community College (FLCC) in Canandaigua, which has satellite campuses in Geneva, Newark, and Victor. Corning Community College also provides a two-year higher education opportunity, serving Steuben, Chemung, and Schuyler counties. The Cornell Cooperative Extension of Schuyler County is located in Montour Falls and focuses on agriculture, energy, environment, and food, taking advantage of the region's agricultural resources. These institutions are important community partners that expand prospects for local residents and bolster opportunities for entrepreneurship.

TRANSPORTATION AND INFRASTRUCTURE

Transportation

Two main vehicular routes pass through Watkins Glen: State Routes 14 and 414. Route 14 (Franklin Street) serves as the Village's main street, with mixed and commercial uses serving as a regional Downtown. Route 414 (4th Street) serves the eastern portion of the Village, connecting the Downtown to employment centers such as Cargill Salt and larger-scale commercial uses including Walmart. Clute Park and Lafayette Park are both accessible from Route 414. Both State routes are federally designated truck routes that are also heavily used by Village residents, visitors, and those passing through.

Traffic along major truck routes is one of the key issues in the Watkins Glen DRI Area. The Village's four gateways feel disconnected, limiting the Village's cohesive sense of place. Clute Park is an important public waterfront resource within walking distance of the heart of Downtown, but the truck traffic and lack of visual connection, safe pedestrian crossings, and trees on Route 414/4th Street do not create a welcoming environment for pedestrians and cyclists. As federally designated truck routes, there are limited options for improving traffic conditions on Franklin Street and 4th Street. However, the importance of improving connectivity warrants additional consideration for enhanced streetscaping, signage, and additional methods to improve public access to waterfront resources.

Decatur Street serves as a bicycle route that connects to the Catharine Valley Trail and Franklin Street is designated as Bike Route 14, stretching from Montour Falls through Watkins Glen and up the west side of Seneca Lake.

The condition of sidewalks throughout the DRI area varies. Improvements along Franklin Street, including repaving the roadway and sidewalks, are expected to be completed in the spring of 2019 by the NYS DOT. Local residents have also noted that sidewalks on side streets could be improved.

Parking

Many businesses along Franklin Street in the CB District provide parking in lots behind their buildings and are also served by on-street parking, which is available throughout the DRI Area and surrounding streets. On-street parking in the Village is free and subject to a two-hour time limit on Franklin Street. There are two municipal parking lots, one off of 3rd Street between Franklin and Decatur Streets, and the second located two blocks south, accessible from both 4th and 5th Streets between Franklin and Decatur Streets. There are two County off-street parking lots in Seneca Harbor Park, across the railroad tracks at the northern ends of Decatur and Porter Streets. Watkins Glen State Park has two parking lots at the main entrance to the park. These have recently been resurfaced as part of the upgrades currently underway at the park. They allow all-day parking for a



Catharine Valley Trail



Truck Route on Franklin Street



Freight Rail Spur



Municipal Parking Lot

fee of \$8. A Parking Census was completed in 2009, concluding that there was adequate parking in the Village. However, demand has likely increased in the ensuing years during peak periods due to a growing tourism industry. The Parking Census provided recommendations to address perceived parking issues, including additional signage, employee parking, striping parking spaces, additional lighting and streetscaping, and consistent enforcement of parking time limits.

Members of the public have expressed a strong desire to see additional parking made available throughout the Village. Since 2009, several changes have occurred, including increases in the number of visitors to the Village, especially those who come for short-term rentals of seasonal homes. These short-term visitors contribute to increasing demand for parking during peak periods.

Infrastructure

Water, Sewer & Energy

Seneca Lake provides opportunities for recreation and wildlife as well as practical applications like aquifer recharge and drinking and commercial water supplies. In addition to this drinking water source, the Village has subsurface aquifers. The Seneca Canal, part of the New York State Canal System, extends from the southern end of Seneca Lake and was once used for transporting goods but now serves recreational boats.

A new \$30 million Regional Wastewater Treatment Plant is scheduled to be built along the Seneca Canal south of Boat Launch Road with an additional 30% capacity to accommodate future growth. The Village has competitive energy rates thanks to investments in renewable energy, including a power-purchase agreement for hydro-power. The Village may have an opportunity to market its Downtown as an eco-district or sustainable energy district due to the renewable energy supplied by hydro-power.

Rail Infrastructure

Finger Lakes Railway (FGLK) operates rail lines in Watkins Glen that connect through Himrod to Penn Yan and Geneva. To get from Himrod to Geneva, FGLK has trackage rights on Norfolk Southern rail lines. These rail lines predominantly carry freight, although FGLK ran a passenger excursion service from 2001 until 2013. The rail lines enter Watkins Glen from the north on the western side of Seneca Lake. The line curves to the east, separating the waterfront from the downtown core. At North Perry Street, the line turns back toward the south, crossing East 4th Street and extending past the Walmart before terminating at Glen Creek. The rail line serves Cargill, Inc, carrying salt three days a week.

*Watkins Glen State Park**View towards downtown from the State Park*

Environmental Constraints

Steep Slopes, Wetlands and Floodplains

The Catharine Creek Wildlife Management area is located east of Seneca Canal, and contains 1,000 acres of wetlands owned and regulated by the NYSDEC. Floodplains are designated along the immediate shorelines of Seneca Lake and the Seneca Canal, as well as the majority of Clute Park.

The Village is surrounded on the east and west by the “walls” of the Seneca Lake valley, where elevation reaches 800 feet at the hilltop. The waterfront elevation is 440 feet. Though some houses have been built on the western hill, steep slopes have limited the Village’s outward growth.

Climate

Climate is an important factor that affects tourism in the region. Cold winter weather and strong winds coming off of Seneca Lake pose challenges to development in Watkins Glen. These conditions, in addition to soil qualities and moisture levels, also contribute to the region’s booming wine industry. Development in Watkins Glen must account for its cold winter climate when considering ways to revitalize the Downtown and encourage year-round activity. Winter activities such as the Ice Bar at the Harbor Hotel have taken advantage of the seasonal weather in order to attract residents and visitors Downtown. The Village can build upon the success of this type of event and create a greater concentration of year-round vitality in the DRI Area.

REAL ESTATE MARKET ANALYSIS

During the DRI planning process, the consultant team conducted a market analysis to evaluate the potential for future demand in the residential and commercial real estate markets in Watkins Glen. The objective of this study was to inform development of projects recommended for DRI funding to ensure that projects are responsive to the existing and future market and that the local and regional market could support any new development that occurs with the assistance of DRI funding.

Research that contributed to the real estate market analysis included:

- Review of two prior housing market studies.
- Review of published data on residential and office markets.
- Physical inspection of the Watkins Glen DRI Area.
- Research of strategies by other municipalities to address impacts of seasonal housing.
- Review of economic and demographic data.
- Interviews with 23 local stakeholders, including building owners, landlords, developers, residential and commercial brokers, major employers, representatives of local government and civic organizations, and residents.

Figure 7: Residential Primary Market Area, Schuyler County

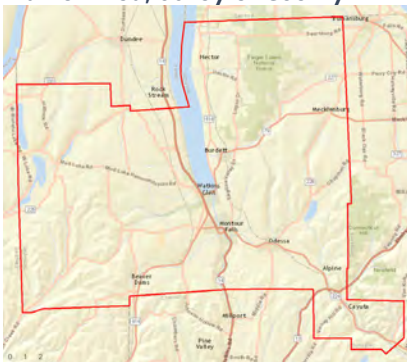


Figure 8: Residential Secondary Market Area, 35-Minute Drive Time



Economic and Demographic Overview

Economic and demographic data for Watkins Glen and the surrounding area were gathered and analyzed to provide a context for the real estate market analysis and potential demand trends. This analysis provides a basis for understanding historic trends and potential growth in demand for housing and office/co-working space. The following residential market areas were considered when estimating demand for different land uses in the DRI Area:

Primary Residential Market Area

A Primary Market Area (PMA) of Schuyler County was estimated based on stakeholder interviews and on the available psychographic data for the area. Given development density and lot sizes in the DRI Area, demand segments include those who prefer denser and smaller housing formats such as empty nesters, millennials who are just starting their careers and need affordable apartments, or retirees who don't want the maintenance associated with single-family home ownership.

Secondary Residential Market Area

The Secondary Market Area (SMA) was considered to include an area within a 35-minute drive of Watkins Glen, since this is considered to be a reasonable commute to most jobs in the area.

Population and Households

Data were also gathered for the Village of Watkins Glen to provide a context for County statistics. As of 2017, there are 1,899 residents in 900 households in the Village of Watkins Glen, or approximately 10% of the County's 18,441 residents. Since 2010, growth has been slow and steady in both areas, but at a slightly higher rate in the Village, suggesting that housing in the DRI Area would have a slight competitive advantage compared with the County overall. Both areas are expected to continue to grow between 2017 and 2022, but at a slightly faster pace than the past seven years.

Households in the Village are smaller than those both in the Primary and Secondary Market Areas overall, and likely reflect the Village's higher ratio of apartments to single-family homes. Household sizes in all three market areas have been stable since 2010 and are expected to remain at similar levels through 2022.

Esri anticipates 17 new households in the Village between 2017 and 2022, a disproportionately high 21% of the 87 new households projected for the County. The Village's higher growth rate is of particular note given that households in the Secondary Market Area are forecast to decline slightly between 2017 and 2022. Future growth could be restricted by the limited land available for future development in the Village or underestimated by not accounting for the potential multi-family development of infill sites.

Household incomes in the Village are generally lower than those in the Primary and Secondary Market Areas overall. The 2017 median household income for the Village was \$37,596, below the \$50,575 and \$50,850 income in the Primary and Secondary Market Areas. Despite the relatively lower median incomes in the Village, households experiencing the fastest growth in both the Village and County are those earning \$75,000 and higher. In the Secondary Market Area, the fastest growing segment is households earning at least \$100,000. The number of households with lower earnings (less than \$75,000) is forecast to decline across all market areas.

Psychographics—Esri Tapestry Segmentation

Tapestry segmentation is an analytical tool that was developed by Esri to classify residents in the U.S. based on their socioeconomic and demographic compositions. To create the tapestry segmentation tool, Esri identified 65 different segments that exhibited similar tastes, lifestyles, and behaviors. By quantifying more than basic demographic attributes such as age, income, and sex, tapestry segmentation provides an enhanced understanding of the potential residential and other spending preferences of a population within a selected area. The Schuyler County population is very homogenous, with nearly all residents categorized within nine segments (Table 5).

Table 5: Tapestry Segmentation—Schuyler County Primary Market Area

Rank	Tapestry Segment	Schuyler County PMA Households % of Total	U.S. Households % of Total
1	Southern Satellites	26.3%	3.1%
2	Rooted Rural	16.3%	2.0%
3	The Great Outdoors	11.2%	1.6%
4	Small Town Simplicity	10.2%	1.9%
5	Heartland Communities	10.0%	2.3%
6	Midlife Constants	9.2%	2.5%
7	Salt of the Earth	7.4%	2.9%
8	Rural Resort Dwellers	5.2%	1.0%
9	Comfortable Empty Nesters	4.2%	2.5%

Source: Esri

The available psychographic data for Schuyler County suggests that although most tapestry segments prefer single family homes, the Comfortable Empty Nesters and Small-Town Simplicity would consider units at various price points in the DRI Area. The most significant demand for housing within the DRI Area would likely be with mid-priced rental units (\$800-\$1,000), a finding that was reinforced by stakeholder interviews. There may also be opportunities for higher-end rentals to attract older empty nesters, but these units would likely require dedicated parking and higher-end finishes and amenities. Interviews with stakeholders also suggested that young professionals (such as teachers and healthcare professionals) are difficult to attract to Watkins Glen and therefore may not be captured by the Tapestry assessment. Their incomes could support rents from \$1,000-\$1,200, but efforts to attract them would be more successful if combined with more social amenities such as media and community rooms.

Given that most tapestry segments in the County prefer to own their homes, there may also be demand for reasonably priced condominium units in the DRI Area, particularly for empty nesters. These units would need ample parking, as households in many segments have two or more vehicles. Opportunities for outdoor space and storage units may also attract buyers who are coming from single-family homes outside of Watkins Glen who may also consider locations near Seneca Lake, which are higher priced. Interviews appeared to support this concept.

Employment Trends by Sector

Employment trends by sector were analyzed to better understand future demand for residential and office space in the downtown.

Between 2005 and 2010 the Secondary Market Area (35-Minute Drive Time) added over 3,400 jobs, with Professional Services; Administration, Education, and Accommodation; and Food Services adding the highest number of jobs. The sectors losing the most jobs were Retail Trade, Construction, and Public Administration.

Job growth slowed between 2010 and 2015, with only 533 more jobs added in the Secondary Market Area. The fastest growing sectors were Mining, Management of Companies, Professional Services, and Administration, while Manufacturing, Education, and Public Administration sectors lost the most jobs.

Although Watkins Glen is located outside the existing concentrations of office space in the Secondary Market Area, employment growth has occurred in sectors that require office space (i.e., Professional Services, Finance and Insurance, Management of Companies, Administration, Health Care, etc.) between 2005 and 2015. This suggests that there may be an increasing need for office space in the Secondary Market Area for certain types of companies, particularly professional services that do not work out of more institutional locations.

The Secondary Market Area also demonstrates relative diversity of employment, with no one sector representing more than 20% of the total. The largest employment sectors were the Health Care and Social Services; Manufacturing; Retail Trade; Accommodation and Food Services; Professional, Scientific, and Technical Services; and Education Services sectors. This diversity is a positive factor for the regional economy which does not rely on one or two major industries to generate employment in the area.

A sample of the largest private employers in Schuyler County is in Table 6.

Economic and Demographic Conclusions

Demographic trends suggest a slow but growing demand for housing and potentially office space in downtown Watkins Glen.

Median Incomes in the Primary Market Area are slightly lower than national averages and are even lower in the Village, indicating support for workforce-affordable apartments (between \$800-\$1,200 per month rents).

Psychographic data supports the demand for single-family homes in Schuyler County; however, the DRI Area contains only a small amount of this product. This limited inventory could inhibit future growth in Watkins Glen overall and the Village's potential to support downtown growth. As such, and given the available psychographic data, demand for new apartments would likely occur across a variety of price points. Psychographic data also suggests that a limited number of condominiums may be well-received in the DRI, but would have to offer ample parking and elevators to attract buyers who are coming from single-family homes.

Table 6: Schuyler County's Largest Employers

Employer	2014 Employees*
Schuyler Hospital	420
Walmart	243
Harbor Hotel	128
US Salt	127
Cargill	110
Wine & Glass Tours	100
Watkins Glen International**	100
Wagner Hardwoods	90
Parmenter Motors	85
Welliver McGuire	77
Hazlit 1852 Vineyards	50
BMS	37

*2017 for Schuyler Hospital, Cargill, Watkins Glen International

**During summer, 35 off-season

Source: Southern Tier Central Regional Planning & Development Board, Stakeholder Interviews

The economy in the region is fairly diverse and growing slow, but Schuyler County is a commuter county and without major employment centers. However, the employment sectors experiencing the most growth are those that typically use office space, suggesting an increasing demand within the Primary Market Area as the DRI Area sees planned improvements to the physical environment, reductions in retail vacancies, residential developments, and cultural attractions, as well as a potential branding campaign.

Residential Market

Residential Inventory in Watkins Glen and the DRI Area

Esri estimates that there are 384 housing units within the DRI Area in 2017, with projections to increase slightly to 394 units by 2022. Approximately 47% of units are renter-occupied, 45% owner-occupied, and 8% vacant (the U.S. Census includes seasonal, recreational, and occasional use homes in the vacant category). Data compiled in the most recent decennial census (2010) suggest that between 25% and 75% of the vacant units may include seasonal homes and homes being used for short-term rentals (STRs).

Renter-occupied units are the largest housing segment in the DRI Area and include apartments located above retail space in the row buildings on Franklin Street, and in subdivided homes along Decatur Street, Madison Avenue, and on side streets. According to the 2011-2015 American Community Survey (ACS), nearly one-third of housing units in the DRI Area are in structures that contain two to four units. There are also a few multifamily apartment buildings, including Jefferson Village and the Watkins Glen School Apartments.

Vacant units, which include homes utilized as STRs (and are therefore not necessarily vacant all of the time), are the fastest growing segment of housing units in the DRI Area, increasing at a compounded annual growth rate (CAGR) of 1.8% from 2010 to 2017. This rate of increase is forecast to decline slightly to 1.3% between 2017 and 2022 according to Esri. However, local stakeholders report that the pace of conversions to STRs within the market has not decelerated, suggesting that this forecast underestimates future number of “vacant” houses.

Housing units in the DRI Area tend to be in older homes and buildings, with nearly two-thirds located in structures at least 78 years old according to the 2011-2015 ACS. Only 16% of the structures are less than 40 years old. This finding implies that significant capital improvements—in either new construction or renovation of existing buildings—may be required to appeal to modern renters and buyers.

According to the 2011-2015 ACS, approximately 40% of renter-occupied units in the DRI Area do not have vehicles, with 60% having one to two vehicles. Owner-occupied units reflect a higher level of vehicle ownership, with 65% or more having vehicles.

Esri estimates that there are 1,014 housing units within the Village in 2017, projected to increase to 1,037 units by 2022. Approximately 49% of these units are owner-occupied, 40% renter-occupied, and 11% vacant (including STRs). In the Village overall, owner-occupied units are the largest housing segment, contained primarily in the single-family homes located to the east and west of the Franklin Street corridor. According to the 2011-2015 ACS, nearly 60% of the Village's housing units are in single-family homes.

Vacant units in the Village, like those in the DRI Area, are the fastest growing housing segment, increasing at a CAGR of 1.5% from 2010 to 2017, slightly below the rate in the DRI Area. While Esri estimates this growth rate will decline slightly, local stakeholder interviews suggest that this forecast underestimates future number of "vacant" houses.

As in the DRI Area, housing units in the Village as a whole are also older, with 63% in structures at least 78 years old, and only 1.5% in structures are less than 40 years old. As such, significant investments may be required to update units to modern consumer expectations.

Vehicle ownership data for the Village overall is similar to the DRI Area, but the Village has a lower percentage of renters without vehicles. This suggests that attracting Villagers to new housing developments in the DRI Area may require off-street parking.

Vacancy, Absorption, and Demand Segments

As presented above, the overall vacancy rate for all types of housing in the DRI Area was 7.6%, according to Esri. The vacancy rate for the Village as a whole is higher at 11.2%, which may reflect the higher ratio of single-family homes that are being renovated and offered as STRs.

According to Stakeholder interviews, however, there is strong demand for apartments renting for between \$600 and \$1,000 a month. These units can be re-rented within a month, with most being re-leased as soon as the unit is available. Units priced over \$1,000 a month take longer to re-lease, ranging from one to three months depending on the time of year. At the high end of unit-type, the Seneca Terrace Apartments, a 22-unit apartment complex which opened in 2017 just north of the DRI Area, has reportedly struggled to lease up. As of the fall of 2017, just five of 22 units had been leased, due to high asking rents ranging from \$2,100 to \$2,500 per month.

Overall, however, absorption of all units has accelerated over the past five years, as units and homes have been converted to seasonal residences and STRs, and as the economy has improved. As such, this has decreased the inventory available for year-round residents, and increased competition between potential renters/



Residential Inventory in Watkins Glen

owners. This finding was supported by online searches, which were unable to identify available apartments in the DRI Area.

Demand for residences within the DRI Area includes workers employed within the Village and commuters who live in the Village but work in the Secondary Market Area. Demand for housing in downtown also comes from local retirees who lived in or frequented the area but have downsized from single-family homes to smaller apartments.

Stakeholders report that Watkins Glen's walkable size, restaurants, breweries, character, and lake access are viewed as competitive advantages in attracting residents to the area. The lack of year-round activities for younger adults, the dearth of appropriately priced improved apartments, summertime parking and congestion, and truck traffic are considered the most significant competitive disadvantages. Stakeholders indicate increasing demand generated by both young and older renters looking for a pedestrian-oriented, more social lifestyle.

Rents

According to the 2011-2015 ACS the median monthly contract rent in the DRI Area is \$469, below the \$542 monthly contract rent in the Village overall. These rents are depressed somewhat due to the Jefferson Village and Watkins Glen School Apartment complexes, which are both subsidized housing projects within the DRI Area.

Lower quality units in the area rent for \$450 to \$650 for studio and one-bedroom units ranging in size from 400 to 700 square feet. Two-bedroom units in this category range from \$600 to \$800 a month for 800 to 900 square feet. These units are generally located in older homes that were subdivided and are in fair condition. These units typically do not include amenities such as off-street parking, in-unit washers/dryers, or central air conditioning.

Higher quality units in the DRI Area have monthly rents ranging from \$1,200 to \$1,500. Many of these units are located above ground-floor retail space in the area's most upscale buildings and are typically one-bedroom or two-bedroom units of 1,000 square feet or larger. Units generally have hardwood floors, upgraded kitchens, central air conditioning, in-unit washers/dryers or shared laundry facilities, and dedicated outdoor parking spaces. Renovation costs for these units are approximately \$100,000 to \$125,000 per apartment.

Higher quality apartments in the Village also include the Waterworks Center Apartments, which are located on Salt Lake Road above the Seneca Lakefront. These two-bedroom two-bath units were built in 2013; are approximately 1,000 square feet; and include hardwood floors, central air conditioning, in-unit laundry, balconies, off-street parking, and access to the roof deck. Rents for these Lakeview triplex units are approximately \$2,000.

Stakeholders report that there is a dearth of available rental units between the lower and upper ends of the market that would appeal to younger professionals or more price-sensitive empty nesters. Mid-scale units in the DRI Area rent for between \$800 and \$1,000 a month, and have amenities that represent a blend of those available in the lower- and higher-end apartments (e.g., some units have in-unit or on-site laundry, while others have none and are not improved). Off-street parking is not typically provided, nor is central air conditioning. These units are large one-bedroom or two-bedroom units and average approximately 1,000 square feet.

Residential Market Conclusions

Demographic and psychographic data for the area indicate the potential for slowly increasing demand for housing, with Watkins Glen growing faster than Schuyler County. The DRI area has competitive advantages, including some identified by local stakeholders, which will help to push this faster rate of growth in the Village. Notable advantages in the Village and the DRI Area in particular are pedestrian friendliness, restaurants, historic character, access to Seneca Lake, and relative affordability. The area also has some disadvantages, which represent challenges to future growth and revitalization, including limited year-round recreational activities for younger adults, few appropriately priced apartments, traffic congestion and limited parking during peak seasons, and truck traffic on Franklin Street.

While growth in the local tourism industry has provided broader economic benefits, it has negatively impacted the available housing inventory, as conversions to STRs such as AirBnB or seasonal residences has reduced housing opportunities for year-round residents. Demand for existing apartments is strong overall, but weakens somewhat for more expensive units with monthly rents from \$1,200 to \$1,500. Demand above \$2,000 per month is particularly weak.

Demand appears to be highest for two-bedroom and large one-bedroom units. However, the lack of apartments for rent from \$800 to \$1,000 per month limits the area's appeal to young professionals, service workers, and more price-sensitive empty nesters. Higher-end apartments in the \$1,200 to \$1,500 range tend to require amenities such as off-street parking, in-unit laundry, and central air conditioning to be marketable. Retrofitting older units to provide these amenities can reflect landlord investment of over \$100,000 per unit. If elevators are required, the resulting cost increase can make projects financially infeasible. Even for moderately priced units, extensive renovations are often required because most of the Village's housing inventory is over 65 years old.

At the time of this study in the fall of 2017, there was no available rental inventory of finished single-family homes in the Village, in part due to the market for STRs. Given that most residents of Schuyler County tend to prefer to own rather than rent their homes, there may be demand for condominium units with at least two bedrooms and two baths at a price point of \$250,000 to \$400,000. These units could be marketed toward older empty nesters and professionals. For this type of unit to be

marketable in the Village, amenities such as dedicated parking, elevators, ample storage, and outdoor space may be required to entice buyers who are considering an alternative to single-family homes.

While providing housing at moderate rents and purchase prices will meet market demand, attracting large numbers of year-round residents will likely also require adding jobs within the County or the Village, especially if new development projects are at higher price points.

Office and Co-Working Market

In addition to providing a wider range of housing types and price ranges, Watkins Glen also needs to attract new, well-paying jobs in order to retain and attract workers to the Village. Although Watkins Glen is outside of the region's existing concentrations of office space (such as Ithaca and Corning), the market demand for office space in the larger region is generally strong.

Inventory and Demand Segments

Schuyler is a commuter county, containing a disproportionately small share of the jobs within the region. It is also located outside of the area's existing concentrations of office space, including Ithaca and Corning. The Watkins Glen office market is not tracked by any of the commercial brokers in the region, and no published data sources are available.

Based on interviews and site visits, this study estimates that office space in the DRI Area totals approximately 100,000 square feet, with most buildings owner-occupied. Government uses dominate, as the County and Village buildings contain over half the total office inventory in the area. Smaller office space users in the market include the local banks, law firms, doctor's offices, and non-profit groups.

Office space is concentrated along Franklin Street, and in single-use office buildings. Brokers report limited demand for upper-floor space unless there is elevator access. Reserved off-street parking is also required, especially during peak tourist season in the summer.

Vacancy Rate

Based on stakeholder interviews, the office vacancy rate is estimated between 5% and 10% in the DRI area. This includes vacant space at the Frost Building (2 North Franklin Street), the Elmira Savings bank (798 North Franklin Street), and 1,500 square feet of space at the County building (105 9th Street) where a lease is out for signature. It should be noted that this space only became available November 1, 2017, suggesting some demand for office space in the market (at least for inexpensive non-profit space). There is also 800 square feet of vacant space at the Elmira Savings Bank that has reportedly attracted little market interest as it does not have elevator access.

If the 7,800 square feet of vacant medical office space at the Guthrie Clinic off North Franklin is included, the vacancy rate increases to between 10% and 15%. Stakeholders, however, report significant interest in acquiring this property for potential redevelopment as an alternate use, which may remove it from the inventory of available office space in the area.

Office Rents

Office rents tend to range from \$9 to \$15 per square foot gross, depending on the location, quality of the building, and the size of the space. However, Schuyler County leases the unused space at the County administration building for \$11 to \$12 net to nonprofit groups and other government agencies.

By comparison, office rents in Ithaca, the region's largest office market, are higher and range from \$18 to \$24 net. Rents in Corning are \$10 to \$12 net, comparable to the rents being charged at the County office buildings in Watkins Glen and Montour Falls. Elmira has a substantial amount of vacant office space, including a 63,000 square-foot call center that was built for Corning in 2000, but has been available for the past 10 years, with the current asking price at \$6 net.

Co-Working Potential

Co-Working involves a shared workspace that fosters collaboration between employees working for different companies or organizations or sole entrepreneurs. Often, these employees are independent contractors/freelancers or frequent travelers who otherwise would be working from home offices or coffee shops. The co-working environment can encourage networking, collaboration, and learning new skills, and provides social interaction for individuals who have no direct business relationship.

In terms of space programming, co-working spaces typically include desk spaces in an open floor plan with some private offices/cubicles, as well as common reception, conference, bathroom, and break room areas. Desks and offices can be rented on a short-term basis. Depending on the local market, co-working facilities can operate by leasing a desk or space on short term leases or can include a more sophisticated business incubator.

To understand the potential demand and type of co-working space that would be supported in Watkins Glen, numerous interviews were conducted with local stakeholders (real estate brokers, building owners, business owners, economic authorities, etc.), as well as two co-working consultants. Trends in employment for sectors that typically utilize office space were also analyzed.

Stakeholders believe there is demand for a small-scale co-working facility in downtown Watkins Glen. There are some local professionals who work mostly from their homes in Watkins Glen even though their companies are based in Ithaca, Corning, or Elmira, although that number is difficult to quantify without an in-

depth survey. Having a local “office” with a reception area, conference room, and bathrooms would allow users to work in a more conducive and social environment, without being burdened solely with the cost of maintaining and staffing the office. Depending on the type of work (insurance, real estate, accounting, etc.), these professionals may prefer private offices or cubicles, while others may be comfortable working in an open floor plan.

Ilana Preuss from ReCastCity.com, a co-working and maker-space consultant, indicated that co-working facilities could work in communities with as few as 5,000 residents. While the Village of Watkins Glen has a population of less than 2,000, there are nearly 5,000 residents within 3 miles of the intersection of North Franklin and East 4th Street. As the area’s population increases between May and October, Ms. Preuss thought there could also be additional demand from seasonal residents who work remotely while living in the Village. Demand may also be generated by visitors staying at local hotels and STRs in the area, and marketing a co-working facility to these visitors (through the property owners) could be an opportunity to increase utilization.

Brad Treat, the Entrepreneur in Residence for the Southern Tier Startup Alliance based at Cornell University was also interviewed. While Mr. Treat thought that Watkins Glens was not ready yet for a business incubator, he did feel that co-working space could have better potential. Given Watkins Glen’s proximity to different agricultural uses and that the Glen Industries co-packing facility is located in the Village, he noted that there could be potential for a food and beverage incubator in Watkins Glen in the future if entrepreneurs could be identified.

Based on the above, converting existing vacant space in one of the buildings along Franklin Street to co-working use should be considered. Given the seasonality of visitation to Watkins Glen and the small size of its office market, a co-working facility in the Village would likely have to be developed and managed by with public sector partnership to allow for the potential of a lengthy absorption and occupancy period, with groups that have experience working with the local business community (such as the FLX CDC) as potential candidates.

RETAIL MARKET ANALYSIS

A study of the retail market in Watkins Glen was conducted in the fall of 2017 to understand existing conditions, identify potential issues and opportunities, and provide a foundation for potential DRI projects. A more extensive retail study will be completed as part of the LWRP grant award. A summary of key findings that relate to potential DRI projects is included below.

There is approximately 225,000 square feet of retail along Franklin Street. According to the industry-accepted International Council of Shopping Center Classification guide, Watkins Glen falls in the category of “Large Neighborhood/Community Shopping Center” with a wider range of comparison goods than smaller neighborhood centers. Watkins Glen’s retail market is largely concentrated along Franklin Street, generally spread out into four nodes:

- The **Waterfront node** is located along the Seneca Lake waterfront and consists of a full-service restaurant and water-dependent and water-related uses. This area is isolated from the rest of the historic downtown retail corridor, separated by vacant buildings, the Watkins Glen Harbor Hotel, and rail lines, breaking the pedestrian environment along Franklin Street between 1st Street and the waterfront. Additionally, these waterfront uses are blocked from view from Franklin Street and there are no wayfinding signs to direct visitors to the waterfront and vice versa, limiting cross-shopping opportunities.
- The **Historic Downtown node** is located along Franklin Street from 1st to 6th Streets, with a strong cluster of retail storefronts that total approximately 125,000 square feet of ground-floor retail. Several stores in this area have brought merchandise, seating, and signs out onto the sidewalk to enhance the outdoor shopping experience. Further south, however, there are some storefronts with poorly maintained waterfall awnings and storefront displays that lack transparency. There is also poor pedestrian lighting in this area, as well as a lack of curation of storefront displays and lighting at night, which discourages window shopping when stores close early.
- The **Transitional node** extends from 6th Street to Glen Creek at the entry to Watkins Glen State Park. Although the State Park attracts nearly 1 million visitors a year, the connection to the historic downtown lacks safe and comfortable pedestrian infrastructure. Frequent driveway crossings are an impediment to walking, as are cars parked on sidewalks that should be reserved for pedestrians. The lack of compelling storefronts and street trees in this section further diminishes its appeal for those walking to and from the State Park. NYS DOT is resurfacing the roadway and replacing sidewalks in 2019, which will improve pedestrian access. Coordinating street lighting through the DRI program will also improve the transitional node.



Retail in Downtown Watkins Glen

- The **Auto-oriented corridor** extends from the State Park to Fairgrounds Lane at the southern border of the Village. This stretch consists primarily of larger-footprint retail stores, stand-alone retail set back from the street, and drive-through restaurants.

Business Environment

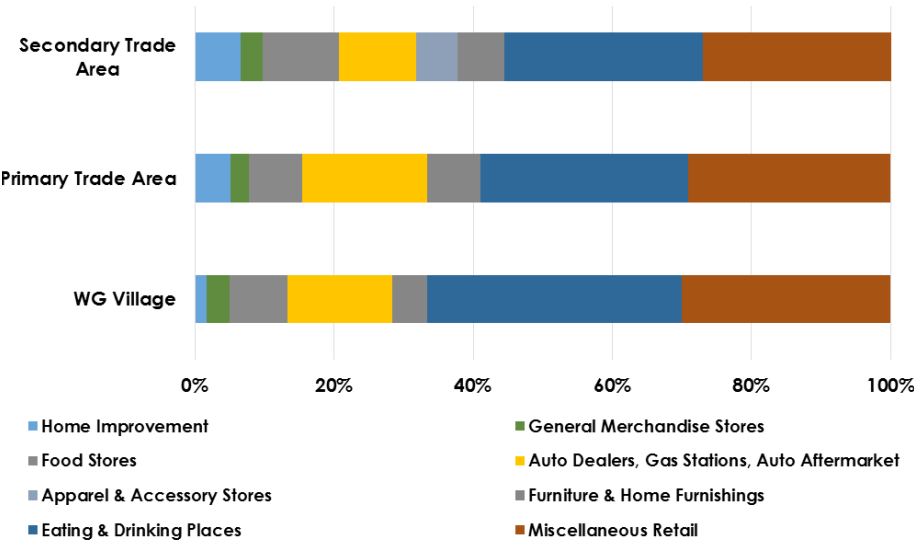
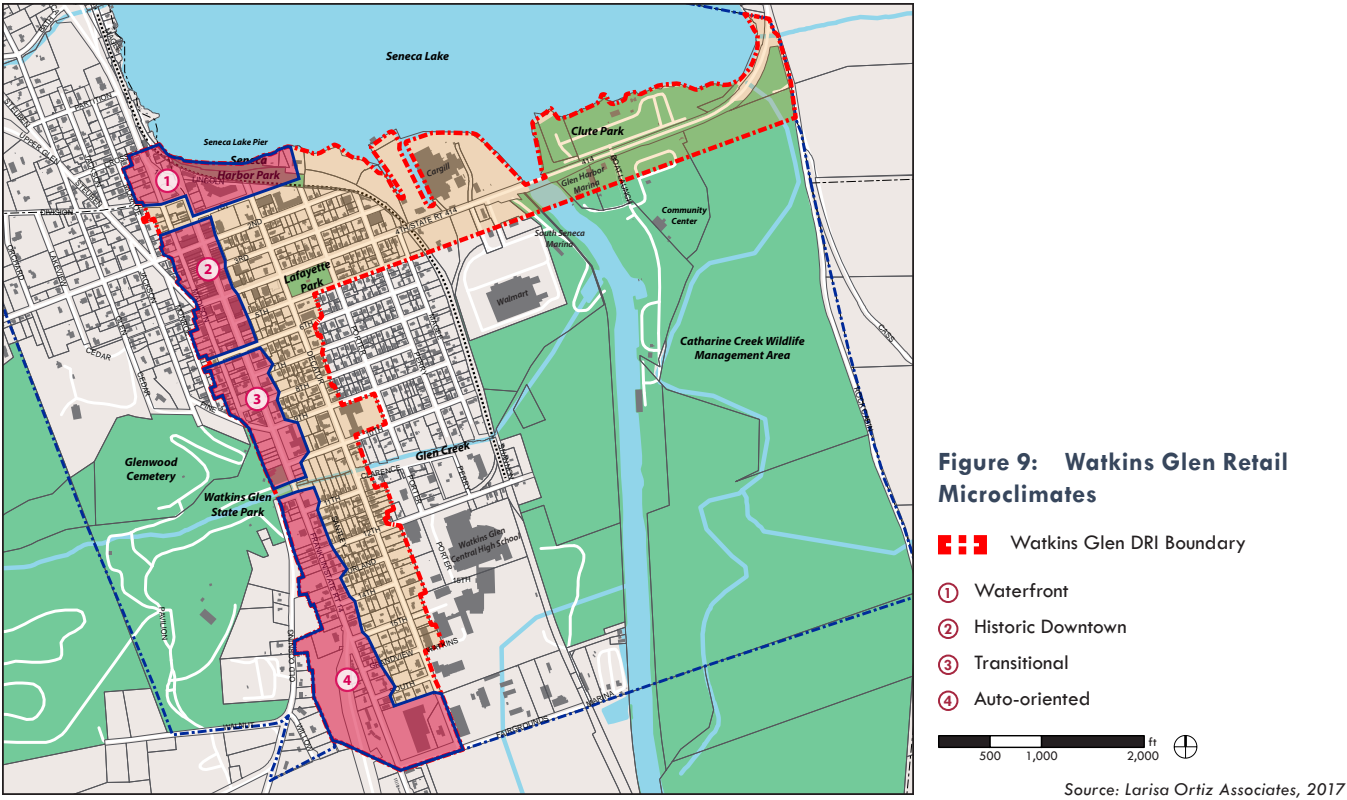
The current retail business mix in the DRI area is reflective of the region as a whole, with a large proportion of automotive businesses, food and drinking places, and miscellaneous retail that serves the visitor/tourist population. This retail composition could be further enhanced by adding specialty food stores, boutique clothing and accessories, and experiential retail stores that are currently lacking from the local market.

As more housing units are developed downtown and in close proximity to the retail corridor, the retail business mix should also be responsive to a growing year-round local resident population with more convenient goods and services that are less dependent on seasonal visitors. Many residents and visitors are currently shopping outside the Village in competitive retail markets like Ithaca, Horseheads, Corning, and Elmira. Each of these markets has more retail offerings, with over 1 million retail square feet each in Ithaca and Horseheads, and destination draws like Ithaca Farmers Market and Corning Museum of Glass.

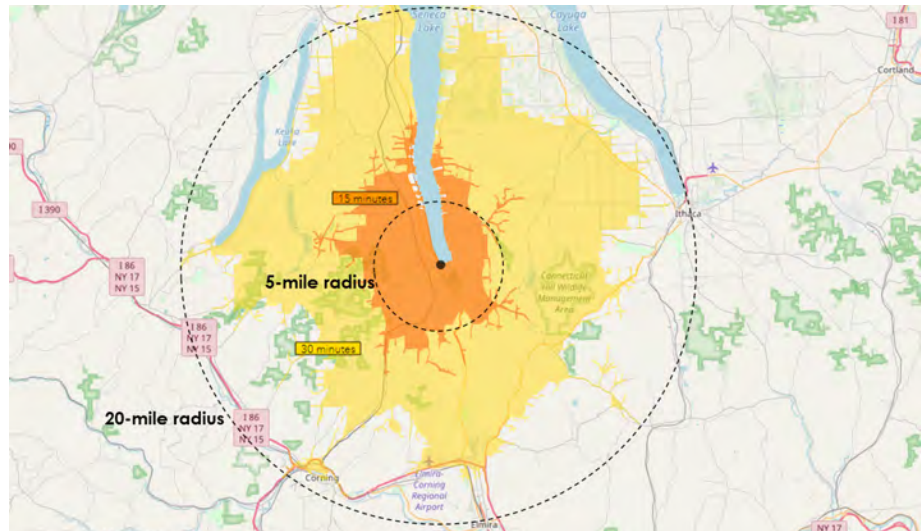
Strong competition in the region is exacerbated by a less active and uninviting shopping environment in downtown Watkins Glen. Inconsistent operating hours of businesses limit the vitality of Franklin Street. Businesses that have stayed open later, including restaurants, bars, and Famous Brands, have reported seeing foot traffic past 5 p.m. during peak season. The nearby State Park has also seen a healthy rate of visitors between 5 p.m. and 7 p.m. However, the lack of coordination among business owners to stay open later and the absence of storefront display lighting result in the perception that downtown is closed.

The Watkins Glen Area Chamber of Commerce (WGACC) has encouraged businesses to stay open later through active late-night programming on Franklin Street, such as “Fridays on Franklin” during the peak season. Downtown businesses signed a contract with the WGACC to keep stores open during such events; however it has been difficult to enforce due to the presence of “hobby business owners.” Often, the businesses’ small staff capacity to manage stores for extended hours may be a key factor for lack of participation. Greater incentives and resources should be provided to store owners to participate in such events.

Parking lot maintenance and parking accessibility/visibility remain a problem for retailers in the DRI Area, particularly in the downtown core. Although stakeholders expressed a strong desire to see additional parking throughout the Village, existing downtown lots are in poor condition, inefficiently striped, and prone to flooding. Aside from major weekends during the peak season (May-October), downtown



parking lots have not been observed to be congested and should therefore be better managed and maintained to maximize utility. The Village should consider future projects that support the resurfacing and potential redesign of existing downtown parking lots to include storm water management features to mitigate flooding.

Figure 11: Retail Trade Area

Source: ESRI Business Analyst Online 2017, Larisa Ortiz Associates

A clearer wayfinding system may also increase visibility of municipal and private parking lots. This recommendation was made in the 2009 Schuyler County Parking Census Study conducted by Cornell Cooperative Extension, along with better connections between existing off-street parking lots and the historic downtown core. Wayfinding systems should be prioritized as part of the DRI Plan. Visitors, many of whom may be unfamiliar with downtown, in particular require clear signage to find rear parking lots. In addition, well-lit and landscaped paths between the rear parking lots and Franklin Street will also encourage visitors to more willingly park vehicles in the rear parking lots in the evening.

Trade Area Definition

The following analysis of retail market demand and supply is based upon demographic and psychographic data pulled from two retail trade areas—primary and secondary. Given the rural environment of the region and a high car ownership rate of 97% in Schuyler County, it is presumed that a large majority of shoppers in the area are arriving by private vehicle. Trade areas were therefore drawn based on drive times.

The Primary Trade Area, or convenience trade area, is where a retail district draws the majority (60%-80%) of its local residential customers who are shopping for goods and services that are typically inexpensive and purchased with greater frequency, including grocery items and personal care items. For Watkins Glen, the primary trade area is a 15-minute drive from the center of the historic downtown corridor at Franklin Street/3rd Street, or approximately a 5-mile radius.

The Secondary Trade Area is where a retail district draws a smaller share of customers (an additional 10%-20%) who are shopping for comparison goods such as clothing and accessories, furniture, and sporting goods and hobby items. For Watkins Glen, the secondary trade area is a 30-minute drive from the center of

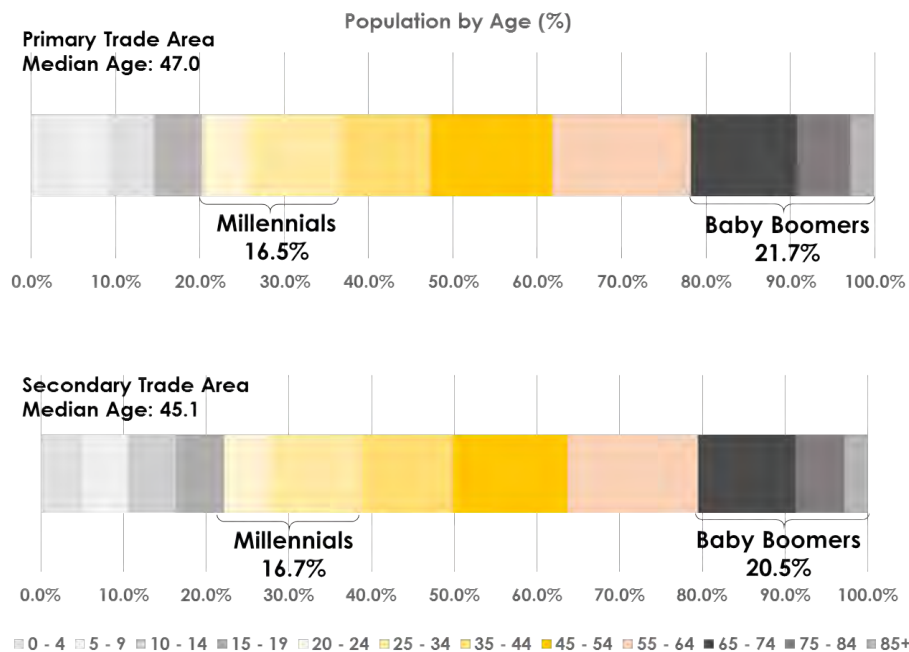


Figure 12: Population by Age

Source: Esri Business Analyst Online 2017

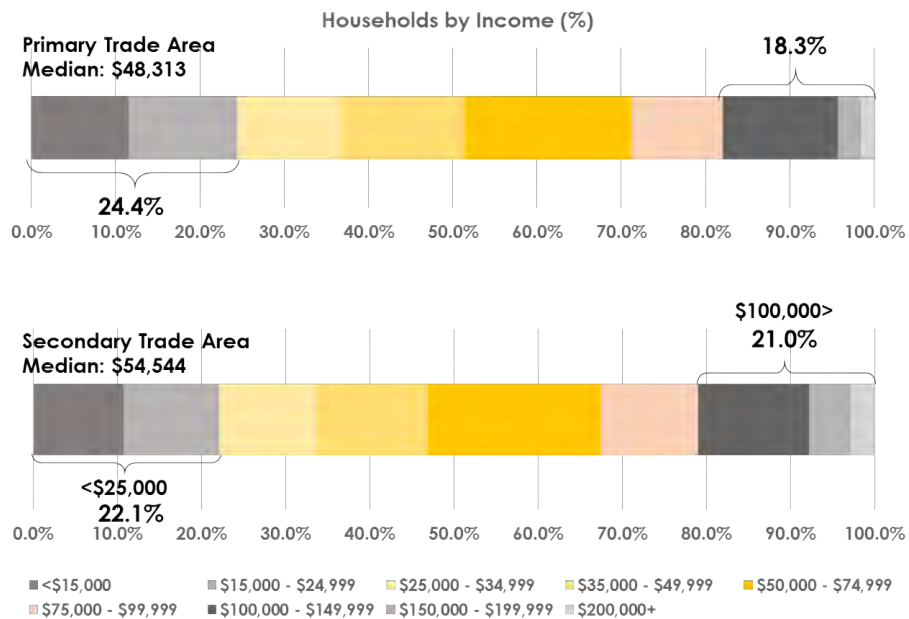


Figure 13: Households by Income

Source: Esri Business Analyst Online 2017

the historic downtown corridor at Franklin Street/3rd Street, or approximately a 20-mile radius.

It must also be noted that due to the close proximity of major visitor destinations such as the Watkins Glen State Park and Watkins Glen International to the historic downtown retail corridor, retailers in Watkins Glen are also serving seasonal visitor customers from beyond both the primary and secondary trade areas. In order to understand the spending impact of this market segment a comprehensive survey study of visitors will be required.

Residential Psychographic Analysis

The growing Baby Boomer and senior population in both the Primary and Secondary Trade Areas reinforces the need to improve the physical environment of retail nodes. As mentioned above, improvements to sidewalks and streets to increase pedestrian comfort and safety will greatly benefit all customers' ability to cross-shop, especially for seniors and young families.

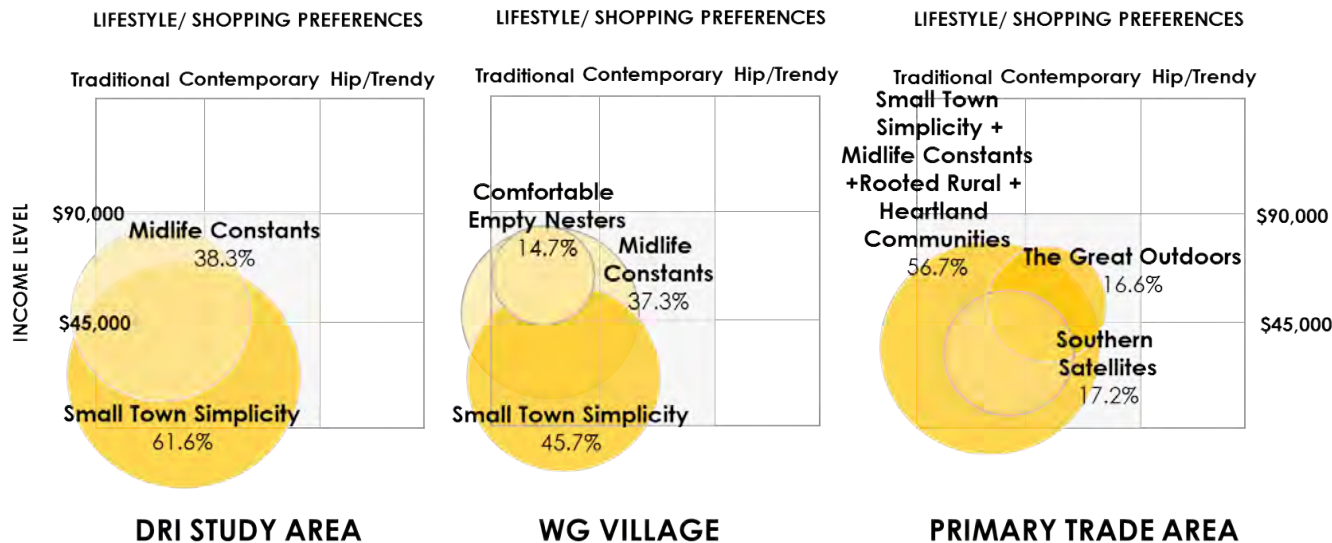
Median household incomes in both the primary and secondary trade area are expected to continue to rise by 2022 to \$52,544 and \$54,992, respectively. Despite this, retailers should be sensitive to a segment of the population in both trade areas that remain low-income with household incomes below \$25,000 and with lower educational attainments (compared with New York State).

Similar to the psychographic analysis undertaken for the housing market analysis, a psychographic analysis was completed for the Primary and Secondary Trade Areas to assess retail demands based on socioeconomic data. The two psychographic analyses assess slightly different geographic areas, with the housing analysis looking at Schuyler County, and the retail analysis looking at the DRI Area, Watkins Glen, and the Primary Trade Area.

The following descriptions of customer groups were therefore based on descriptions provided by Esri Business Analyst Online. Customer groups in the DRI Area, Village of Watkins Glen, Primary and Secondary Trade Areas display consistent buying habits and profiles throughout. The residential customer is "thrifty" and "price conscious," seeking low- to mid- price points and prefers "traditional" to contemporary goods. The biggest customer groups in the Primary and Secondary Trade Areas are:

- ***Small Town Simplicity***—Young families and senior households, down-to-earth and semirural lifestyles, community-oriented, price-conscious, and connected but rely on TV and print ad.
- ***Southern Satellites***— Prefer outdoor activities and DIY home projects, cost-conscious consumers, and late in adapting to technology.
- ***Midlife Constants***—Seniors/Retired, country lifestyle, generous but not spendthrifts, prefer traditional, not trendy, and opt for convenience and comfort.

Figure 14: Strategic Positioning Matrix (Residents)



Source: Larisa Ortiz Associates, 2017

- **The Great Outdoors**—Educated empty nesters, active gardeners, prefer DIY and cost-conscious, and prefer domestic travel.

All of these customer groups have median household incomes that range from low to moderate and therefore prefer more traditional or slightly contemporary retail goods. These groups also lead active lifestyles and enjoy the outdoors, and consist of families and senior households. Retailers hoping to market and promote goods and services to these resident customers should be aware of a large portion of consumers who are less apt at digital media.

An analysis of the “successful retail zone” is reflected in the Strategic Positioning Matrix above (Figure 14). The matrix allows for plotting of residential psychographic profiles based on income levels (vertical axis) and lifestyle choices (horizontal axis). “Low” income on the axis refers to Median Household Income (MHI) below \$45,000, “Middle” income refers to MHI between \$45,000 and \$90,000, and “High” income refers to MHI above \$90,000. The income levels translate to corresponding price points for a successful retailer. The horizontal axis, on the other hand, is driven by three main lifestyle categories: Traditional, Contemporary, Hip/Trendy. The area of convergence of the various tapestry segments therefore reflect who the successful retailer can and should be attracting.

The daytime retail demand in downtown Watkins Glen is limited to employees from the School District and those working in retail trade. Although Schuyler Hospital is located within the primary trade area with over 435 employees, its location in Montour Falls suggests that workers are unlikely travelling to Downtown Watkins Glen for lunch or shopping.

In addition, of the 3,759 people in the primary trade area residential workforce, 73% of those commute and work outside the Primary Trade Area, suggesting that store hours need to be convenient for commuting residents to shop before or after work. This reinforces the need to support retailers to stay open later to meet the needs of residents.

Although a deep understanding of visitor spending in Watkins Glen will require a more comprehensive study, annual visitor counts to nearby tourist attractions can suggest the importance of adapting downtown retail to also meet the needs and preferences of seasonal customers.

In total, more than 1 million tourists and visitors come through Watkins Glen annually to visit two of the major destinations—Watkins Glen State Park and Watkins Glen International. In 2016, the State Park attracted approximately 938,000 visitors while Watkins Glen International attracts more than 225,000 annual visitors across five main spectator events. In order to better attract this visitor market's spending downtown, accommodations could be made for parking or drop-off bays immediately off Franklin Street for tour buses carrying hundreds of visitors daily (in addition to addressing parking issues mentioned above). At this time, buses remain parked near the State Park and often bypass downtown given the limited opportunities in the historic downtown corridor to safely stop and allow visitors to disembark. Visitors on tour buses are also known to run on tight schedules and often forego visiting the shops downtown as a result of the limited opportunities to easily access stores on foot.

Retail Demand Analysis

A retail demand analysis was conducted to identify future retail opportunities in potential DRI projects. An analysis of retail spending compares the total discretionary income of residents within the trade area against the total sales estimated for local businesses, also within the same trade area. A retail surplus is a result of local businesses selling more than local residents are purchasing. This suggests that outsiders may be coming into the area to shop. A retail leakage is a result of residents spending more than local stores are selling, suggesting that residents are spending outside the trade area. Depending on the size of the retail leakage, this may suggest opportunities for both existing and new businesses to better capture the demand of the residential customer base.

The primary trade area has a retail surplus of \$8,109,248, suggesting that local businesses are supplying 5% more goods and services than demanded by resident customers. Much of this is in the General Merchandise category, which reflects approximately \$53 million in sales at the Walmart Supercenter. That said, there are a few categories with leakage that suggest opportunities for new businesses to meet unmet residential demand from residents in the primary trade area,

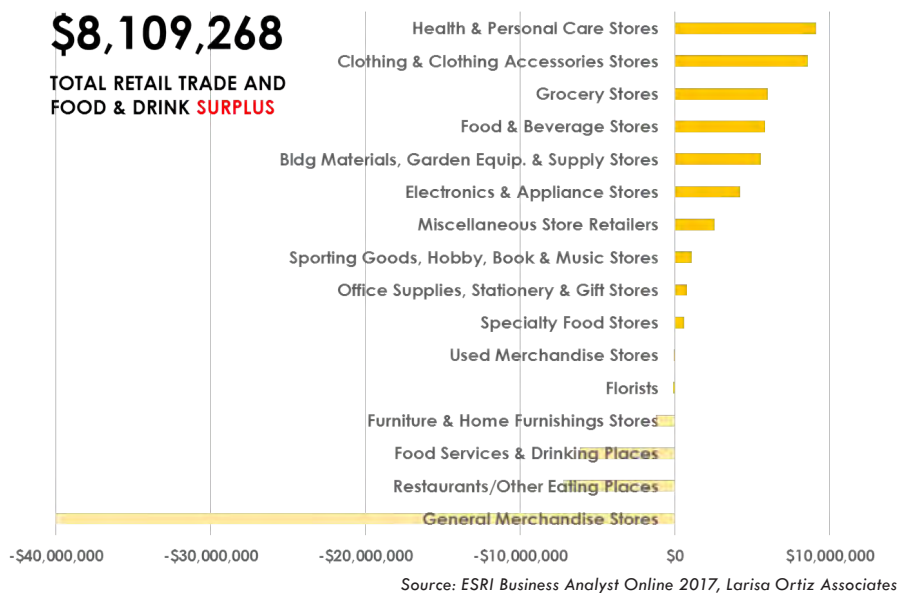


Figure 15: Primary Trade Area Retail Gap

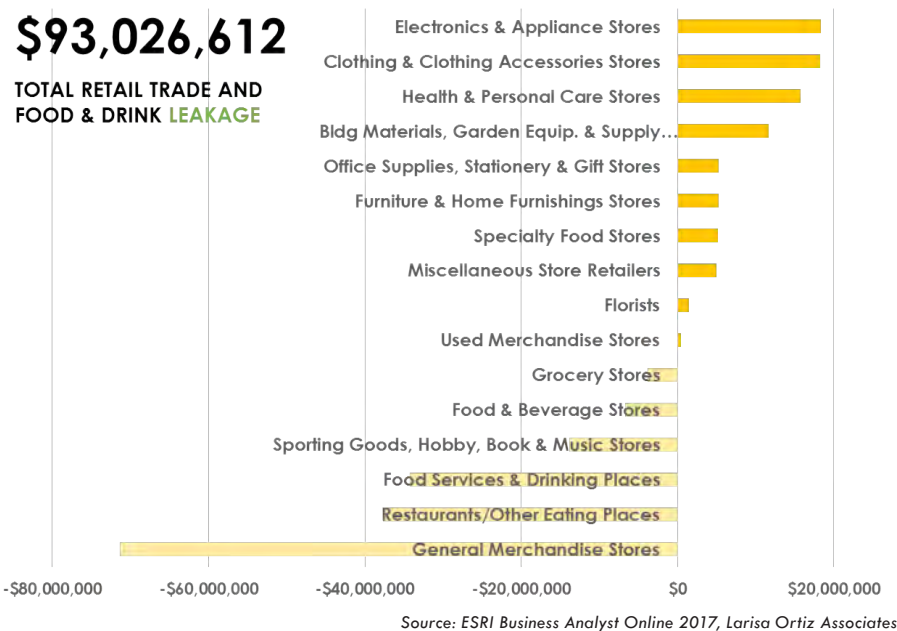


Figure 16: Secondary Trade Area Retail Gap

particularly in health & personal care, grocery stores, food & beverage stores, and building materials and garden equipment.

Meanwhile, the secondary trade area has a retail leakage of \$93,026,612. This suggests that about 10% of total resident retail spending is not being met by local businesses. At both primary and secondary trade areas, however, the retail categories with largest potential are building materials and garden supplies, clothing and accessories, and health and personal care stores.

In the case of Watkins Glen, the retail demand analysis suggests opportunities for new businesses to meet unmet demand from residents in health and personal care, grocery stores, food and beverage stores, and building materials and garden equipment. Notably, retail demand analysis is based on income of residents and does not account for potential spending by visitors. Given the substantial local tourism economy, some sectors that demonstrated a surplus, such as food and beverage stores, are likely supported by visitors.

Retail Findings and Recommendations

Supportable Square Footage

Overall, the analysis found that despite the limited retail leakage from both trade areas, Watkins Glen can support an additional 35,000-52,000 retail square footage from the primary trade area. While some categories below do not demonstrate sufficient demand to support an entire store in that category, they do suggest potential opportunities for existing retailers to expand their merchandising options to capture these smaller micro opportunities. For example, a downtown bakery or coffee shop might want to include a small section devoted to specialty food, or incorporate gifts into their merchandise offerings. In the secondary trade area, there is an additional 38,000-76,000 retail square footage that could be supported.

Retail Category Recommendations

Although the food services and drinking places category is already experiencing a surplus based on residential spending and also likely due to the myriad of competitive wineries that also serve light fare, it is important to consider that ***visitor spending may continue to drive additional restaurants; bars; specialty food stores; gift and souvenir stores; and other experiential retail concepts***, such as entertainment-related uses, art galleries, personal service, fitness-oriented uses, etc.

According to stakeholders, visitors from outside of the region come to the area seeking the Finger Lakes experience. This may include spa and personal care services; live entertainment; farm-to-table dining options; and specialty local products such as wine, craft beer, and dairy goods from nearby farms. In particular, higher-end and well-branded restaurants such as Graft have been successful in appealing to visitors seeking unique culinary experiences.

Recommendations for Additional Investments and Interventions

Retail Bootcamp

The limited space for additional retail in downtown Watkins Glen also suggests that downtown revitalization projects should prioritize improvements to existing retail storefronts. A retail “bootcamp” or technical assistance program can educate

business owners on the importance of storefront design, exchange best practices among businesses, and offer tips and tools to upgrading inventory.

Storefront Improvements

A storefront improvement program that funds and guides the development of new storefront signs, awnings, and display lighting could help to improve the retail environment in the historic downtown core. In particular, the program should aim to attract applicants in the retail core who have not previously participated in Main Street façade improvement programs.

Public Realm Improvements

Increasing the accessibility of the retail nodes to customers arriving by car and exploring on foot is also critical to improving the existing retail environment in Watkins Glen. DRI projects that support the improvement and beautification of gateway signage, parking lots, and wayfinding will greatly improve the experience of shoppers downtown.

Lodging

Other uses such as downtown housing, hotels/overnight accommodations, and community facilities that support and reinforce existing retail uses could also be supported through DRI projects. In particular, there appears to be a market for a downtown mid-tier hotel. Current lodging establishments in downtown Watkins Glen are either too expensive or too small to accommodate large tour groups travelling north toward Niagara Falls. An appropriately scaled hotel project, developed in keeping with the Village's downtown character, that can offer such accommodations should be a priority for downtown to ensure overnight stays of existing tour groups passing through Watkins Glen.

Administrative Capacity

Many of the DRI retail opportunities will require the support of strong local administrative bodies to be efficiently carried out. At this time, the Chamber of Commerce and local CDC are well-positioned to carry out efforts relating to tourist marketing and sidewalk beautification. However, the formation of a Business Improvement District (BID) may provide even greater capacity and funding for these efforts, as well as retail attraction and technical assistance.

LOCAL ORGANIZATIONAL AND MANAGEMENT CAPACITY

Watkins Glen has benefitted from a significant amount of planning at the local and county level. The Schuyler County Planning Department offices are located within the Village and provide a valuable resource to local government. County-level economic development and business development agencies such as the SCOPED and the Watkins Glen Area Chamber of Commerce work closely with the Village government on strategies for improving Watkins Glen's resources for businesses and residents. Entities that could be involved in implementation of DRI-funded projects include Village and County governments, SCOPED, the Finger Lakes Gateway CDC, and the WGACC.

Schuyler County Partnership for Economic Development (SCOPED)

SCOPED is a 20-year-old-public-private partnership that works to build a thriving and sustainable economy in Schuyler County by bringing together member businesses, organizations, and community partners to promote the formation, retention, expansion, and attraction of target businesses in the area. SCOPED administers the Schuyler County Industrial Development Agency (SCIDA); Project Seneca; and the Finger Lakes Gateway Community Development Corporation (FLX Gateway CDC), which provides small business support and a revolving loan fund to help business and job growth. SCOPED recently adopted a new mission statement emphasizing a focus on bringing production businesses and innovation hubs to Schuyler County.



Watkins Glen Area Chamber of Commerce

The Chamber of Commerce is located on Franklin Street and serves over 450 members including small businesses, home businesses, corporations, and non-profits operating in Schuyler and neighboring counties. Members participate in events, educational opportunities, and advertising co-ops, and receive member-to-member discounts.

**Finger Lakes Gateway Community Development Corporation**

The Finger Lakes Gateway Community Development Corporation (CDC) is a nonprofit organization that was formed in June 2016. The CDC's mission is to improve the economic well-being in Schuyler County and the region through a community-driven, collaborative approach that fosters economic vitality. Among the CDC's ongoing initiatives is exploring creation of a Business Improvement District (BID). The BID would provide supplemental services for Downtown businesses and promote long-term economic development. The proposal would include physical improvements such as planters, lighting, public art, cleaning and maintenance, and marketing and promotion. The BID District Plan is still in formation, with plans to seek approval in 2018.



SECTION II: COMMUNITY VISION, GOALS, AND STRATEGIES



Watkins Glen has great potential to revitalize its downtown thanks to extensive planning by the Village, Schuyler County, and SCOPED in recent years. Through these recent studies and initiatives, a clear set of objectives has been established for the Village to boost downtown activity. With additional public input and review by the DRI Local Planning Committee (LPC), the Watkins Glen Community Vision, Goals, and Strategies were created to guide development of the DRI Plan.

This section of the DRI Plan reflects the coordinated objectives of the substantial planning work that has been done in recent years. From the application that the Village submitted for the DRI program and Project Seneca to substantial public and private investments in the Village, Watkins Glen is well-positioned to capitalize on this opportunity.

During the DRI planning process, the LPC adapted the Village's downtown Vision, evaluated its goals, and created strategies for addressing ongoing revitalization challenges. During committee meetings and public workshops, the LPC and members of the public were given an opportunity to offer feedback and make revisions. The following Vision Statement, Goals, and Strategies summarize the community's aspirations for downtown revitalization and should guide project implementation and future planning efforts in the Village of Watkins Glen.



DRI Presentation Team Meeting

Source: Schuyler County Planning Department

Watkins Glen Downtown Vision Statement

The vision of the Watkins Glen Downtown Revitalization Initiative is to leverage the accessible Seneca Lake waterfront, famous wine trails, vibrant arts scene, internationally recognized racetrack with a storied auto-racing heritage, and world class State Park for progressive community development that retains and ***enhances our unique character to sustain a year-round innovative and prosperous economy*** that is ***supported by our community.***

Goal 1: Downtown Living

Build on the strong sense of place in Watkins Glen by increasing walkability, providing a range of housing types, and promoting downtown as a mixed-use district.

Goal 2: Culture and Entertainment

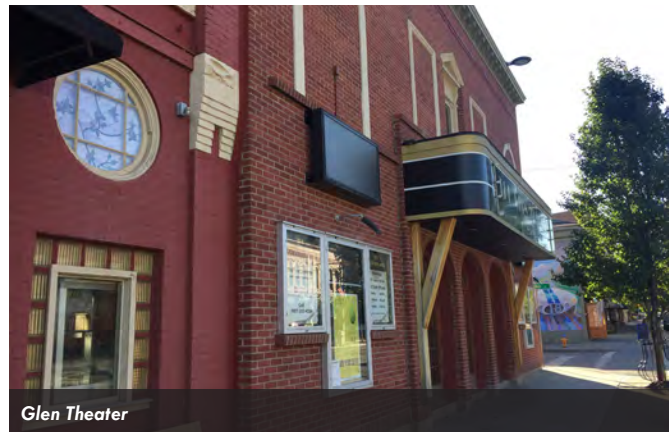
Create an active downtown environment for residents and visitors by supporting arts and cultural organizations, nightlife, youth-oriented activities, and regular events.

Goal 3: Economic Development

Attract high-paying jobs, skilled workers, and young professionals by promoting year-round local-based businesses and investment in infrastructure.

Goal 4: Quality of Life

Promote Watkins Glen's identity as a year-round vibrant community for residents, businesses, and visitors.



Downtown Revitalization Strategies

Watkins Glen DRI Strategies:

- Support the creation of high-quality year-round housing that serves residents of varied ages, incomes, and tenure type, through renovation for upper-floor apartments and new residential development.
- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources.
- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space.
- Improve park assets, invest in winter recreational amenities, and enhance access to the region's natural resources and recreational amenities, to promote year-round living and tourism.
- Invest in streetscape improvements that will promote walkability and increase safety for people of all ages and abilities.
- Create a sustainable downtown by promoting energy efficiency, green infrastructure, and other green building practices.
- Advance urban design principles that will make for a more attractive downtown.
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings.

Southern Tier REDC Strategies:

- Build the greater Binghamton Innovation Ecosystem.
- Invest in the advanced manufacturing industry.
- Transform the food and agriculture industry.
- Promote the Southern Tier's innovative culture.



SECTION III: DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY



The Watkins Glen DRI Plan was developed by a Local Planning Committee (LPC) comprised of Village Trustees, a representative from the Southern Tier REDC, representatives from Schuyler County, business owners, leaders from local organizations and institutions, and local residents. Local implementation of the DRI plan will be overseen in coordination by SCOPED, the Village Board, Schuyler County, and other Village departments and staff as needed.

Most of the projects recommended for DRI Funding are capital improvement projects that will be undertaken by the Village or Schuyler County. Any changes to local laws or preparation of plans or studies will be undertaken by the Village, potentially through the use of a private consultant.

Some projects will require participation by private entities or nonprofit organizations (e.g., Housing, Neighborhood and Childcare Center; Performing Arts Center; Carriage House, etc.). In the case of the multi-site Building and Site Transformation project, smaller projects that fit criteria set forth in the DRI Plan have been grouped where their combined improvements will have a transformative effect on the Downtown. All projects that provide a benefit to a private business, property owner, or non-profit have received support by the LPC, members of the public, and Village officials, and will be coordinated with the Village and SCOPED during project implementation. Where the potential recipients of DRI funding are known, the capacity of the business owner or nonprofit entity to implement the project has been evaluated through the DRI process. However, it is expected that additional review of project viability and capacity of private entities will be conducted by appropriate State agencies during the implementation phase.

For projects where the beneficiary is a business, property owner, or nonprofit organization that has not been clearly identified in the plan, the recipient(s) will be selected through a competitive process, as in the case of the Watkins Glen Downtown Revitalization Fund. Criteria for that process will be developed by the Village and SCOPED in coordination with the State agency administering the DRI funds, and will include demonstration that the recipient has the capacity to implement the

project as outlined in the DRI Plan. A portion of funding set aside for administrative services will be included in the DRI request for projects that will require additional organization and management by the local administering organization. These may include the Watkins Glen Downtown Revitalization Initiative Fund, the Building and Site Transformation multi-site project, the Public Artwork Project, and Village-administered capital projects.

The Village Board, County, and SCOPED are unified in their support for the revitalization of Downtown Watkins Glen. The Village, County, and a network of local and regional economic development organizations have invested significant time and energy, capital funds, and grant resources into projects that support revitalization in Downtown Watkins Glen. The Village, County, and SCOPED have the ability and resources to execute the Strategic Investment Plan included in the Watkins Glen DRI Plan.

SECTION IV: PUBLIC INVOLVEMENT



The DRI planning process sought to engage the Watkins Glen community, civic leaders, property and business owners, and other stakeholders, to confirm vision, goals, and strategies and to identify projects to recommend for DRI funding. Community input helped to identify catalytic projects with potential to leverage additional investment and promote economic development in the Village.

Purpose and Principles of the Community Engagement Plan

The Watkins Glen DRI planning process began with development of a public engagement plan that detailed how the Village of Watkins Glen, State agencies, the LPC, and the consultant team would inform and seek input from all stakeholders in the community including Village government, residents, business and property owners, stakeholder groups and organizations, and the general public. The objective was to ensure that all stakeholders had ample opportunity to know and understand the DRI process and its intended outcomes; to comment on the study as it progressed; to have their concerns and ideas heard; and to contribute to building a consensus about the vision for the Downtown and other outcomes, culminating in a locally supported DRI Strategic Investment Plan.

Local Planning Committee

A group of local stakeholders was selected to serve on the LPC as an advisory board to assist private-sector and State experts in developing the Watkins Glen DRI Plan. The Watkins Glen LPC was co-chaired by Laurie DeNardo, a member of the Village of Watkins Glen Board of Trustees, and Judy McKinney Cherry, CEcD, member of the Southern Tier Regional Economic Development Council and executive director of SCOPED. The LPC was composed of business owners, residents, and leaders from local organizations and institutions. The LPC held monthly meetings that were open to the public to discuss the progress and development of the Strategic Investment Plan and projects. This effort was also coordinated with key stakeholders to solicit feedback and gather information on existing conditions, planned projects, and proposed recommendations.



Overall direction, policies, and decisions on the plan were solicited through the LPC. Feedback on plan products and information was sought from the LPC before distribution to the broad range of stakeholders and the public. The LPC collaborated with State agencies, Village officials and the consultant team through a series of seven LPC meetings described below, to share and review study documents as they were developed. LPC members offered their expertise to provide insights for discussion at meetings and assisted the outreach effort by identifying issues, information resources, stakeholders and potential lines of communication.

LPC Meeting #1 - September 27, 2017

The purpose of this meeting was to introduce the committee and members of the consultant team, discuss a public engagement plan and begin the process of identifying opportunities for revitalization in Watkins Glen. Approximately 40 members of the public attended the meeting, in addition to Village staff and members of the LPC, consultant team and New York State agencies.

LPC Meeting #2 – October 25, 2017

The purpose of this meeting was to debrief from the first public engagement event and discuss potential changes and additional details to include in potential project ideas. Approximately 20 members of the public attended the meeting, in addition to members of the LPC, Village staff, the consultant team, and New York State agencies.

LPC Meeting #3 – November 29, 2017

The purpose of this meeting was to review submissions to the open call for projects and discuss criteria that will be used to score project ideas. Approximately 20 members of the public attended the meeting, in addition to members of the LPC, Village staff, the consultant team, and New York State agencies.



LPC Meeting #4 – January 10, 2018

The purpose of this meeting was to review and discuss a preliminary list of projects and begin to identify priorities and eliminate projects that are not appropriate for DRI funding at this time. Approximately 20 members of the public attended the meeting, in addition to members of the LPC, Village staff, the consultant team, and New York State agencies.

LPC Meeting #5 – January 31, 2018

The purpose of this meeting was to review and discuss changes to the preliminary list of projects and begin to develop details for four of the public projects: Clute Park, E 4th Street pedestrian improvements, gateway and wayfinding signage, and zoning updates. Approximately 30 members of the public attended the meeting, in addition to members of the LPC, Village staff, the consultant team, and New York State agencies.

LPC Meeting #6 – February 15, 2018

The purpose of this meeting was to develop consensus on a list of projects to consider recommending for DRI funding. Approximately 20 members of the public attended the meeting, in addition to members of the LPC, Village staff, the consultant team, and New York State agencies.

LPC Meeting #7 – March 14, 2018

The purpose of this meeting was to finalize details on the projects to be recommended for DRI funding and the LPC's role in ongoing DRI implementation. Approximately five members of the public attended the meeting, in addition to members of the LPC, Village staff, the consultant team, and New York State agencies.

Community Engagement Tools and Activities

Members of the Watkins Glen community, including residents of the region, workers, nonprofit organizations, business owners, and property owners were all critical stakeholders in developing the Watkins Glen DRI Plan. In addition to being invited to attend all meetings of the LPC, the general public was encouraged to participate directly in the DRI process. The DRI planning process included three public workshops, which were designed to inform and involve the public in a meaningful way. Public opinion and comments were documented and considered in the development of plan recommendations.

Community Engagement Event #1

October 18, 2017

On Wednesday, October 18, 2017, BFJ Planning facilitated the first public engagement event for the Watkins Glen DRI Plan. The event was held at the Watkins Glen Community Center and started with a public presentation on the DRI program, goals and project criteria; the Watkins Glen DRI vision, goals, and strategies; the DRI project timeline; and next steps. Following the presentation, public feedback on preliminary project ideas and the proposed vision, goals, and strategies was solicited. The workshop was attended by all members of the LPC, representatives of the State, and approximately 130 members of the public. Public attendees provided feedback and comments on the potential preliminary projects outlined on large-scale presentation boards and maps. Each station had a member of the consultant team and members of the LPC to facilitate the discussion and answer questions related to potential projects in the DRI area. The purpose of the exercise was to provide the public with an opportunity to provide input on project ideas, provide input on specific project features and elements, and to generate new ideas for additional projects.

Community Engagement Event #2

December 13, 2017

On Wednesday, December 13, 2017, BFJ Planning facilitated the second public engagement event for the Watkins Glen DRI Plan. The event was held at the Watkins Glen Community Center and started with a public presentation on the DRI program, goals and project criteria; proposals submitted through the call for projects; and next steps. Following the presentation, public feedback on preliminary project ideas was solicited at interactive open house stations and a design station. The workshop was attended by all members of the LPC, representatives of the State, and approximately 100 members of the public. Public attendees provided feedback and comments on the potential preliminary projects outlined on large-scale presentation boards and maps, and at a design station for Clute Park. Each station had a member of the consultant team to facilitate the discussion, lead the design charrette, and answer questions related to potential projects in the DRI area. The purpose of the exercise was to provide the public with an opportunity to



Community Engagement Event 1



Community Engagement Event 2



Community Engagement Event 3



JOIN US!

Public Workshop #1 Village of Watkins Glen Downtown Revitalization Initiative

WEDNESDAY COMMUNITY CENTER
October 18 BOAT LAUNCH RD
6:00 - 8:00 pm

Please join us to learn about the Watkins Glen DRI!
The Local Planning Committee wants to hear your project ideas and
talk about opportunities to revitalize downtown Watkins Glen.

This is the first of three public workshops. For more information and to learn about
upcoming events, visit the DRI website and click on "Southern Tier - Village of Watkins Glen."
www.ny.gov/DRI



provide input on project ideas and provide input on specific project features and design elements.

Community Engagement Event #3

March 7, 2018

The third public workshop was held on Wednesday March 7, 2018, at the Watkins Glen Community Center. The event started with a public presentation on the DRI program, goals and project criteria; the near-final list of potential DRI projects; and next steps. The workshop was attended by all members of the LPC, representatives of the State, and approximately 100 members of the public. Following the presentation, public attendees had the opportunity to ask questions and share comments in a town-hall open question and answer period. Public attendees also provided feedback and comments on the potential DRI-funded projects outlined on large-scale presentation boards and maps.

Open Call for Projects

The LPC sought proposals for private-sector projects to be considered for DRI funding through an open call for projects between November 20 and December 14, 2017. The purpose of the Open Call for Potential DRI Projects was to hear from members of the community who had ideas for potentially transformative projects on private sites that provide economic and community benefits. This process enabled the LPC to fully vet private projects that could transform the downtown, in an open and transparent process. More than 40 submissions were received, including capital/construction projects. Submissions were required to demonstrate a commitment of private funding sources, the project's transformative nature, and potential community benefits. Members of the community who submitted ideas through the open call remained an integral part of the outreach and planning process. Follow-up with open call applicants continued through the final stages of planning, including extensive consultation and exchange among the LPC, consultant team, and the Village. Of the total 48 projects received through open call applications, 16 have been proposed for DRI funding both as standalone projects and elements of the Multi-Site project (Project 1D). In some cases, the consultant team worked together with applicants to combine submissions where the goals of property owners, developers, and entrepreneurs were aligned. Still others are ideal candidates for funding through the Downtown Revitalization Fund (Project 3B).

Below is a list of open call submissions that developed into projects that are recommended for DRI funding:

- 1A: Revitalize 15 North Franklin with Mixed Uses
 - FLX Outdoor Adventure and Discovery Center
 - Seneca Lake Wine Trail Cultural Center
- 1B: Develop a New Mixed-Income Housing and Childcare Center
- 1C: Redevelop 109-111 North Franklin with Mixed Uses
 - Develop the FLX Works Co-Working Space
- 1D: Transform Multiple Buildings and Sites in the DRI Area
 - Renovate the CarQuest Building for Mixed-Uses
 - Façade Improvements of the Historic Flatiron Building
 - Expand Production of Great Escape, Renovate Existing Apartment, and Create Arcade/Event Center
 - Expand Seneca Sunrise to Increase Production and Create Retail/Dining Area
 - Develop New Mixed-Use Building at 101 11th Street
- 2C: Redevelop Captain Bill's Port of Seneca Lake Cruise Terminal
- 2D: Renovate Former VFW Building into a Full Service Spa and Fitness Center
- 3A: Renovate 3rd Street Carriage House
- 3C: Renovate Maguire Chrysler and Adjacent Carriage House

Open call projects that were not recommended for funding, but are still compatible with the goals and objectives of the DRI Plan, have been included in the "Projects Recommended for Other Funding" section of this Plan. Finally, due to the amount of enthusiasm demonstrated through the open call process, there were also projects that were not considered eligible for DRI funding, and did not fit the criteria for recommendation for other funding. In many cases this was due to accelerated timelines or lack of site control. All applications received through the open call process have been made available through SCOPED's website:

<http://flxgateway.com/dri/>

Online Public Surveys

Two online public surveys were prepared and hosted via Survey Monkey. The consultant team tabulated results and the LPC took these into consideration in making project recommendations. The "public support" section of each project profile reflects comments and trends identified through the surveys.

Visitor Survey

The first survey focused on reaching visitors and tourists to the Village and included questions about their impressions of the Downtown, and ways in which the DRI Area could be improved.

The Visitor Survey received 212 responses between February 1, 2018 and March 5, 2018. The highest percentage of respondents were from out-of-state. The most popular reasons for visiting Watkins Glen included the wineries, Watkins Glen State Park, and seasonal visits to Clute Park campground. Visitors mentioned coming to see family and friends, and seeking additional restaurants, shopping options, and entertainment.

Watkins Glen Community Survey

The second public survey asked members of the Watkins Glen community to prioritize and give feedback on the semi-final list of projects to be included for DRI funding. A short description of each project was accompanied by an image or graphic. Respondents were asked to rate each project by selecting from the following choices: disapprove, somewhat disapprove, neutral, somewhat approve, approve. The survey received 725 responses between February 16, 2018, and March 5, 2018. The highest percentage of respondents (44%) lived in the Village. Most respondents (86%) have had a connection to Watkins Glen for 10+ years. The consultant team tabulated the survey results and the LPC took these findings into consideration in making project recommendations.

Social Media

The consultant team provided project updates via social media, which allowed local interest groups to easily distribute DRI information via their own social media networks. Social media tools used during the process included Twitter and Instagram (@watkinsglendri). LPC members linked to materials and updates through their personal Facebook pages. Outreach materials and meeting info were also posted on the State DRI website and SCOPED's website.

Economic Development Stakeholder Feedback

As one component of developing a market analysis, the consultant team conducted a series of stakeholder interviews to supplement the residential and retail market analysis. Individuals who were interviewed included local building owners, landlords, developers, residential and commercial brokers, major employers, representatives of local government and civic organizations, retailers and residents. Interviews were also completed with a co-working and maker-space consultant, and the Southern Tier Start Up Alliance at Cornell University. These interviews supplemented the available published data and provided a more in-depth understanding of potential demand for residential units in the DRI, whether in upper-floor locations or new-build/redevelopment projects. These interviews also provided more up-to-date information on current rents, occupancy levels, and absorption to understand

current demand, supply, and future potential supply of each use under consideration. Additional details on the indications of these interviews are included in Section I: Downtown Profile and Assessment and Section V: Projects Proposed for DRI Funding.

Conclusion

Through a combination of public workshops, stakeholder interviews, and online outreach, the public engagement process generated input from a broad cross-section of the Watkins Glen community. In addition to traditional outreach methods, the open call for projects was an effective tool with the added benefit of promoting investment interest in the Watkins Glen community. The process brought forward new voices, including local entrepreneurs, developers, and property owners looking to invest in the downtown. Some of the projects developed through this process have been recommended for DRI funding, while others will move forward independently, contributing to ongoing advancement of DRI goals.

SECTION V: PROJECTS RECOMMENDED FOR DRI FUNDING



In August 2017, the Village of Watkins Glen was one of 10 communities identified by the New York State Regional Economic Development Councils (REDCs) to receive \$10 million in State funding. The award is supporting a Downtown Revitalization Initiative (DRI) to transform downtowns ripe for development through a comprehensive, community-driven process. Each DRI community received \$300,000 in planning assistance for creation of a Strategic Investment Plan, leaving \$9.7 million to fund DRI Projects. The Watkins Glen Local Planning Committee (LPC), through coordination the New York State Department of State (DOS), the Village of Watkins Glen, and Schuyler County, and with input from the public, has selected the projects discussed herein to be recommended for DRI Funding.

The total cost of the projects described below is approximately \$15.5 million, which is in excess of the available \$9.7 million. This overage is by design and intention, as there are a number of variables in bringing projects included for funding to fruition. Certain of the DRI Projects may receive partial or full funding through other State or federal sources; the final scope and cost of certain projects may vary from the estimates provided; and site control issues may render certain projects infeasible. By including projects in excess of \$9.7 million, the LPC has ensured that the full value of the DRI award would be spent on the implementation of the DRI Projects.

This section presents detailed descriptions of the DRI Projects in the Watkins Glen DRI Strategic Investment Plan. These are the projects that are recommended for funding through the DRI program. The LPC was tasked with reviewing the projects and initiatives within the context of how well they advance the DRI strategies set forth in the Strategic Investment Plan. The goal of the LPC was to maximize the impact of DRI investment by advancing projects and initiatives through the DRI award that would have the greatest public benefit, are primed for implementation, leverage other available funding, and enjoy broad stakeholder support. The LPC prioritized catalytic and transformative projects that present the strongest likelihood of jump-starting downtown revitalization and investment in the community.

Criteria for Selecting DRI Projects

The LPC reviewed potential projects based on the following criteria:

- Alignment with existing local and regional plans;
- Support from the public;
- Community and economic benefits;
- Catalytic and transformative potential;
- Capacity to leverage private or public sources of funds; and
- Cost and feasibility.

Additional issues that the LPC considered when evaluating potential DRI projects include:

- What (specifically) the DRI funding would be used for;
- Potential for alternative State or federal grants that could fund the project;
- Ongoing operating arrangements required to ensure that the project is successful; and
- Market demand, economic feasibility, and potential site control issues.

How the Selection Criteria Were Applied

- **Cost:** The LPC reviewed estimated costs for each of the projects, including the requested DRI contribution and the potential for public, private, and nonprofit leverage, where applicable.
- **Community Benefits:** Although economic development benefits are the core of the DRI plan, the LPC also considered positive impacts beyond purely economic benefits. Such additional benefits include sustainability, enhanced recreational opportunities, environmental benefits, increased tax revenue for the Village, improved design of the public realm, etc.
- **Catalytic Potential:** Projects were prioritized if the LPC felt that they have transformative potential to fundamentally change the downtown and how it is perceived. Transformative projects have the ability to promote additional economic development activities, such as leveraging additional funds; encouraging private development; or inducing secondary impacts, such as attracting new residents and tourists to downtown Watkins Glen.
- **Job Generation:** Employment was a key concern of the LPC, and projects were evaluated for how many projected jobs would be added in the downtown.
- **Feasibility:** In order to be recommended for DRI funding, it had to be determined that projects are: 1) technically feasible; 2) feasible from a regulatory and permitting perspective; and 3) have few "real property constraints." Project readiness was also considered.



- **Public Support:** Public feedback was solicited throughout the DRI planning process. Projects were prioritized that have a high level of LPC and public support.

In order to ensure that all projects achieve the vision and goals outlined through the DRI public engagement process, the following objectives for successful execution of the intended projects have been set forth by the LPC, to be applied as appropriate. Specific terms and criteria would be negotiated between successful project sponsors and the applicable local or State administering agency following the allocation of DRI grant funding. Amortization provisions, where appropriate, would also be established in coordination with the relevant local or State agency.

1. To provide for an improved public realm through quality urban design, projects that receive DRI funding for site improvements, façade improvements, or other exterior work, must comply with the Village's design guidelines as outlined in its zoning code.
2. To highlight the Village's rich architectural character, building upgrades must be implemented in accordance with their historic designation, where applicable.
3. To promote year-round activity for residents and visitors, businesses that receive DRI funding should commit to year-round operations.
4. To promote year-round living, attract new residents, and provide housing that meets market demand, residential units shall be maintained as long-term rentals in response to concerns about the impacts of short-term rentals on availability of housing units. Further, based on public input and results of the

residential market study, residential units should be marketed with workforce appropriate monthly costs.

5. To create additional active commercial space in the downtown core, renovated ground-floor commercial space that is currently vacant, used for storage, or otherwise underutilized shall be occupied by an active use that provides a service or benefit to residents and visitors.

Expenditures to implement projects funded by the DRI would be made by the project sponsor and would be reimbursed by the appropriate State administering agency, according to contracts agreed upon with the project sponsor and the applicable local or State agency.

PROJECTS RECOMMENDED FOR DRI FUNDING

Goal 1: Downtown Living

1A: Revitalize 15 North Franklin Street with Mixed-Uses	76
1B: Develop a New Mixed-Income Housing and Childcare Center	84
1C: Redevelop 109-111 North Franklin Street with Mixed-Uses	90
1D: Transform Multiple Buildings and Sites in the DRI Area	96

Goal 2: Culture and Entertainment

2A: Implement Year-Round Recreation Improvements at Clute Park	116
2B: Upgrade Watkins Glen Performing Arts Center	124
2C: Redevelop Captain Bill's Port of Seneca Lake to Improve Site Plan and Enhance Views	128
2D: Renovate the Former VFW Building into a Full-Service Spa and Fitness Center	134

Goal 3: Economic Development

3A: Renovate the 3rd Street Carriage House	138
3B: Create Downtown Revitalization Fund	142
3C: Renovate Maguire Chrysler and Adjacent Carriage House	146

Goal 4: Quality of Life

4A: Improve East 4th Street for Pedestrians and Cyclists, and improve connection between Downtown and Clute Park	150
4B: Install New Lighting along Franklin Street	156
4C: Install Gateway and Wayfinding Signage	160
4D: Update the Zoning Code to Address Short-Term Rentals, Design Guidelines, Historic District, and Other Revisions	164
4E: Develop a Public Artwork Competition	170
4F: Upgrade Lafayette Park with New Equipment, Lighting, and Landscaping	174





Project Type:

New Development and Rehabilitation of Existing Structures

Strategies:

DRI Strategies

- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources.
- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space.
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings.

Southern Tier Regional Economic Development Council Strategies

- Transform the food and agriculture industry.
- Promote the Southern Tier's innovative culture.

1A. REVITALIZE 15 NORTH FRANKLIN WITH MIXED USES

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Building and Site Improvements	\$137,500	\$137,804	\$275,304
Seneca Lake Wine Trail	\$100,000	\$100,000	\$200,000
FLX Outdoor Adventure and Discovery Center	\$50,000	\$50,000	\$100,000
Project Total	\$287,500	\$287,804	\$575,304

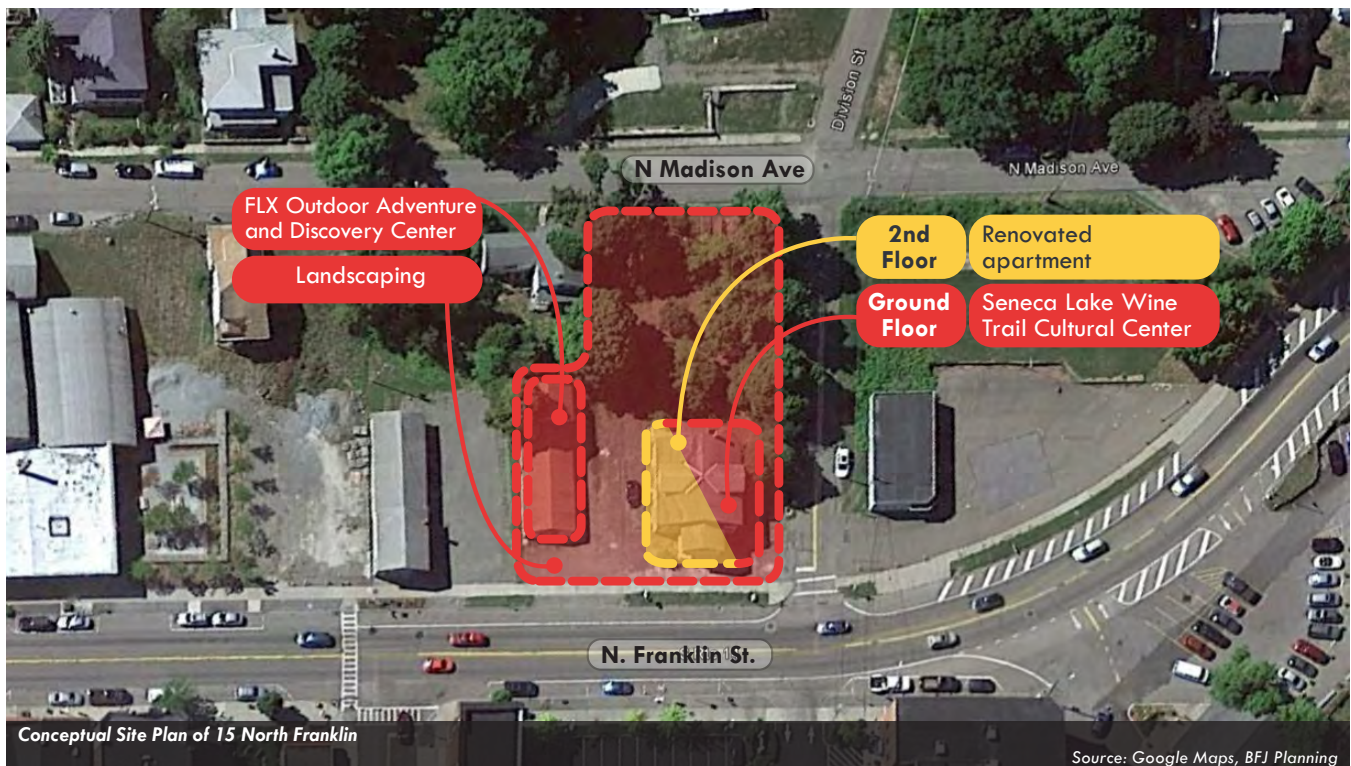
Project Description:

This project would include façade improvements, landscaping, and other substantial building renovations to prepare the property to be leased to future retail, commercial, and residential tenants, transforming a highly visible, long-vacant site into a mixed-use asset. The site is at a key location in downtown Watkins Glen, near the northern gateway, Seneca Lake waterfront, and downtown core. Renovations and aesthetic improvements to this property are important to the overall visual image of downtown Watkins Glen.

The property at 15 North Franklin Street includes two structures: a two-story former filling station with a second-floor apartment, and a one-story former auto repair garage with a two-story addition at the rear. Both structures have been vacant for a number of years and are in need of exterior improvements and interior renovations. DRI funds would be used for these upgrades and additional site improvements. The rehabilitated property would require tenants for both the two-story filling station and the garage. The property owner would work to find suitable year-round residential and commercial tenants at reasonable rents in support of this project. During the DRI planning process, two potential ground-floor tenants were identified for the buildings. While formal agreements are not in place, both prospective tenants have been in contact with the property owner over the course of the process, and have therefore been included in the DRI plan. If either or both of these potential tenants do not choose to locate at 15 North Franklin, the property owner has committed to securing viable, year-round users of this prime commercial space. The vision for this property includes the following elements:

Two-Story Former Filling Station

Improvements to this structure would include exterior work to the façade, roof, and entrances. The upper floor would require minor interior improvements for its continued use as a single apartment for long-term rental. The ground floor would



require more significant renovation in order to create a space suitable for a restaurant, retail store, personal service, office, or similar commercial operation.

Potential Tenant: Seneca Lake Wine Trail Cultural Center

The Seneca Lake Wine Trail (SLWT) cultural center is a proposed tenant for the ground floor of the former filling station. SLWT is a non-profit organization dedicated to marketing and promoting its more than 30 member wineries located in the Seneca Lake region. SLWT organizes tastings and tours for wineries, as well as trail-wide events featuring food pairings and seasonal themes. SLWT offers promotions and packages to encourage customers to visit local wineries, and connects customers to transportation, lodging, local attractions, activities, and restaurants. SLWT has two full-time employees who provide marketing services to promote member wineries, while also connecting visitors to a variety of local services and businesses.

SLWT currently leases office space at 2 North Franklin Street, and is interested in expanding its public presence by relocating to a ground-floor space under a long-term lease. SLWT is committed to contributing to the Village's revitalization by improving an existing downtown location, or filling vacant space in new construction. This project currently does not have a finalized location; however SLWT has been in discussions with the owners of 15 North Franklin about the potential to locate in the ground floor of the filling station. SLWT has also looked at the potential to

Jobs Created:

Seneca Lake Wine Trail:

- Two full time employees are currently working for SLWT. SLWT would not hire any new employees.

FLX Outdoor Adventure and Discovery Center:

- Two full-time staff, and 10-15 seasonal part-time staff.

Project Location/Address: 15 North Franklin Street

Ownership of Property:

Sally Saptura Clark and Margaret Clinch

Acquisition of Real Property:

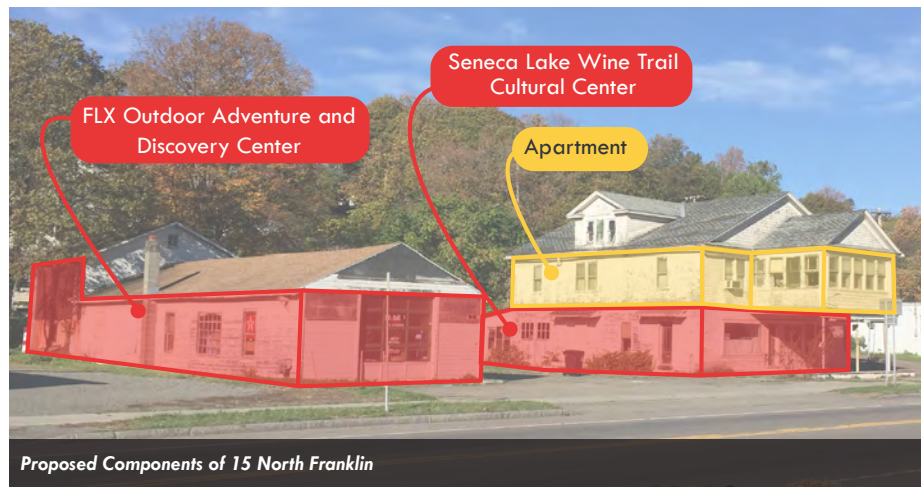
No property acquisition is required to complete this project.

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits.

Project Reporting:

- Commercial Occupancy—number of tenants renting space/square feet lease to new tenants in the ground floor of the filling station and in the garage.
- Residential Occupancy—tenants renting space in the second floor of the filling station.
- Job creation—number of jobs created by businesses renting space.
- Capital—total private funds leveraged to fit out retail and commercial spaces.
- Tax Revenue—taxes collected from businesses occupying new commercial space.
- Property Values—change in assessed value of adjacent properties.
- Events—Number of wine tastings and other events held at the SLWT Cultural Center.
- Visitors—Number of visitors to the SLWT Cultural Center.
- Member Wineries—Increase in number of member wineries.
- Retail Sales—retail sales due to equipment rentals at FLX Outdoor.



rehabilitate ground-floor space in one of two other downtown locations: 210 North Franklin Street or 212 North Franklin Street. Both properties recently sold, and SLWT has been in communication with the buyers; however, no leasing agreements have been reached. Given that the owner of 15 North Franklin Street is interested in obtaining SLWT as a tenant, that property is being assumed as the location for relocated SLWT offices and Winery Cultural Center.

SLWT's new location would include the following elements:

- Office and storage space for the SLWT staff and materials;
- A small, self-contained Winery Cultural Center providing visitor access during daylight hours to learn more about the regional industry; and
- Up to 900 square feet of event space, including the Cultural Center, reserved for member wineries to host small, public tasting events, and other related activities.

SLWT anticipates partnering with a number of tourism and wine industry partners throughout the Finger Lakes Region including, but not limited to:

- SLWT's 34 member wineries and 90+ associate advertisers
- Cornell University and Cornell Cooperative Extension
- Watkins Glen Area Chamber of Commerce
- Finger Lakes Wine Country
- Watkins Glen Promotions
- Finger Lakes Community College
- Finger Lakes Tourism Alliance



Existing View of Garage



Existing View of Former Filling Station

While SLWT has an obligation to primarily support its members, not unlike a Chamber of Commerce, it plans to welcome future member wineries in Schuyler County to participate in some aspects of this project, as it has done in recent years by inviting non-member wineries to participate in its Seneca Lake Wine & Food event, and WISE Training.

Upper-Story Residential Use

The second floor of the filling station building has an existing apartment that the owner envisions as a year-round, long-term rental unit. The space needs some minor renovations to make it ready for a residential tenant.

Garage

The single-story portion of the garage building has three bays that would require significant work and removal of heavy equipment (lift, air compressor, work benches). The garage could be renovated and outfitted for workshops, work spaces, or separate retail/vendors. There is a two-story addition behind the garage with an additional two bays, which does not have a staircase. There is no water access to the garage or its addition, as the line connecting from the filling station has been severed.

Potential Tenant: FLX Outdoor Adventure and Discovery Center

FLX Outdoor Adventure and Discovery Center (FLXOADC) is a proposed organization providing rental equipment and guided excursions for year-round recreational activities and experiences including cycling, kayaking, snowshoeing, cross-country skiing, kite surfing, and backpacking. The owners of 15 North Franklin Street have been in discussions with FLXOADC about the potential for locating the Center at the garage site. The garage would be utilized as the headquarters for FLXOADC, which would provide access to trained staff who would facilitate exploration of the region's natural resources and provide community engagement and character building outdoor experiences. The garage space is seen as ideal for

FLXOADC, because the Center does not need to restore the space to the level of finish required for a traditional retail, restaurant, or office use. In fact, FLXOADC is interested in maintaining many of the original fixtures and features of the garage space, as a means of retaining some of Watkins Glen's historic automotive heritage and character.

The FLXOADC would be created as a nonprofit entity with established core values and a mission statement. A Board of Directors would be selected for their individual contributions of "time, talent, and treasure." Guiding principles for the organization would be access to character building outdoor experiences, fiscal responsibility, safety, and risk management.

Overall Site

The area between and to the rear of the garage and filling station buildings would need to be rehabilitated to provide off-street parking and landscaping. In addition, there is space behind both buildings that could be used by one or both tenants for staging of equipment and outdoor event/dining space. Potential opportunities for streetscaping would be examined as part of the site renovation.

Public Support:

This property was identified in the DRI application as an opportunity site, and has received public support throughout the planning process. The public survey indicated 73% of respondents "somewhat approved" or "approved" of this project.

This project would directly address feedback received through public workshops and both surveys. Respondents to the visitor survey indicated the condition of buildings and lack of landscaping along North Franklin Street detracted from the overall attractive appearance of the Village. In addition, respondents to both the visitor survey and the Watkins Glen community survey described an interest in additional events, shops, and recreational opportunities. Respondents also identified a need to beautify this site to improve the Village's northern gateway.

Anticipated Revitalization Benefits:

15 North Franklin Street is located adjacent to the northern gateway and lakefront and is across the street from the largest hotel in the Village, and its renovation would provide a significant aesthetic improvement to a highly visible site in the Village. This project could attract new residents, businesses, and visitors, and could generate additional private investment at adjacent and nearby properties, adding to the real property tax base as well as producing additional sales and occupancy tax revenue. The addition of the FLXOADC would create permanent, year-round jobs and facilitate year-round recreational opportunities, while the relocation of the SLWT would help to better integrate an existing business into the community, providing a public face to a successful marketing service.

"[15 North Franklin] has been an eyesore for years; it would be great to get it looking in better condition."

(Public survey comment)

Future Use of Structure:

Former filling station: Mixed-use with office and cultural use on the ground floor and residential upper floor.

Garage: Outdoor equipment rental and excursion guides.

Project Budget:

Project Phase	Budget
Site Prep	\$6,000
Construction Costs	
Filling Station	\$219,050
Garage	\$111,110
Landscaping and Parking	\$66,150
Design/Legal	\$60,347
GC OH&P	\$60,347
Contingency	\$52,300
Total	\$575,304

Feasibility and Cost Justification:

The owner has invested a significant amount since 2006 in brownfield remediation. According to the New York State Department of Environmental Conservation's (NYSDEC) Spill Incidents Database the incident report has been closed as of December 2016. The property owner and prospective tenants would each contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

Renovating the property at 15 North Franklin Street would significantly improve the appearance of the northern gateway while providing active uses that draw both residents and visitors to downtown. Transforming two currently vacant buildings into an activity hub would turn a current downtown liability into a significant asset. Filling this vacant property would have a positive effect on the perception of downtown, adjacent property values, and the feasibility of new investment in other nearby buildings. New uses and investment in this property could drive higher tax revenues. Improvements to the site with public-facing tenants could increase pedestrian traffic to the lakefront, supporting local businesses, and creating a high-quality arrival into downtown that enhances perception of the area.

The two potential tenants at this site contribute to these benefits. The Seneca Lake Wine Trail Cultural Center would bring visitors to the area, including some who would currently skip over downtown to visit area wineries. FLX Outdoor Adventure and Discovery Center would provide new year-round activities for visitors and residents, attracting additional foot traffic downtown. Both potential tenants, as well

as the property owner, would make a substantial private investment to complement the DRI funding.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

SCOPED, or its designee, would be the local administrative entity for this project.

The proposed use of DRI funds would be for building construction/renovation, site work and landscaping, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 12 months

Project Phase	Activity	Timeframe
Phase 1: Schematic Design	Prepare schematic design	Month 1 - 3
	Site Plan and SEQR	Month 3 - 5
Phase 2: Detailed Design	Prepare detailed design/ construction drawings	Month 5 - 7
	Building permits	Month 8
Phase 3: Construction	Construction and tenant fit out	Month 9 - 12

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**Project Type:**

New Development and
Rehabilitation of Existing Structures

Strategies:**DRI Strategies**

- Support the creation of high-quality year-round housing that serves residents of varied ages, incomes, and tenure type, through renovation of upper-floor apartments and new residential development.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture.

Jobs Created:

Up to 5

Project Location/Address:

- 205-211 2nd Street
- 216-218 Third Street
- 201 North Porter Street

Acquisition of Real Property:

INHS will purchase the site from WHA. WHA and INHS will be co-owners of the development.

1B. DEVELOP A NEW MIXED-INCOME HOUSING AND CHILDCARE CENTER

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Mixed-Income Housing and Childcare Center	\$1,500,000	\$9,703,049	\$11,203,049

Project Description:

This project would create a total of 42 new units of mixed-income housing and a daycare center on a vacant site currently owned by the Watkins Glen Housing Authority (WHA) at East 2nd Street and North Porter Street (three contiguous parcels at 205-211 East 2nd Street, 216-218 East 3rd Street, and 201 North Porter Street). Ithaca Neighborhood Housing Services (INHS) would lead the project, in partnership with WHA.

The WHA site is a vacant parcel located across from the existing Jefferson Village housing. This site would be developed with new construction containing 42 units of mixed-income, multigenerational housing in a multifamily apartment building with one- and two-bedroom options for people of varying ages and incomes. In addition, apartments would be set aside for people with developmental disabilities. The housing would include laundry facilities, community gathering areas, a playground for children, and leasing/maintenance office space. The project would include the relocation of the Montour Falls daycare facility My Place, an approximately 5,000 square foot childcare center providing educational opportunities for newborn children to age five from mixed-income families. The childcare center would include:

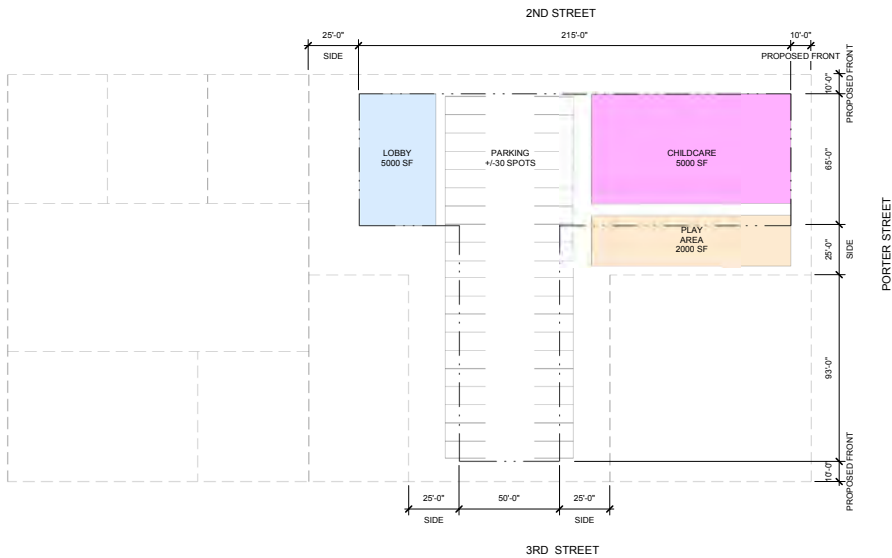
- Five classrooms;
- Meeting/program space for families;
- Commercial kitchen for meals; and
- Offices for staff and a dedicated playground.

The buildings would be designed to fit with the existing character of the neighborhood. An elevator would be provided in the multi-story housing, and a percentage of the units would be designed to accommodate aging in place. As currently designed, the project would require a variance on the number of off-



Second and Third Floors: Housing Units

Source: HOLT Architects



Ground Floor: Childcare, Play Area, Lobby, and Parking

Source: HOLT Architects



Conceptual Rendering

Source: HOLT Architects

Ownership of Property:

WHA currently owns the property. WHA and INHS will be co-owners of the development.

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits.

Project Reporting:

- Residential occupancy—tenants renting space in residential units in the two buildings.
- Commercial occupancy—number of tenants renting ground floor space
- Job creation—number of jobs created by businesses renting space and daycare center.
- Programming—number of families registering to use the day care space and number of children served by the facility.
- Property values—change in assessed value of adjacent properties.
- Capital—total private funds leveraged to fit out retail and commercial spaces.
- Tax revenue—Change in tax revenue at the site.



View of Existing WHA Site



WHA Site and Jefferson Village



Jefferson Village

street parking space as well as the number of stories; the project would comply with the building height requirement by number of feet.

The following organizations would be involved in the development of this project:

Ithaca Neighborhood Housing Services, Inc. (INHS)

INHS's role in the project would be to lead the development effort including identifying the design and construction team, identifying financing partners, preparing and submitting funding applications, overseeing the land-use approval process, financial modeling, and overseeing construction. INHS would be a co-partner/owner of the project as required by lenders or investors. INHS has been the sponsor, owner, or developer of over 1,000 units of rental housing. Most recently, it

completed the new construction of 210 Hancock, a \$20 million mixed-use, mixed-income housing development in the City of Ithaca that includes 59 rental units, two educational spaces, and seven for-sale townhouses.

Watkins Glen Housing Authority (WHA)

The WHA owns the 35,000-square-foot subject parcel of land. WHA was formed in 1981 to develop, own, and manage Jefferson Village Apartments, a 48-unit senior affordable housing complex located directly across from the project site.

The WHA would be the co-developer, owner/co-owner, and long-term manager of the new mixed-income housing built on its property.

My Place: A Play and Learning Center (My Place)

My Place is a nonprofit organization that has been providing care for children between the ages of six weeks and 12 years for over five years. My Place currently leases a 5,000 square foot space in Montour Falls; however, it has been actively pursuing space in Watkins Glen and recently formed a partnership with the Watkins Glen School District to provide after-school care in the Watkins Glen Elementary School.

My Place would lease ground-floor space to run a four- to five-classroom childcare center. My Place offers families a sliding scale tuition and accepts childcare subsidies, offering the provision of care and early childhood educational opportunities for all families. In addition to full-time childcare options, they also offer part-time care, a half-day preschool program, and on-site before/after-school programming at Watkins Glen Elementary School. My Place would be responsible for all aspects of operating the facility, which would be licensed by the State of New York. My Place currently has 22 employees and serves 72 families, including the Watkins Glen after-school program; it anticipates a slight increase in both staff and number of families upon relocating to the Village.

Public Support:

This project received substantial public support throughout the DRI planning process, consistently generating high levels of endorsement at public workshops and meetings. The public survey indicated 53% of respondents “somewhat approved” or “approved” of this project.

Respondents to both surveys stressed the importance of additional housing opportunities for year-round residents. Early in the public outreach process, workshop attendees indicated that there is a need for childcare in the Village. One respondent to the community survey noted that the Village has been aging, and must attract young families in order to grow.

“With 20% over 65 and growing, making sure we promote childcare will attract and assist young families... The added element of promoting mixed-income residents will help us avoid the income segregation common to so many communities.”

(Public survey comment)

Anticipated Revitalization Benefits:

The proposed mixed-income housing development at the WHA property would address an under-served segment of the residential population in Watkins Glen and the region, attracting new, long-term residents to the downtown. The project would provide a community amenity—daycare services—that public participants in the DRI planning process indicated as a need, in the process creating additional jobs. In addition, the project would transform a vacant, tax-exempt property into a vibrant, mixed-use, tax-paying site, increasing the Village's tax ratables. The project would serve to beautify the neighborhood and create more pedestrian activity, likely generating additional private investment in the vicinity.

Future Use of Structure:

Mixed-use with residential and institutional uses.

Project Budget:

INHS has estimated the project costs based on several projects that it has either completed or has under development.

Project Phase	Budget
Acquisition	\$500,000
Design, Approvals, Fees	\$2,744,301
Construction Costs	\$7,358,921
Reserves and Working Capital	\$196,070
Contingency	\$403,757
Total	\$11,203,049

Feasibility and Cost Justification:

The developer, INHS, is a 40-year old not-for-profit organization with extensive experience financing complex multifamily, mixed-use rental projects that include housing, education, and community service/office space. INHS is dedicated to helping people of modest incomes find high-quality housing throughout central New York. INHS accomplishes this by providing low-interest loans to first-time home buyers, developing and managing well-maintained rental units, rehabbing older homes, providing home-repair assistance to seniors, and building new LEED-certified green homes. The project sponsor anticipates other funding sources to include low-income housing tax credits (LIHTC), a Housing Trust Fund Corp. (HTFC) mortgage, Community Investment Fund (CIF) funds, funding from the New York State Office for People with Developmental Disabilities (OPWDD), and a conventional bank mortgage. INHS has demonstrated experience in obtaining State and federal funding to complete a number of comparable projects and has already initiated discussions with NYS Homes and Community Renewal (NYS HCR) regarding

additional funding sources for this project. However, such additional funding sources need to be finalized and secured.

Additional activity at this centrally located site would bring greater year-round investment to the Village, and would increase foot traffic downtown. By supporting the redevelopment of a currently vacant site, the program could increase property values, tax revenue to the Village, and the financial feasibility of additional private investment in the downtown.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for site acquisition, building construction, site work and landscaping, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 26 months

Project Phase	Activity	Timeframe
Phase 1: Design and Approvals	Prepare schematic design	Month 1 - 3
	Site plan approval, application to NYS HCR/OPWDD and awards	Month 4 - 8
	Construction and equity loan closings	Month 9 - 15
Phase 2: Construction	Construction	Month 16 - 20
Phase 3: Lease-up	Lease-up complete	Month 20 - 26



Conceptual Rendering, View from Franklin Street

Source: Zausmer, Frisch, Scruton & Aggarwal

FLX Works would provide an open-concept co-working space marketed to entrepreneurs, freelance contract workers, and small ventures seeking a versatile and modern space with the amenities of an urban office environment. Membership would be tiered to accommodate the needs of the clients, ranging from basic work-hours access to collaborative space and office resources, use of small conference space, student access, private office space with 24/7 access, and packages in between. The second facet of the FLX Works project would include an efficient, modern, shared commercial kitchen and commissary space for hourly rental by local food professionals. The kitchen would provide prep space; appliances; and limited food and dry good storage space for caterers, mobile food vendors, bakers, downtown special event staging, and more. The two facets of the FLX Works project would be connected with an open dining event and presentation space.

The combined FLX Works space would occupy 6,000 square feet of space fronting North Franklin and 2nd Streets. The front 3,800 square feet would contain reception, co-working space, and offices, while the rear 2,200 square foot portion would house the shared commercial kitchen. The space would be broken down as follows:

Co-Working Space

- 500 square foot entrance area with a reception desk and coffee bar.
- 2,000 square foot common co-working area with six- to four-person work tables.
- Two 200 square foot private offices.
- 400 square foot conference space.
- 100 square foot private meeting space.
- Two 200 square foot bathrooms.

Jobs Created:

This project has the potential to generate an additional 5-10 jobs by attracting self-employed or telecommuting workers to the downtown.

Project Location/Address:

109-111 North Franklin Street

Acquisition of Real Property:

This project will require the acquisition of 109-111 North Franklin Street by the development team of Lakewood Development II, LLC, and Two Plus Four Construction.

Ownership of Property:

Wildflower 301, LLC. The project sponsor, Lakewood Development II, LLC, currently has an option to purchase the property.

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits.

Project Reporting:

- Business Usage—Number of users that join the co-working facility.
- Individual Usage—Average number of short-term uses (per week, month, etc.).
- Tax Revenue—Taxes collected from businesses occupying new square footage
- Property Value—change in assessed value of adjacent properties.
- Business Expansion—Location and square feet of space used by companies that “graduate” from the co-working space
- Residential Occupancy—tenants renting space in residential units.



Existing View of 109 - 111 North Franklin Street



Commercial Kitchen

- 500 square foot dining event and presentation space.
- Four 300 square foot food prep areas, each with four stainless prep tables and a sink.
- Up to 200 square foot space with fume hood for stoves, ovens, fryers, and appliances.
- 100 square foot walk-in cooler.
- 100 square foot walk-in freezer.
- 100 square foot dry-goods locker.

Residential Space:

Recognizing the need for apartments in the \$700 - \$1,000 rent range, the developer proposes providing one- and two-bedroom apartments with laundry facilities and a community space. The apartments would be accessed from the rear of the property along Madison Avenue. The second story would be at-grade on this side and would allow handicap-accessible apartments on this floor. The residential space would be separated from the commercial space to maintain security for the residents. Ten of the units would be marketed to households below 60% of area median income (AMI) for Schuyler County, and 14 units below 90% of AMI. Currently a two-person household at 60% of AMI would have total annual household income below \$29,040, while the 90% households would have annual household income below \$ 43,560. Rents would run from \$700 - \$1,000 per month.

Site Work and Construction:

The redevelopment of this property would also include site work to enhance the appearance of the site overall and accommodate necessary parking for the residential units. Work would include the demolition of a vacant and dilapidated single-family home on the western (Madison Avenue) portion of the property. Some outside patio use for the tap room would remain, with additional currently vacant space used for parking, with a retaining wall that runs parallel to Madison Avenue.

Construction of the site would include retaining as much of the existing brick structure as is feasible. The three-story building that would be developed would mimic the look of the existing buildings. The brewery would remain in place with a floor system floated above the building to allow the brewery to remain operational during the construction period. A new steel superstructure would serve to float the additional floors above the existing building to accommodate the upper floors; this process would add to the complexity and expense of construction, but is part of the developer's agreement with the current property owner.

Development Team:

Lakewood Development II, LLC is the entity acting as the developer with David Kimmel as the lead developer. Susan Kimmel and Peter Wilson, as members of Lakewood, would sign all guarantees, make application for all funding sources, negotiate with the syndicator, and be responsible for loan closings. Combined, Ms. Kimmel and Mr. Wilson have over 30 years of experience in building affordable housing. In 2016, they successfully completed the renovation of the Watkins Glen Middle School to the Watkins Glen Senior Apartments.

Mark Caruso with Zausmer, Frisch and Aggrawal would be the architect for this project. Mr. Caruso has worked on two school conversions with this team and is very familiar with the State funding agencies and their requirements.

Public Support:

This project would achieve a number of the objectives expressed during the public outreach process, providing for more housing downtown that would be affordable to year-round residents; shopping and eating opportunities on Franklin Street; support for local entrepreneurs; and the preservation of historic downtown structures. The public survey indicated 73% of respondents "somewhat approved" or "approved" of this project.

The public demonstrated support for the addition of mixed-use structures, in particular noting a need for additional retail and restaurants in the Village. Visitors described an affinity for local food and beverage establishments, and a desire to support these and encourage the continued success of local establishments.

Anticipated Revitalization Benefits:

109-111 North Franklin Street is a prominent site in the Village that has seen significant investment in recent years. Its redevelopment would provide a range of benefits. Most importantly, the creation of 24 year-round housing units would significantly increase the downtown residential population, leading to a stronger customer base for existing stores and restaurants. The co-working space would address a need for small-scale, low-rent office space that is ideal for small businesses and start-ups. Providing space for these entrepreneurs could in turn generate additional jobs and investments throughout the Village and vicinity. In addition, the commercial test kitchen would respond to the Finger Lakes' growing popularity as an epicurean destination, incubating restaurants, catering companies and innovative small food manufacturers. The project would also support and strengthen the Rooster Fish Brewery, an existing business, and would beautify and enhance one of the largest properties in the downtown core.

Future Use of Structure:

The structure would be mixed-use, commercial ground floor and residential upper floor.

Project Budget:

Project Phase	Budget
Acquisition	\$1,100,000
Design, Approvals, Fees	\$1,533,720
Construction Costs	
Overall Site and Building	\$8,796,047
FLX Works Fit-out	\$321,690
Other Costs (developer's fee, working capital, and project reserves)	\$1,144,096
Contingency	\$500,000
Total	\$13,395,553

Feasibility and Cost Justification:

A project of this size and detail takes a combination of loan financing and subsidy to work. The project sponsor anticipates other funding sources to include low-income housing tax credits (LIHTC), New York State low-income housing tax credit (SLIHC), a Housing Trust Fund Corp. (HTFC) mortgage, Community Investment Fund (CIF) funds, and a Community Preservation Corporation (CPC) mortgage. Such additional funding sources need to be finalized and secured. This development team recently completed the conversion of the Watkins Glen Middle School into apartments and successfully secured and managed nine different sources of financing. Additional activity at this centrally located site would bring greater year-round investment to the Village, and would increase foot traffic downtown. By supporting the

redevelopment of existing underutilized square footage, or filling vacant space in new construction, the project could increase property values, tax revenue to the Village, and the financial feasibility of additional private investment in the downtown. The project also supports an existing, established business in the Village.

In addition, FLX CDC would utilize a combination of private investment, low-interest loans, and CFA grants to fund the remaining portion of the project. During construction, the CDC would utilize a project manager to oversee all stages of the construction process. Once the facility is ready to open, a general manager would be hired to oversee the day-to-day management.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for site acquisition, building construction/renovation, site work and landscaping, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 27 Months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Prepare schematic design	Month 1 - 3
	Submit financing application to NYS HCR	Month 3 - 5
	Site plan and SEQR	Month 4 - 5
	Construction and equity loan closings	Month 6 - 10
Phase 2: Construction	Construction	Month 11 - 27

1D: TRANSFORM MULTIPLE BUILDINGS AND SITES IN THE DRI AREA

Project Type:

New Development and
Rehabilitation of Existing Structures

Strategies:

DRI Strategies

- Support the creation of high quality year-round housing that serves residents of varied ages, incomes, and tenure type, through renovation of upper floor apartments and new residential development.
- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources.
- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space.
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture.

Regulatory Requirements:

Village of Watkins Glen: Issuance of RFP; Village of Watkins Glen Code, Site Plan Review, Health Department, NYS DOT, Utility Companies, SEQRA, SHPO and Building Permits (as applicable).

Total DRI Funding Request:

Component	DRI Request	Other Funding	Total
Renovate the CarQuest Building for Mixed-Uses	\$200,000	\$220,000	\$420,000
Improve Façade of the Historic Flatiron Building	\$131,234	\$131,233	\$262,467
Expand Production of Great Escape, Renovate Existing Apartment, and Create Arcade/Event Center	\$246,255	\$286,000	\$532,255
Expand Seneca Sunrise to Increase Production and Create Retail/Dining Area	\$297,000	\$300,000	\$597,000
Develop New Mixed-Use Building at 101 11th Street	50% of total project cost up to \$500,000	\$605,166	\$1,105,166
Project Total	\$1,374,489	\$1,542,399	\$2,916,888

Note: The project total aggregated above is based on the cost estimates for each individual project included in this multi-site project. If implementation of these individual projects is locally administered by SCOPED (or another local entity), administrative fees may need to be added to the project budget in the amount of 6% of the total project cost.

Project Description:

This project identifies properties with proposed building and site improvements throughout the DRI area whose improvements would collectively transform the Village. Each of these properties corresponds to an application received during the "open call" of the DRI planning process; thus, the individual projects have been vetted with the public and the LPC, and represent actual proposals by the relevant property and/or business owner. Projects grouped in this multi-site project include new construction, upgrades to existing buildings at key sites, and renovations to facilitate expansion of existing small businesses. Together, improving these sites would enhance the image of the Village and provide more suitable structures for office, residential, commercial, and hospitality uses. In order to receive DRI funds, properties included in this project must follow all of the following criteria:

- Property owners/selected recipients must provide a minimum 50/50 match for grant funds.



- Residential properties must commit to long-term rental agreements and workforce-appropriate rent levels in the range of \$800 - \$1,200 per month.
- Where applicable, buildings must be restored in accordance with their historic designation.
- All building upgrades must abide by the Village's design guidelines.

SCOPED, or its designee, would be the local administrative entity for this project, tasked with enforcement of these provisions. Amortization provisions would be set by the appropriate New York State agency.

The following sites were identified through the DRI open call process and would be eligible for funding:

- 201 North Franklin Street—Renovate the CarQuest Building with Upper-Floor Residential and Office Space and Expanded Commercial Ground Floor
- 215 South Madison Street—Façade Improvements to the historic Flatiron Building
- 221-223 South Franklin Street—The Great Escape Sweet Expansions Project

“Couldn’t agree more with making main street appearances look appealing to the eye. Just really need to make sure the spaces will be utilized year-round and not left vacant.”

(Public survey comment)

Project Reporting:

- Job creation – number of jobs created by new or existing businesses.
- Retail sales—growth in retail sales from business expansion.
- Commercial Occupancy – number of tenants renting space.
- Residential Occupancy—tenants renting space in residential units.
- Tax Revenue—taxes collected from businesses occupying commercial space.
- Property Values—change in assessed value of adjacent properties.

- 806 North Decatur Street—Seneca Sunrise Expansion
- 101 11th Street—New Two-Story Commercial and Residential Building

These projects are described in greater detail below.

Public Support:

This project includes the transformation of sites identified from the onset of the DRI process, and seeks to directly address concerns outlined through public outreach efforts. The public survey indicated 60% of respondents “somewhat approved” or “approved” of this project.

Respondents to the visitor survey ranked a need for additional restaurants and more shopping opportunities as their top priorities for the Village. Members of the public attending workshops and responding to the online surveys described the preservation of the Village’s character as one of the most important criteria for projects recommended for funding through the DRI Area. Supporting existing businesses would ensure that local entrepreneurs are able to thrive in the Village, helping the Village to maintain its “small-town charm.”

Anticipated Revitalization Benefits:

Redevelopment and rehabilitation of these properties has the potential to catalyze growth and downtown vibrancy by improving the appearance and utilization of key sites in the DRI area. This project would support and expand three existing downtown businesses (CarQuest, Great Escape Ice Cream Parlor, and Seneca Sunrise Coffee). For the two food-related businesses, DRI funds would help them transition from a seasonal focus to year-round operation. The 101 11th Street project would establish a new business in the vicinity of the Watkins Glen State Park, increasing commercial activity on South Franklin Street and helping to connect that portion of the corridor to the core of downtown. Collectively, these business improvements would attract new visitors, create permanent jobs, and increase property, sales, and occupancy tax revenues. The multi-site project would also create additional year-round apartments, increasing the downtown residential population and expanding the customer base for existing and future businesses. Finally, the improvements would collectively improve the aesthetics of multiple sites and increase overall pedestrian activity throughout the DRI Area.



CarQuest



Flatiron Building



Great Escape Ice Cream Parlor



Seneca Sunrise



101 11th Street

Source: Google Maps



Jobs Created:

Increasing sales area is anticipated to create 1-2 new sales positions.

Project Location/Address:

201 North Franklin Street

Ownership of Property:

Henry Brothers Acquisitions, LLC

Acquisition of Real Property:

This project does not require land acquisition.

Future Use of Structure:

Ground floor: continued use as an automotive supply store.

Second floor: residential units marketed for long-term rentals and office space.

201 North Franklin Street - Renovate the CarQuest Building with Upper-Floor Residential, Office Space, and Expanded Commercial Ground Floor

DRI Funding Request:

Component	DRI Request	Other Funding	Total
201 North Franklin Street	\$200,000	\$220,000	\$420,000

Project Description:

This project would include renovations to the existing CarQuest building at 201 North Franklin Street to expand the sales floor and convert the upper floor into four to six new apartments and office space.

On the first floor, the project would create approximately 700 square feet of new sales floor space by enclosing 60 feet of storefront along North Franklin Street that is currently open to automobile parking and storage. On the north side of the building, windows and doors would be repaired and replaced. Electrical systems and lighting would also be upgraded.

The second floor would be renovated to create four to six new residential units. These apartments would be available for long-term rental with rents targeted toward middle-income residents (\$800-\$1,200 per month). Existing office space would be renovated to create additional commercial rental space.

Other building improvements would include replacing windows, improving the building entrance on Madison Avenue, repairing the existing roof (approximately 6,000 square feet), and upgrading the sidewalk and parking area on West 2nd Street.

Project Budget:

Project Phase	Budget
Design, Approvals, Fees	\$11,000
Construction Costs	\$409,000
Total	\$420,000

Feasibility and Cost Justification:

Renovating the property at 201 North Franklin could provide numerous benefits to the Village, including bringing new residents to the downtown, and expanding the capacity of an existing commercial business centrally located on the Village's main street. The renovated building could have a positive effect on adjacent property values. New residential and office uses and investment in this property could drive higher tax revenues.

The property owner would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

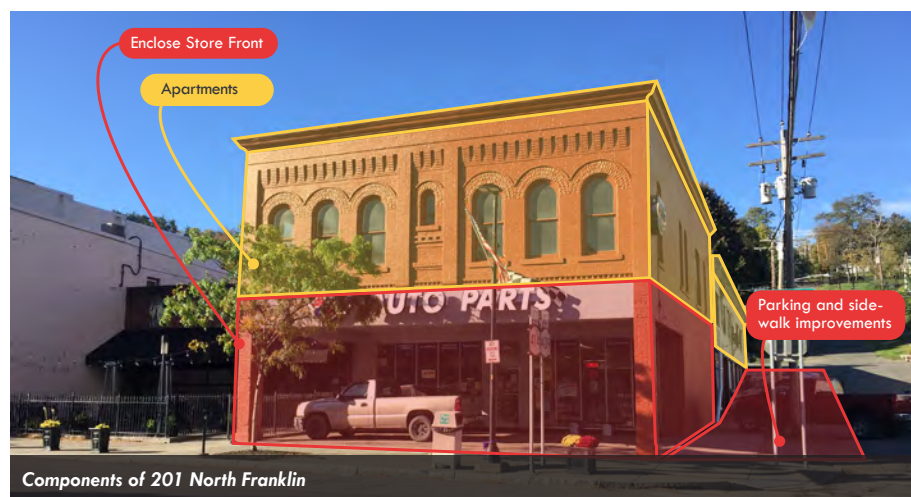
As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for building construction/renovation, site work, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 14 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Prepare design documents	Month 1 - 6
	Site Plan and SEQR	Month 5 - 7
Phase 2: Construction	Construction and tenant fit out	Month 8 - 14



**Jobs Created:**

None

Project Location/Address:

215 South Madison Ave

Ownership of Property:

Nav-1 Properties, LLC

Acquisition of Real Property:

This project does not require land acquisition

Future Use of Structure:

Mixed-use office, residential

215 South Madison Avenue – Improve Façade of the Historic Flatiron Building

DRI Funding Request:

Component	DRI Request	Other Funding	Total
215 South Madison Avenue	\$131,234	\$131,233	\$262,467

Project Description:

This project would enhance the resident and visitor experience through interior and exterior restoration of the historic Flatiron Building. The three-story brick Flatiron Building was originally built in 1870. The building has been converted to mixed-use residential and commercial, with a total of approximately 4,500 square feet of usable space.

Nav-1 Properties, LLC purchased the Flatiron Building in 2008 and completed a major interior restoration for upper-floor rentals. On the upper two floors, the building currently has two long-term rental apartments and two short-term rentals. On the main floor, there are offices for five businesses which currently employ up to 15 people during the peak tourism season and five to six people year-round.

Renovations to the building would include:

- Restoration of the original Mansard-style slate roof and copper arches as well as the flat roof portion of the building;
- Replacement of windows with high-efficiency, period-correct windows;
- Replacement of exterior doors;
- Limited interior renovations;
- Repointing of exterior brick;
- Structural restoration;
- Exterior painting and caulking;
- Installation of a drainage solution to correct moisture issues;
- Lighting, stairway improvements, and paving of the parking area;
- Reconfiguring green space for communal garden; and
- Replacement flooring on the first floor.

Project Budget:

Project Phase	Budget
Reconstruction of mansard roof	\$84,482
Replacement of windows and doors	\$97,600
Flat roof replacement	\$16,000
Drainage improvements, pressure washing, sidewalk replacements	\$38,400
Brick work	\$21,000
Front entry masonry	\$4,985
Total	\$262,467

Feasibility and Cost Justification:

This project includes complete exterior historic restoration of the Flatiron Building to preserve its present and future status as an iconic building in downtown Watkins Glen. The renovated building could have a positive effect on adjacent property values and leverage private investment by improving the building's appearance. Interior renovations to add two new year-round apartments would bring new residents to the downtown.

The property owner would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for building renovation, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 12 months

Project Phase	Activity	Timeframe
Phase 1: Design and Approvals	Prepare design documents	Month 1 – 2
	Site plan and SEQR	Month 3 - 5
Phase 2: Construction	Construction	Month 6 - 12



Historic Flatiron Building

**Jobs Created:**

3-4 full-time permanent employees

Project Location/Address:

221-223 South Franklin Street

Ownership of Property:

Great Escape Everything Ice Cream, Inc. and Peter Honsberger

Acquisition of Real Property:

No acquisition is required.

Future Use of Structure:

221 South Franklin Street – commercial ground floor with residential upper floor. The Great Escape Ice Cream Parlor, the current ground-floor tenant, will remain in place.

223 South Franklin Street – commercial ground floor with residential upper floor. The downstairs is proposed as an arcade/event center.

221-223 South Franklin Street – Expand Production of Great Escape, Renovate Existing Apartment, and Create Arcade/Event Center

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Sweet Expansions	\$246,255	\$286,000	\$532,255

Project Description

This project would enable the owners of The Great Escape Ice Cream Parlor to expand its current production and improve its properties at 221 South Franklin Street and 223 South Franklin Street to add a new commercial use and improve upper-story apartments. This project would include the following elements:

221 South Franklin Street—The Great Escape Ice Cream Parlor and Upper-Floor Residential

Ground-Floor Business Improvements:

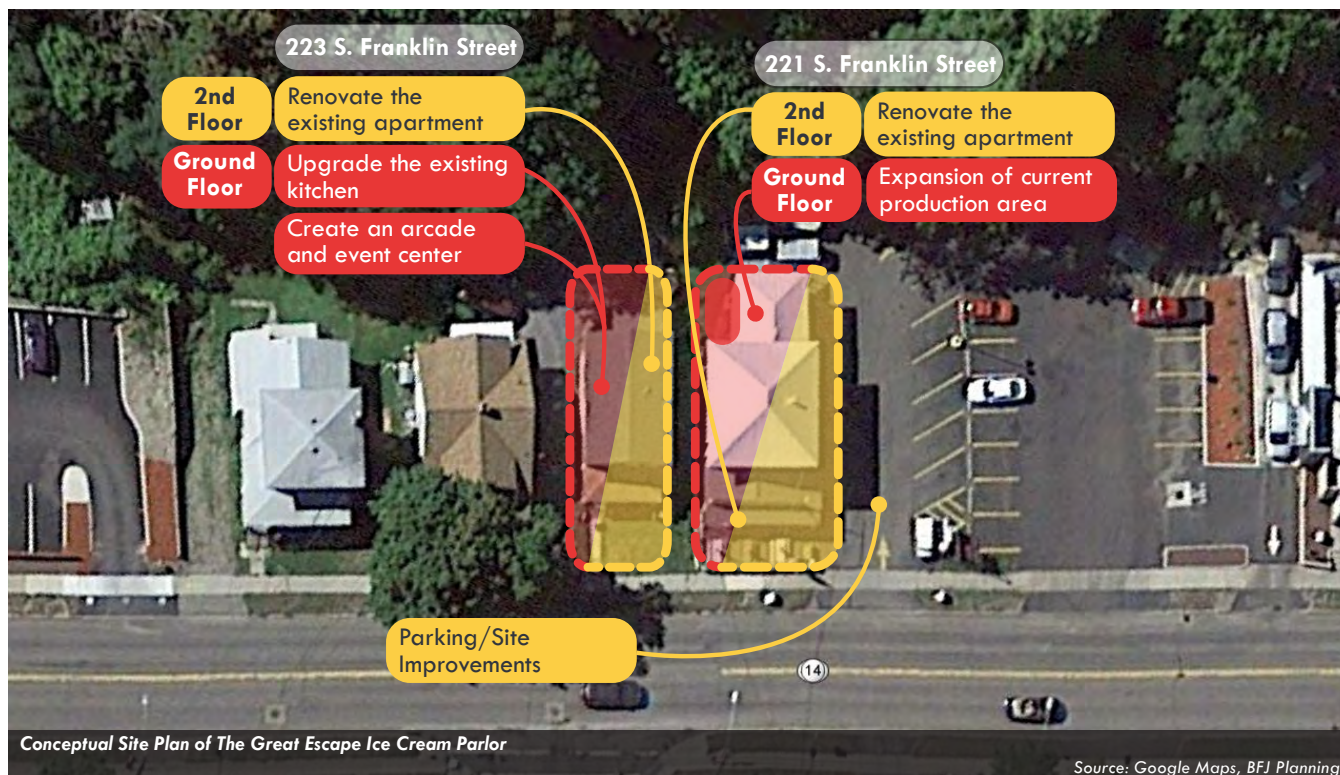
- Expansion of current production area to allow for the addition of two new full-time employees. Expansion would include replacement of outdated fixed equipment and electrical lighting and wiring to improve energy and production efficiency.
- Installation of a walk up doggie-service window to create a pet-friendly atmosphere.
- Provision of new walk-in cooler and freezer units.

Upper Floor Improvements:

- Renovate the existing year-round one-bedroom apartment into a two-bedroom year-round apartment.
- Rehabilitate remaining upper floor square footage for the construction of a second apartment.
- Rewire the upstairs for new separate electric service for tenants.
- Add a privacy deck on rear of building above the new production area expansion at The Great Escape.

Site Improvements:

- Excavate back bank and reinforce with concrete wall.
- Address drainage issues at rear of property affecting the parking lot, including removal of damaged trees, potentially allowing for additional parking.



- Repair and replace wooden siding; revitalize the outdoor seating area for customers with a new metal fence and flower planter, new tables, and handicap accessibility ramp.

223 South Franklin Street—Rental House Renovation & New Business Opportunity

Ground Floor Business Improvements

- Create an arcade and event center, which could include pinball machines, electronic arcade games, and newer video games to create a space for teenagers and young people. The space could host events, including birthday parties and Boy Scout/Girl Scout meetings. This would also allow for two additional full-time employees. The arcade/event center would be managed by the current owners of The Great Escape. The center is envisioned as a year-round business to complement the existing ice cream operation and help it to transform from a seasonal to year-round business.

Upper Floor Improvements:

- Transform the upstairs of the current single-family home into a one-bedroom apartment with new separate entrance accessed from the rear of building.



Great Escape Ice Cream Parlor

Project Budget:

Project Phase	Budget
221 South Franklin Renovations	\$310,000
223 South Franklin Renovations	\$95,000
Parking lot & bank reconstruction	\$50,000
Equipment purchases & upgrades	\$57,255
Total	\$512,255

Feasibility and Cost Justification:

Successful renovations of these buildings would have an immediate positive effect on the perception of downtown, adjacent property values, and would increase the likelihood of new investment in other nearby buildings. The renovations would attract more downtown workers and serve as a catalyst for other new or renovated downtown residential real estate investment. Occupants of redeveloped properties could bring a new population of downtown users, increasing pedestrian activity and much-needed increased demand for goods and services from downtown small businesses.

The property owner would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for building construction/renovation, site work and landscaping, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.



Timeframe for Implementation and Project Readiness:

Total Timeframe: 19 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Prepare design documents	Month 1 - 3
	Site plan and SEQR	Month 3 - 6
Phase 2: Construction*	Arcade and apartments	Month 6 - 11
	Ice cream store	Month 16 - 19

*Construction of the two buildings will be staggered to avoid construction impacts during peak season.



806 North Decatur Street - Expand Seneca Sunrise to Increase Production and Create Retail/Dining Area

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Seneca Sunrise Expansion	\$297,000	\$300,000	\$597,000

Project Description:

Seneca Sunrise Coffee is a small-batch roaster of organic coffees, a coffee shop, and a retailer of local products. The production facility, coffee shop, and retail space are located in a ground floor unit at 806 North Decatur Street, a four-unit rental property. Seneca Sunrise is an established business with a solid year-round customer base.

Since opening its doors in the summer of 2015, the business has seen a significant increase in retail and wholesale sales. This project would allow Seneca Sunrise to continue steady growth by increasing roasting; expanding the coffee shop and food menu; and developing the retail aspect into a community store that would serve as a retail outlet for local farms, creameries, and other small producers as well as for its coffee products. To achieve this, the current location would require remodeling, expansion, and equipment upgrades. In addition, this project would build on the Village's popularity with tourists to create a package experience for visitors to local hotels. As part of the business plan, Seneca Sunrise would create a package for hotels to offer their guests for a custom roasting/blending/tasting experience, or a VIP coffee-and-dessert experience. Similar events could also be offered to local residents.

Following the purchase of the Property at 806 North Decatur Street, this project would include the following elements:

Expansion and Remodeling

- Enclose the existing front porch (24 feet by 12.5 feet) to provide seating for the coffee shop.
- Construct a three-story, 35 by 25-foot addition along the north side of the building, totaling 2,625 square feet. On the ground floor, this addition would include a roasting space/bean storage area and a garage. The second and third floor would be one apartment intended for long-term rental.
- Modify current layout of the existing coffee shop to accommodate a larger retail space and kitchen.
- Upgrade kitchen to a full commercial kitchen.
- Install geothermal HVAC for the entire building, including all five apartments to reduce heating and cooling costs for building residents.

Jobs Created:

Potential employee-sharing agreement with The Great Escape Ice Cream Parlor that would allow an employee to have a part-time job at each business.

Project Location/Address:

806 North Decatur Street

Ownership of Property:

Loretta Fulkerson

Acquisition of Real Property:

Seneca Sunrise Coffee has an agreement in place to purchase 806 North Decatur Street.



Equipment Purchases

- A 5-kilogram coffee roaster for more efficient roast production would almost double output.
- Community store and kitchen purchases would include:
 - Commercial display cases;
 - Coolers and freezers;
 - Display racks and shelving;
 - Commercial-grade appliances (range, refrigerator, three-bay sink, etc.); and
 - Furniture for the dining area.

Project Budget:

Project Phase	Budget
Acquisition	\$175,000
Construction Costs	\$322,000
Equipment	\$100,000
Total	\$597,000

Feasibility and Cost Justification:

Seneca Sunrise has demonstrated success as a small business and developed a loyal customer base of locals and visitors alike. Investing in this business would help ensure its continued success, which would build on its potential to revitalize the downtown. The business owner is a permitted cottage industry under the Village's zoning code, and has coordinated with the code enforcement officer during the course of the DRI planning process to modify the project in order to remain a

permitted use. The project has also been revised to reflect direction from both the LPC and the public.

The owner would contribute \$300,000 toward the total cost of the project. This amount reflects the purchase price of the property (\$175,000), equipment (\$100,000), and a portion (\$25,000) of the geothermal system. The private funding would come from a variety of sources, including bank financing, energy incentives, tax breaks, and utility cost savings. The owner may seek additional funding opportunities through Cornell Cooperative Extension, which has been actively pursuing the establishment of a retail outlet for local farms in downtown Watkins Glen, as well as other grant opportunities such as the Local Food Promotion Program administered by the U.S. Department of Agriculture (USDA). The \$297,000 in DRI funding would go toward construction, remodel, and \$15,000 of the geothermal system.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for site acquisition, building construction/renovation, site work and landscaping, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 10 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Acquisition	Month 1
	Prepare design documents	Month 2 - 3
	Site plan and SEQR	Month 4 - 5
Phase 2: Construction	Construction	Month 6 - 10





Jobs Created:

This project is likely to create approximately 4-5 jobs.

Project Location/Address:

101 11th Street

Ownership of Property:

Keji Lin and Aihua Zhu

Real Property Acquisition:

This project does not require the acquisition of real property.

101 11th Street – Develop New Mixed-Use Building

DRI Funding Request:

	DRI Request	Other Funding	Total
101 11th Street	50% of total project cost, up to \$500,000	\$605,166	\$1,105,166

Project Description:

The proposal is for construction of a new mixed-use building located at 101 11th Street, at the corner of Franklin Street. The site is a 5,000-square-foot parcel located on the east side of South Franklin Street, one block from the entrance to Watkins Glen State Park. The property has been purchased by Keji Lin and Aihua Zhu, Watkins Glen residents who have owned the Lucky Star Chinese Restaurant at 800 North Franklin Street since 2014. The proposed project would be a 2,160 square foot, two-story building with commercial space on the first floor and residential units on the second floor.

The site currently contains a single-story double-wide manufactured house, with no architectural character or significance. The proposal would replace this building with a mixed-use building with a brick façade.

Commercial Ground Floor

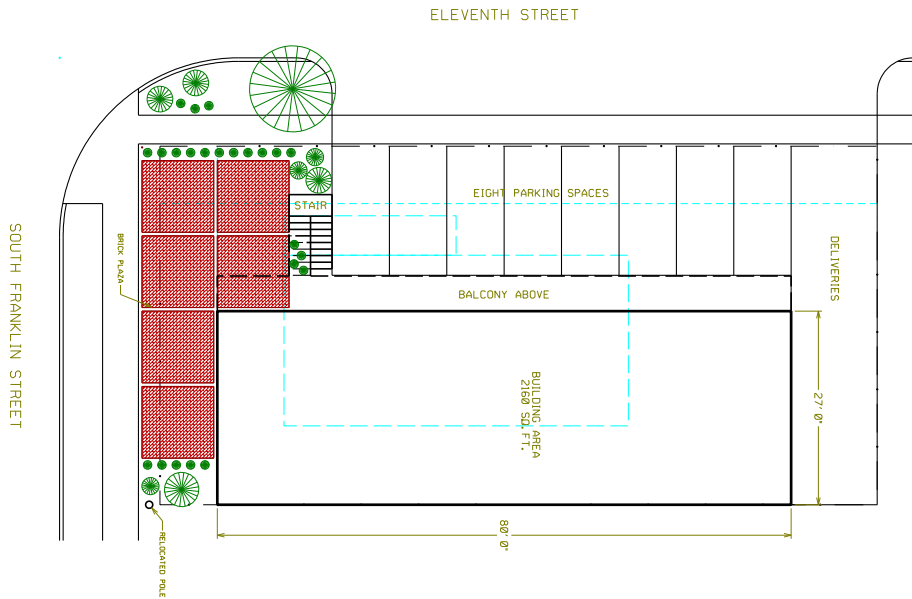
The owners plan to open a restaurant on the first floor, which would be a Noodle House and Confectionary also serving international coffee and tea drinks. The new restaurant would be in addition to the owners' existing restaurant elsewhere in the Village. There may also be potential for additional commercial space for a second business on the first floor.

Residential Second Floor

The second-floor residential units would be long-term rental units; the configuration of the units would be determined based on the outcome of the owner's ongoing marketing research. The building would be sufficient to accommodate four studio apartments or two three-bedroom apartments.

Parking and Landscaping

The site would include access from the 11th Street side of the lot. On Franklin Street, the site would incorporate landscaping and brick paving to create an outdoor eating area.



Proposed Site Plan

Source: MATRIX Architects



Existing Building at 101 11th Street

Source: Google Maps

Project Budget:

Project Phase	Budget
Acquisition	\$135,000
Site Prep	\$28,546
Building Construction	\$765,761
Site Development	\$19,881
Design, Fees, and Approvals	\$67,781
Contingency	\$88,197
Total	\$1,105,166

Feasibility and Cost Justification:

Redeveloping this property would have a positive effect on the perception of downtown. Given its location just one block north of the entrance to the State Park, this redevelopment could help draw foot traffic north along Franklin Street, where pedestrians could frequent local businesses. In addition, this project could impact adjacent property values, and improve the likelihood of new investment in other nearby buildings. More downtown workers could enhance the feasibility of other new or renovated downtown residential real estate investment. Occupants of redeveloped properties could bring a new population of downtown users, increasing pedestrian activity and much-needed increased demand for goods and services from downtown small businesses.

The property owner has modified its proposal during the course of the DRI planning process to respond to direction from the LPC and is exploring additional cost-saving measures to maximize the potential DRI funding while retaining overall project viability. In addition, the owner presented a concept plan of the project to the Village Planning Board in March 2018; the concept was generally well-received. The property owner would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for building demolition/construction, site work and landscaping, interior fit-out, and design/legal fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 12 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Design and construction documents	Month 1 - 6
	Site plan and SEQR	Month 7 - 8
Phase 2: Construction	Construction and outfitting	Month 9 - 12

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**Project Type:**

Public Improvement

Strategies:**DRI Strategies**

- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources.
- Improve park assets, invest in winter recreational amenities, and enhance access to the region's natural resources and recreational amenities, to promote year-round living and tourism.

Southern Tier Regional Economic Development Council Strategies

- Promote the Southern Tier's innovative culture.

Project Location:

Clute Park, East 4th Street along Seneca Lake

Project Ownership:

Village of Watkins Glen

2A: IMPLEMENT YEAR-ROUND RECREATION IMPROVEMENTS AT CLUTE PARK

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Clute Park	\$3,129,467	\$2,825,862	\$5,955,329

Project Description:

The Village has received funding from the New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP) and through recent NYS DOS Local Waterfront Redevelopment Program (LWRP) grant awards to implement improvements to Clute Park. DRI funds would supplement these awards to implement substantial park improvements that would transform the park into a year-round destination and signature public amenity for the Village.

Pavilion and Ice Rink/Splash Pad Complex

At the center of year-round improvements would be a recreational seasonal ice rink, which can be transformed into a splash pad, amphitheater, or open space for events in summer months. The open air rink, to be located in the west-central portion of Clute Park, would be sized at 150 feet by 75 feet, or 11,250 square feet in total, large enough to accommodate curling and some ice hockey activities (although it would not be a regulation-sized hockey rink). The ice rink would require supportive elements including chilling infrastructure and space for an ice resurfer and skate rental. The ice rink would generate a revenue stream, which would pay for ongoing operations by an outside contractor.

Adjacent to the ice rink/splash pad, a new, two-story weatherized pavilion would be built to replace the existing seasonal pavilion space. The new pavilion would incorporate a restaurant, catering kitchen, and event space on the second floor, and a small café/cocoa station, storage, and bathrooms on the ground floor. The pavilion would be sited to block northwesterly winds and provide easy access from the ice rink/splash pad to bathroom and café facilities. In addition, the pavilion could incorporate a blank wall suitable for projection during summertime movie events.

It is envisioned that the pavilion and café would be operated year-round by a concessionaire, with the space available for public dining and venue rental, as a source of revenue to the Village that would help to fund ongoing maintenance and operational costs. Operation of the ice rink/splash pad would also be outsourced to a private operator.



Clute Park Concept Images





New Bathhouse

A new weatherized bathhouse would be constructed near its current location to provide bathrooms and changing rooms adjacent to the public swimming area.

Improved Pedestrian Walkways

Pedestrian pathways would be improved throughout the park, creating an approximate three-quarter mile loop running parallel to East 4th Street and the lakefront for joggers and walkers. Pathways would be lit and would improve access at the west side of the park. The pathways would also connect to a new pedestrian bridge that is being constructed with separate grant funding, linking to the existing kayak launch area at Tank Beach.

Active Recreation Areas

The western portion of Clute Park would be focused on active recreation. The existing skate park would remain in its current location at the southwest corner of the park. The basketball courts would be relocated to this area, and a climbing “play hill” would be constructed at the northwest portion of the park. Other active recreational amenities include upgraded playground equipment in the central portion of the park and a play/sledding hill at the eastern end. The sledding hill would be designed to slope away from the roadway and to provide a sound barrier to mitigate the noise of truck traffic coming downhill around this curved portion of East 4th Street.

Passive Recreation Areas

The proposed Clute Park improvements would also include the addition of a new wildlife garden/ecological zone at the eastern end of the park, a children’s garden in the western end, shade structures placed at several waterfront locations, and fishing and seating piers. A large area at the center of the proposed pedestrian loop would remain open for active and passive recreation as well as larger-scale events. In addition, the existing salt derrick along the western lakefront area would be restored and lit to serve as a new focal point.

Parking and Utility Improvements

Vehicular access to the pavilion and ice rink/splash pad complex would be accomplished via a looped drop-off area, with the majority of parking provided at the existing surface lot. A new turn-around area would be added at the eastern end of the lot. ADA-compliant parking spaces would be located adjacent to the complex. In addition, in order to accommodate the new weatherized pavilion and bathhouse, new water lines would need to be constructed to serve the new buildings.

Public Support:

Improvements to Clute Park was one of the projects highlighted in the DRI application, and this project has received strong public support from the beginning of the DRI planning process. The Village has worked with SCOPED and the County on

“The Clute Park Plan is a definite. Would benefit everyone in the community and tourists along with making it useful in the winter. Great plan!”

(Public survey comment)

Project Partners:

A vendor or operator will partner with the Village to manage ice rink and pavilion operations on an ongoing basis.

Capacity:

The Village currently manages Clute Park and has the capacity to continue with the assistance of a private operator to manage the operations of newly constructed elements, such as commercial establishments, venue rentals, and the ice rink.

Regulatory Requirements:

SEQRA; LWRP consistency determination; Village of Watkins Glen Code; Building Permits; DEC/Army Corps Permitting; Health Department

Project Reporting:

- Use—number of park visitors, as measured by periodic counts during different seasons.
- Programming—number of events hosted in Clute Park.
- Revenue—net revenue generated for the Village by new program elements operated by a third-party operator.

ongoing efforts to revitalize its lakeside park, and has received funding for various improvements outlined below. The public survey indicated 89% of respondents “somewhat approved” or “approved” of this project.

Many who responded to the visitor survey come to the camping area across from Clute Park, and described improvements to the Park as among the top priorities for the DRI Plan. In the community survey, this project received the most positive response of any project. One respondent wrote, “This would be a valuable improvement for the local citizens and not just tourism. The proposed winter activities reinforce this.” Another stressed the need for year-round activities and family-oriented activity areas, “Our area has always lacked family-oriented activities. Surrounded by wineries and racing, but we have a gorgeous park and lake frontage that does nothing to draw families in.”

Project Budget:

Project Phase	Budget
Site Prep	\$36,930
Pavilion Building and Service Area	\$1,202,623
Ice Rink/Splash Pad	\$1,001,647
Bathhouse	\$750,300
Walkways, Landscaping, Fishing Pier	\$516,408
Play Area Improvements	\$229,880
Active and Passive Recreation Areas	\$444,660
Utility Upgrades	\$148,700
Design/Legal	\$649,672
GC OH&P	\$433,115
Contingency	\$541,394
Total:	\$5,955,329

Funding Sources:

- LWRP Grant (Project Seneca Phase 1): \$1,091,500 total, including:
 - Bathhouse: \$750,300
 - Park & Trail enhancements: \$150,000
- LWRP Grant (Project Seneca Phase 2): \$1,319,362 total, including:
 - Pavilion: \$1,202,623
- NYS Parks Grant: \$415,000
- DRI funding: \$3,129,467
- Potential private donations, advertising, and naming rights.



Feasibility and Cost Justification:

This project would provide year-round activities for residents and visitors, and would improve the image of the Village to attract additional residents downtown. These enhancements would create a destination at Clute Park with the addition of potential commercial elements in the pavilion, community events, and new recreational activities designed to be enjoyed during winter months. Improving the park's design would become an asset to the community and leverage outside grant funding to make an impact on the Village's economy and quality-of-life.

An attractive, reimagined public park that draws new visitors downtown for recreation would increase pedestrian traffic in the surrounding area and the downtown at-large. The park would serve as a quality-of-life asset; increase market demand for downtown as a place to live, work, and visit; and thus increase adjacent real estate values. Higher market demand and real estate values enhance the financial feasibility of real estate investment, both redevelopment of existing properties and new development. New investment and development resulting from this positive economic impact of placemaking would generate increased tax revenue for the Village.

Benefits should be weighed against projected new annual municipal costs for park maintenance and operations. To mitigate the impact of these costs, the Village would hire outside operators or vendors and would use revenue generated by the ice rink, venue rentals for events, and commercial operations at the pavilion to fund ongoing maintenance and operations at the park. Under the most likely scenario, the Village would issue a request for proposals (RFP) for a private restaurant/catering operator to run the pavilion and event space, year-round. This would include operation of the ground floor café/cocoa station. Separately, the Village would contract with an ice rink operator to run and maintain the seasonal ice rink. During summer months, the Village's Parks Department would operate the splash pad. Anticipated approximate ongoing operations and maintenance costs for the various Clute Park improvements are as follows:

Ice Rink (responsibility of private operator)

- Setup and Maintenance – Total \$137,850
 - Start-up and commissioning, ice painting, etc. - \$21,000
 - Snow melting pit grid, pump, heat exchanger - \$20,000
 - Pre-owned propane Zamboni - \$55,000
 - Gas ice edger - \$3,100
 - Rubber matting - \$5,000 (\$55 per 24 square feet, 2,200 square feet)
 - Rubber flooring - \$15,000 (\$7.5 per square foot, 500 feet by 4 feet)
 - Rental skates - \$18,750 (\$75 per pair, 250 pairs)
- Utility Costs: \$3,400 per month (assuming 75,000 kilowatt hours, 4.49 cents per kilowatt hour)

Splash Pad (responsibility of Village)

- Set-up and closeout - \$2,000 (based on splash pad technical person \$150 per hour)
- Water usage costs - \$8,000-\$10,000 per summer season

Pavilion (responsibility of private operator)

- Utility costs - \$7,500 per year (based on size of proposed building and current electric/water/sewer costs for the Watkins Glen Community Center)

Maintenance of Other Clute Park Improvements

- Snow removal - \$650 per year in labor and trucking/fuel costs
- Trails, gardens, and new play areas - \$1,350 per year in labor and materials
- Shade structures - \$300 per year in labor
- New bathhouse - \$4,500 per year for electric/water/sewer (assumes no cleaning during winter)

Based on the above, the Village may anticipate additional operations and maintenance costs of approximately \$18,800 per year for the splash pad and other park amenities. The bulk of this cost reflects water usage for the splash pad; if lower usage rates are achieved, the cost would decrease accordingly. In addition, the Parks Department is currently using the existing Clute Park pavilion to store equipment during winter months (275 picnic tables, 20 benches, three riding mowers, 50+ trash cans, and two golf carts). An alternative location would need to be secured to store those items in the absence of this existing pavilion space.

The Clute Park project will use funding already awarded and committed from the LWRP program and a grant from the New York State Parks Department.

The proposed use of DRI funds would be for building demolition/construction and interior fit-out, site work, utility upgrades, landscaping, upgrades to recreational equipment, and design/legal fees. Funds would not be used to fund removable equipment.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 18 months

Phase	Activity	Timeframe
Phase 1: Public Input Process	Vision workshops	Month 1 - 3
Phase 2: Design	Schematic design	Month 4 - 6
Phase 3: Approvals	Site plan and SEQR	Month 7 - 8
Phase 4: Construction*	Construction	Month 9 - 15
Phase 5: Secure Operators	RFP for ice rink operator and pavilion concessionaire	Month 16 - 18

*The Village may adjust the construction timeframe to minimize impacts during peak season.

**Project Type:**

New Development and
Rehabilitation of Existing Structures

Strategies:**DRI Strategy**

- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

Jobs Created:

Up to five permanent jobs

Project Location/Address:

906 North Decatur Street

Acquisition of Real Property:

This project does not include land acquisition

Ownership of Property:

Watkins Glen Apartments
Company I LP

The operator would be Schuyler County, which has a long-term lease of the building

2B: UPGRADE WATKINS GLEN PERFORMING ARTS CENTER**DRI Funding Request:**

Component	DRI Request	Other Funding	Total
Watkins Glen Performing Arts Center	up to \$1,000,000	\$1,000,000	\$1,992,375

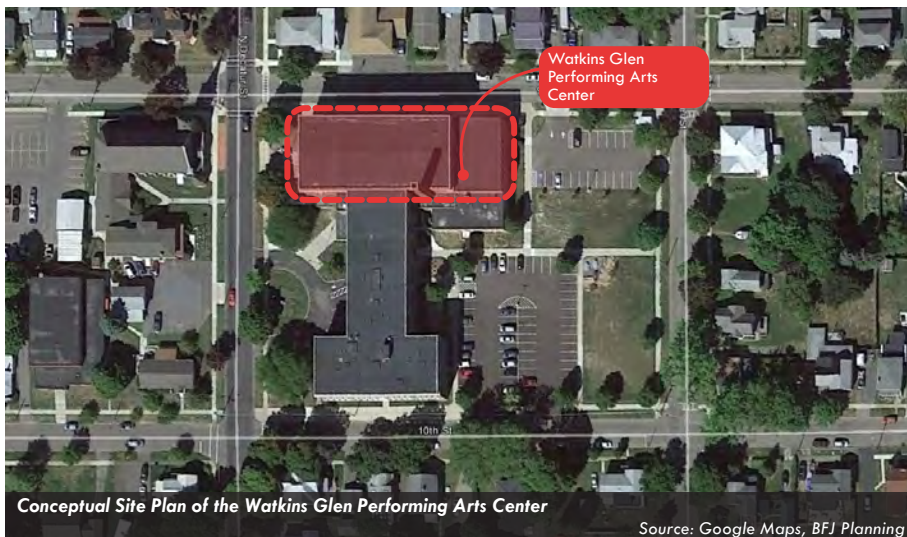
Project Description:

The former Watkins Glen High School, constructed on North Decatur Street circa 1930, was recently converted into 51 apartments for seniors. Through a public-private partnership with the developer of the Watkins Glen School Apartments, Schuyler County is committed to developing the former school auditorium as the Watkins Glen Performing Arts Center. Under the terms of the County's 20-year lease, the complex owner (Two Plus Four Construction) is financially responsible for building maintenance and utilities. The County is responsible for capital upgrades to the facility, although the building owner is open to exploring some cost-sharing potential.

The County envisions the Performing Arts Center as a space focused on live events (e.g. musical performances and community theater shows), with the ability to project multimedia onto a screen. In the short-term, the facility would be operated by the County, which would take responsibility for booking all performances. It is anticipated that, with the improvements described below, the County would be able to secure a private operator to manage the performing arts center. The facility would also be available for rental by community groups, industry associations, conferences, and other event sponsors. Parking for the Performing Arts Center would primarily be on-street. In addition, the County-owned lot on 9th Street, with approximately 80 spaces, would be available on nights and weekends, and the State Park lot at 10th Street and North Franklin Street could be available during the off-season.

The County has already undertaken various improvements to the facility, including installation of a new heating system, renovations to the restrooms, and work to make the building entrances handicapped-accessible. Further specific improvements needed entail the following elements:

- Installation of a new air conditioning system, which would allow the facility to be used during summer months;
- Construction of a "green room"/ dressing room area in the former gym;
- Construction of ticket and concession areas, including a kitchen/prep area and a lounge space;
- New energy-efficient lighting and sound systems;

**Regulatory Requirements:**

SEQRA; Village of Watkins Glen Code; Building Permits

Project Reporting:

- Programming—increase in number of events held at the Performing Arts Center
- Revenue—revenue generated from ticket sales and facility rental
- Property Values—change in assessed value of adjacent properties
- Business Revenues—change in revenue from businesses within 500 feet of the project site

- A new screen, projector, and audio-visual equipment; and
- Historically appropriate venue signage.

The 850-seat auditorium itself is in relatively good condition. The seating and carpeting can continue to be used in the near-term. Longer-term, as the facility's usage and level of activity increases, the County may pursue replacement of the seating and carpeting; however, this effort would need to be undertaken in coordination with the State Historic Preservation Office (SHPO) to ensure the historic appropriateness of replacement seating. In particular, the wooden seats in the auditorium's balcony section are original to the building and would likely need to be preserved. The County is not seeking funding for replacement of these auditorium elements at this time.

Public Support:

The Watkins Glen community discussed the need for additional cultural opportunities and performance venues from the beginning of the DRI planning process. Visitors who responded to the online survey described a lack of events, night-life, and cultural activities in the Village. Members of the public have described ongoing support for additional variety of entertainment opportunities. The public survey indicated 56% of respondents "somewhat approved" or "approved" of this project.

Anticipated Revitalization Benefits:

Live productions would attract year-round visitors to the area, improving the cultural and economic vitality of the community and region and generating activity for local retailers and restaurants. The Watkins Glen Performing Arts Center would partner with local businesses to offer concessions and advertising opportunities, and may offer classes to local adults and children in addition to live productions. This project



would revitalize the local community by creating activities, entertainment, and educational programs that would appeal to families and children.

Future Use of Structure:

Public use entertainment venue

Project Budget:

Project Phase	Budget
New air conditioning system and electrical	\$350,000
New green room	\$350,000
Construction of kitchen/concession areas	\$250,000
Energy-efficient lighting and sound systems	\$350,000
New screen, projector, and audio-visual equipment	\$250,000
Historically appropriate venue signage	\$25,000
Design/Legal	\$236,250
Contingency	\$181,125
Total:	\$1,992,375

The overall project cost is estimated at \$2 million. Of the private leverage, the building owner would provide 50% as in-kind construction services. The remaining leverage would be provided by Schuyler County through a combination of cash and in-kind construction services.

Feasibility and Cost Justification:

The County, which has already invested more than \$1 million in capital improvements to the facility, is committed to investing the financial resources, in combination with DRI funding, to ensure the long-term success of the Watkins Glen Performing Arts Center. The County may also seek additional funding, including from the New York State Council of the Arts, and the New York State Energy Research & Development Authority (NYSERDA) for energy-efficient lighting upgrades. However, completion of the project is not dependent upon receipt of these additional funding sources.

Consumers have many choices for where to settle and where to spend leisure time. Well-supported arts institutions can serve as a distinguishing competitive advantage in attracting visitors, residents, and workers to downtown Watkins Glen. Expanding Watkins Glen's cultural assets could help attract more—and minimize the perceived risk of—private investment throughout the downtown and support retail, commercial office, and residential occupancy rates.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for building renovation and interior fit-out. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 9 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Design	Month 1 - 4
	Site plan and SEQR	Month 5 - 6
Phase 2: Construction	Construction	Month 7 - 9

**Project Type:**

New Development and
Rehabilitation of Existing Structures

Strategies:**DRI Strategies**

- Advance urban design principles that will make for a more attractive downtown
- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

Jobs Created:

20-25 seasonal full-time jobs

Project Location/Address:

1 North Franklin Street

Ownership of Property:

Wine & Glass Tour Inc.

Acquisition of Real Property:

This project does not include land acquisition

2C: REDEVELOP CAPTAIN BILL'S PORT OF SENECA LAKE CRUISE TERMINAL

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Captain Bill's Port of Seneca Lake Cruise Terminal	up to \$500,000	\$500,000	\$1,000,000

Project Description:

This project involves construction of a new facility for Captain Bill's Seneca Lake Cruise Terminal. The project, which would occur on the same site that the business currently operates, would allow the company to expand its operations with a larger facility and provide improved services for retail customers, weddings, and other special events. The business has plans to expand. The purpose of DRI funding is to support changes in the site plan that have a direct benefit to the public realm. The owner's plans would replicate the existing building footprint; however, given limited views of Seneca Lake from Franklin Street, a revised site plan could attract additional visitors from downtown to the waterfront. Criteria for DRI funding include:

Criteria for DRI funding include:

1. Increased viewshed from Franklin Street;
2. Public Plaza between Captain Bill's Cruise Terminal and the Seneca Harbor Station restaurant; and
3. Isolating parking on the northwest part of the site, out of the viewshed, as much as possible.

These site plan improvements must also take into account the needs of the business, including:

1. Maintaining the current number of parking spaces on-site;
2. Facilitating coach bus access to the site; and
3. Ensuring visibility of the building from Franklin Street.

Captain Bill's Seneca Lake Cruise Terminal offers dining, tours, and private events aboard its two cruise vessels, the Seneca Legacy and the Stroller IV. This family-owned business has been in operation since purchasing the property in 1963, and has grown to include a gift shop and private marina. The current one-story main building on this site was constructed in 1977, and provides space for a gift shop, offices, and storage. There is an additional two-story storage building featuring a bridal suite and storage on the property. This project proposes the demolition of the existing main building, new construction based on a site plan that maximizes

lake views, and the relocation of bridal services from the existing storage building to the new facility.

As the business has grown, Captain Bill's has outgrown its current facility. Construction of a new modern multi-purpose building would enable the business to continue to grow and attract new customers. This new two-story building would serve as the gateway to Seneca Lake at the north end of Franklin Street. Captain Bill's serves as a focal point at the north end of the Village. A redesign of the current building would enhance the lakefront and draw visitors north on Franklin Street. The goal is to connect North Franklin Street to Seneca Lake with an attractive new structure that would improve visual access to Seneca Lake and improve the operations of Captain Bill's Cruise Terminal.

New Construction

The new 5,000 square foot, two-story building would occupy roughly the same sized footprint as the existing structure but the second floor would double the building area. The ground floor would include: ticketing to Captain Bill's sightseeing and dining cruises; a nautical emporium/gift shop; a gateway to Seneca Lake visitor area; office space; storage; a shower and restroom for marina customers; and meeting rooms for staff and clients. The second floor would include: relocated bridal suite for wedding parties; additional office space; and records/uniform storage. New construction could include additional outdoor space, potentially on the second floor and/or rooftop area. This space could be open to the public and would attract visitors interested in lake views, potentially generating additional customer traffic.

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits

Project Reporting:

- Programming—increase in number of private events held at the facility
- Revenue—revenue generated from new facility compared to the existing facility
- Tax Revenue—taxes collected from businesses occupying the site
- Operations—expansion in hours of operation



Existing View of Captain Bill's Seneca Lake Cruises

“Captain Bill’s upgrades are only appropriate if it is positioned to not block lake views. It would be better to spend more money and do it right.”

(Public survey comment)

Site Plan

As part of the NYS DOT Northern Gateway project, Captain Bill’s has been working with NYS DOT to reconfigure parking and access with the existing building footprint, and NYS DOT has a traffic flow and parking detail in place. However, this plan does not expand views or remove parking from the viewshed. During the DRI planning process, the consultant team worked with the property owner to develop an alternative site and building plan options that achieve the owner’s goals while addressing the following critical community objectives:

- Expanding the public viewshed of Seneca Lake from Franklin Street;
- Creating a public plaza between Seneca Harbor Station and Captain Bill’s; and
- Locating as much parking as possible to the northwest part of the site (i.e., out of the viewshed).

As a result of this effort, two alternative concepts were developed by the consultant team for the property owner to advance in exchange for receipt of DRI funding. These concepts were developed to demonstrate alternate site plans that expand the viewshed, provide public space, and remove parking areas from the viewshed, while still meeting the needs of the business on-site.

Public Support:

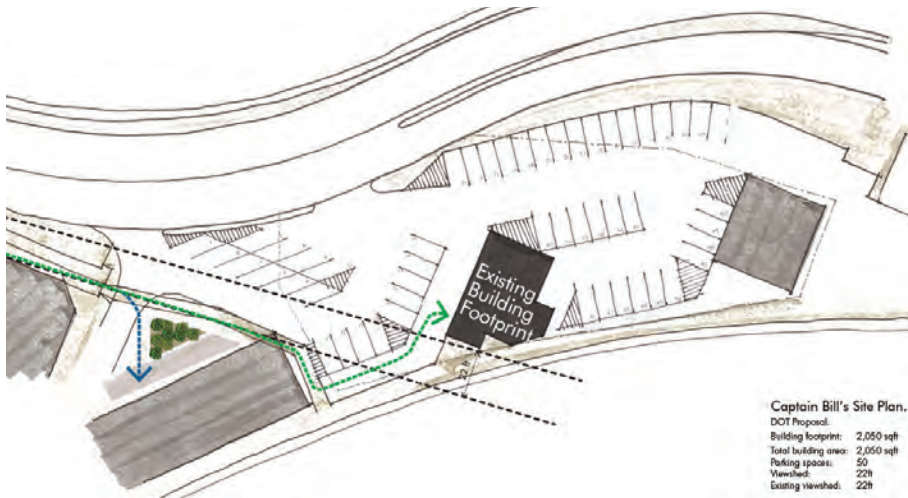
Members of the public have expressed strong support for improving the view of Seneca Lake from Franklin Street, an important element of this project. In addition, survey results show that restaurants and the lakefront are two of the Village’s major attractions. The public survey indicated 57% of respondents “somewhat approved” or “approved” of this project. In survey comments, respondents indicated that preservation of the Seneca Lake views are a critical aspect to the project.

Anticipated Revitalization Benefits:

Redevelopment of the Captain Bill’s facility would provide numerous benefits to the Village, including improving the appearance of the northern gateway. Reconfiguring this highly visible site to improve viewsheds and expand business operations of a major employer in the Village would be a significant asset, and could have a positive impact on adjacent property values, and the feasibility of new investment in other nearby buildings. Investment in this property could drive higher tax revenues. Public realm improvements to the site could increase pedestrian traffic to the lakefront, while supporting a local business and creating a high-quality arrival into downtown that enhances perception of the area.

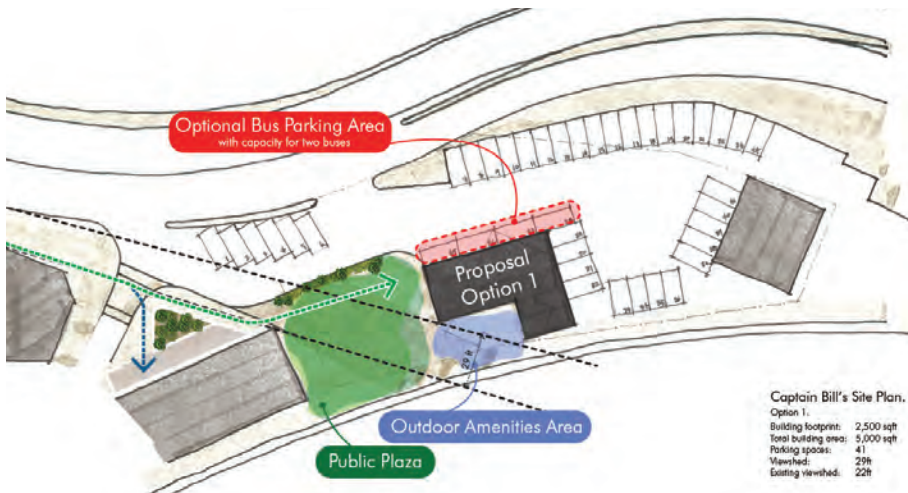
Future Use of Structure:

Commercial



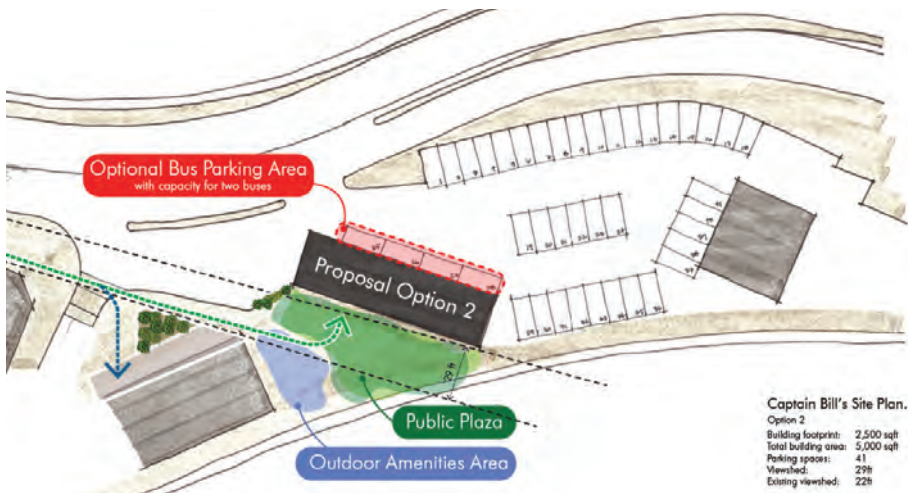
Captain Bill's Site Plan.
DOT Proposal:
Building footprint: 2,050 sqft
Total building area: 2,050 sqft
Parking spaces: 50
Viewshed: 22ft
Existing viewshed: 22ft

DOT Site Plan Proposal—Unchanged Building Footprint



Captain Bill's Site Plan.
Option 1:
Building footprint: 2,500 sqft
Total building area: 5,000 sqft
Parking spaces: 41
Viewshed: 29ft
Existing viewshed: 22ft

DRI Funded Site Plan—Option 1



Captain Bill's Site Plan.
Option 2:
Building footprint: 2,500 sqft
Total building area: 5,000 sqft
Parking spaces: 41
Viewshed: 29ft
Existing viewshed: 22ft

DRI Funded Site Plan—Option 2

Source: BFJ Planning

Project Budget:

Project Phase	Budget
Site prep	\$10,000
Building Construction	\$700,000
Parking and Public Plaza	\$50,000
Design and Legal	\$100,000
GC OH&P	\$50,000
Contingency	\$90,000
Total:	\$1,000,000

Feasibility and Cost Justification:

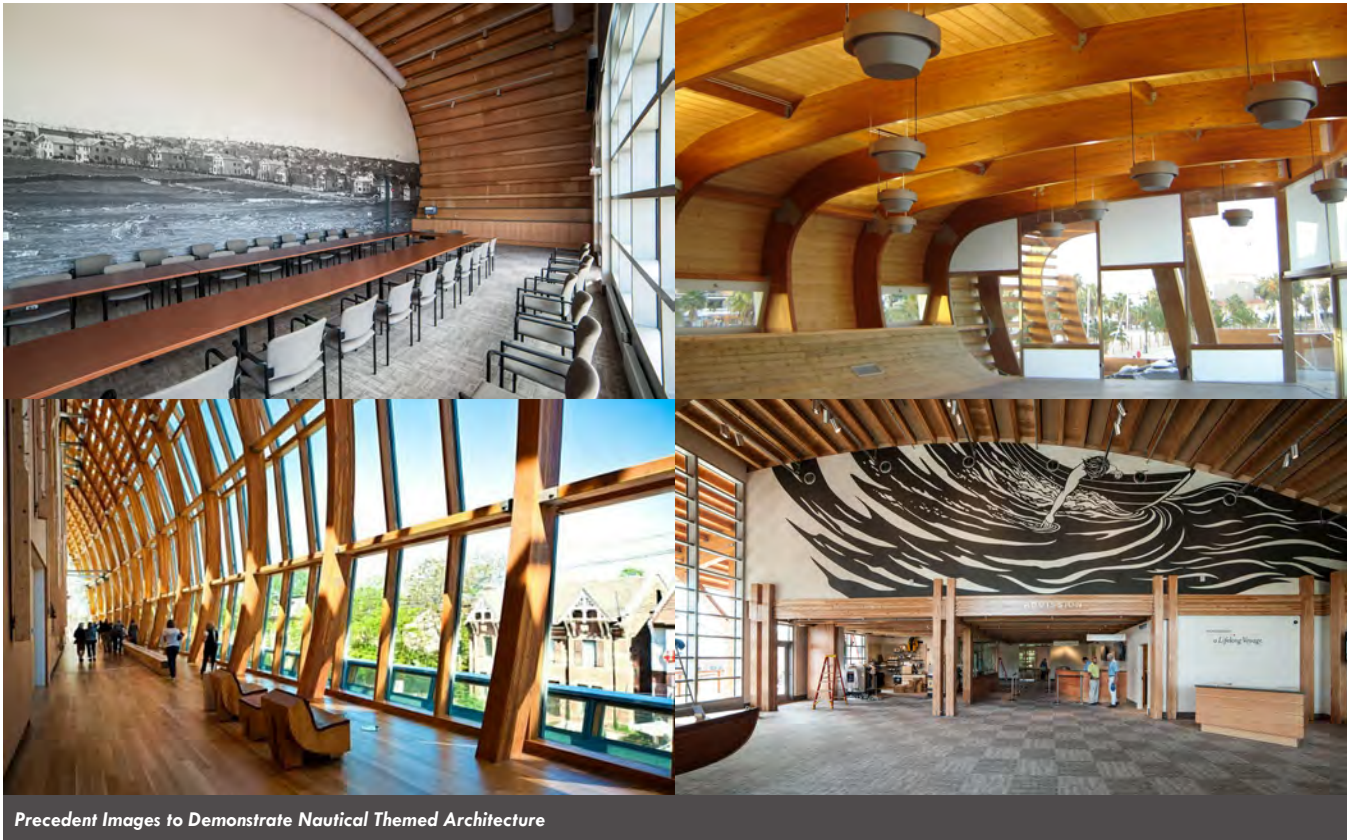
Captain Bill's Seneca Lake Cruises has been a longtime Watkins Glen business and has continually invested in improving and expanding its business, including replacing vessels and reconstructing the abandoned Conrail station and transforming it into the Seneca Harbor Station restaurant. The business has the capacity to undertake the proposed building and site renovations, which it anticipates would allow it to increase annual revenue by 25% every year for the five-year period following project completion. The property owner would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

Given public feedback regarding the importance of lake views and the opportunity presented by reconfiguring the proposed building and parking areas, the LPC supports the use of DRI funding to incentivize the property owner to select an alternative development concept that appropriately balances the business needs with community priorities.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

SCOPED, or its designee, would be the local administrative entity for this project.

The proposed use of DRI funds would be for building demolition/construction, site work and landscaping, and interior fit-out. Funds would not be used to fund removable equipment.



Timeframe for Implementation and Project Readiness:

The implementation of this project must account for the seasonal nature of Captain Bill's business. As a result, construction must start in the fall of 2018 and be completed by the spring of 2019.

Total Timeframe: 9 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Design and construction documents	Month 1 - 3
	Site Plan and SEQR	Month 4 - 5
Phase 2: Construction	Construction and outfitting	Month 6 - 9



Project Type:

New Development and
Rehabilitation of Existing Structures

Strategies:

DRI Strategies

- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

Jobs Created:

Estimated FTE of 5-7 jobs

Project Location/Address:

30 North Franklin Street

Ownership of Property:

Seneca Market I, LLC

Acquisition of Real Property:

This project does not include land acquisition.

2D: RENOVATE FORMER VFW BUILDING INTO A FULL-SERVICE SPA AND FITNESS CENTER

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Renovate Former VFW Building	\$250,000	\$2,012,000	\$2,262,000

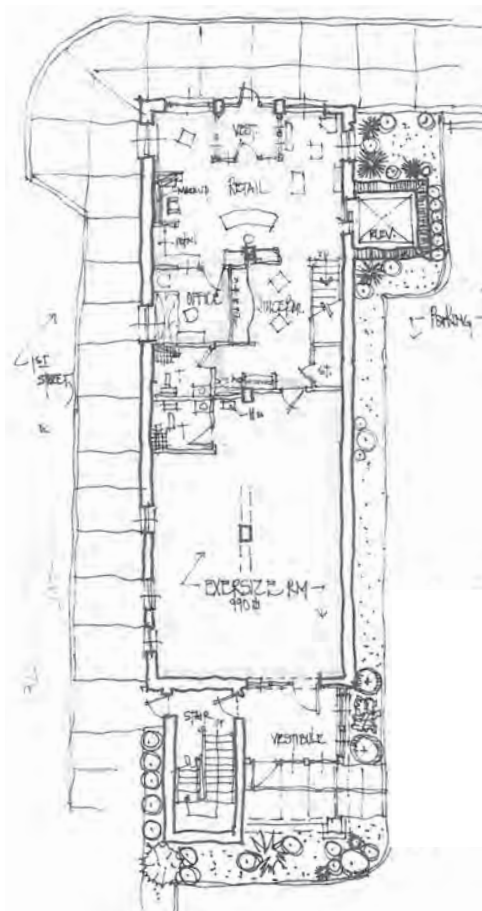
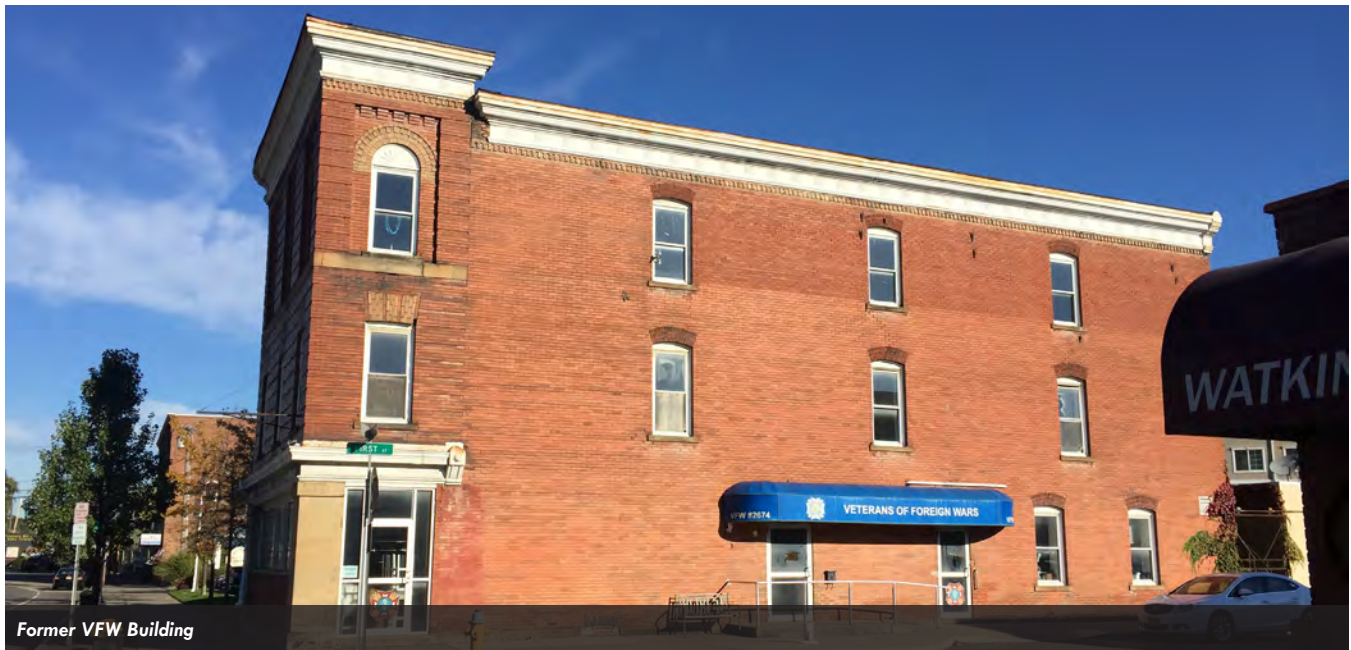
Project Description:

The owners of the Watkins Glen Harbor Hotel propose to renovate the vacant former VFW building into a full-service spa and fitness center. The building is located at the corner of 1st Street and North Franklin Street. The VFW previously operated the William Coon Veteran Association at the location, but closed the business in 2013 due to financial difficulties. The building has been underutilized or vacant since the Harbor Hotel opened in 2008. Owners of the Harbor Hotel purchased the building in May 2015.

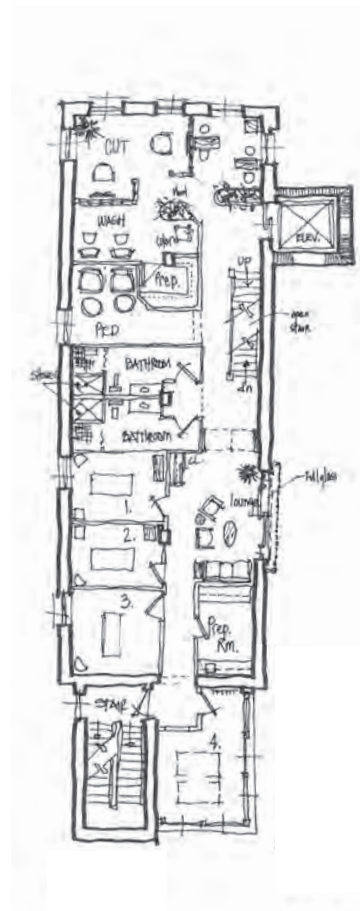
During its nine years of operation, guests at the Harbor Hotel have expressed the desire for spa services, particularly given the hotel's popularity as a wedding venue. A full-service spa would raise the profile of the hotel and add a valued service component. In addition to the spa, the hotel fitness center would be relocated into the eastern half of the first floor of the building, doubling the size of the center. The current fitness center, located in a lake view room on the second floor inside the hotel, would be renovated into a hotel suite. This would add significant annual room revenue to the hotel. The spa would be available to hotel guests and the general public. The fitness center would be reserved for hotel guests only.

The building has an unusual size floor plan with very small width. Rehabilitation of the building would require the following elements:

- Historic restoration of the building façade: maintain the current building brick façade which requires some brick repointing. The entire north elevation of the building requires a new skin using an appropriate exterior skin product that would be more attractive to passersby and the view from the hotel front entrance.
- Retain and repair the parapet roof line.
- Replace all windows with historically appropriate windows and repair lintels.
- Introduce a front entrance to the building on North Franklin Street.
- Remove the blue canopy on 1st Street.
- Remove the temporary one-story structure at the rear/east end of the building.



Level 1: Exercise Room, Retail, and Juice Bar



Level 2: Spa



Level 3: Spa

Source: NH Architecture

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits

Project Reporting:

- Hotel Guests—increase in number of guests staying at the Harbor Hotel
- Revenue—revenue generated from the spa and gym
- Tax Revenue—Taxes collected from the business occupying renovated space
- Spa Visits – number of guests who frequent the spa

“VFW is also another great plan. It has sat vacant way too long.”

(Public survey comment)

- Construct a new stairwell in the southeast corner of the building and a new rear entrance and vestibule in the northeast corner of the building.
- Enhance landscaping along the north and east sides of the building.
- Make the building ADA accessible, including construction of an exterior elevator shaft.
- Add life safety infrastructure.

Public Support:

Members of the public supported the preservation of historic buildings in the downtown, and filling vacant spaces along Franklin Street from the beginning of the public outreach process. Respondents to the visitor survey indicated support for upgrades to the northern gateway, and a focus on occupying buildings that have been left vacant. The public survey indicated 57% of respondents “somewhat approved” or “approved” of this project.

Anticipated Revitalization Benefits:

The former VFW building is located on a prominent corner of the Village and currently detracts from the aesthetic character of the northern gateway. Rehabilitation and reuse of this building would complement and support the Village’s largest hotel, and would contribute to the transformation of the northern Franklin Street gateway into an inviting and vibrant place. The enlarged fitness center would bring the hotel’s amenities more in line with its peers, while the spa would provide a valuable new service for hotel guests, other visitors, and local residents. The project would result in the creation of permanent, year-round jobs, and would add to the real property tax base in addition to generating additional sales and occupancy tax revenue.

Future Use of Structure:

Commercial/Hospitality

Project Budget:

Project Phase	Budget
Acquisition	\$295,000
Site Work	\$52,500
Building Renovation	\$1,282,225
Interior and Finishings	\$255,000
Design, Fees, and Other Costs	\$286,731
Contingency	\$90,544
Total:	\$2,262,000

Feasibility and Cost Justification:

Redeveloping the VFW building could provide numerous benefits to the Village, including improving the appearance of a historic building, creating new jobs as the commercial spaces come online, and generating sales and increased property taxes where previously the building had been vacant. A redeveloped VFW building could set a new precedent for high-quality space on Franklin Street and create excitement around redevelopment of underutilized historic buildings in the downtown. The renovated building could have a positive effect on adjacent property values and leverage private investment by creating a demonstration project that counters perceived risk in investing in new or renovated retail spaces on an important block of Franklin Street. Such new uses and investment could drive higher tax revenues. Creating a new business that would meet demand identified in the market analysis would bring additional foot traffic to the area, helping to support local businesses. The building's location near the northern gateway would help in creating a high-quality arrival into downtown that enhances perception of the area. The owners of the Harbor Hotel have a proven track record of success in Watkins Glen since its opening in 2008, and have the financial resources and banking relationships to leverage DRI funding for successful completion of the project. Given the building's unusual floor plan, lack of ADA accessibility, and no on-site parking, adaptive reuse of the VFW building is difficult and expensive, and a spa/fitness center represents a viable use. The property owners have indicated that the transformation of the building as proposed is only possible with the inclusion of DRI funding, and that without such funding, demolition of the building is likely their preferred option. The property owners would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

SCOPED, or its designee, would be the local administrative entity for this project.

The proposed use of DRI funds would be for building construction/renovation, site work, and interior fit-out. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 9 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Design and construction documents	Month 1 - 3
	Site plan and SEQR	Month 4 - 5
Phase 2: Construction	Construction and outfitting	Month 6 - 9



Former VFW Building



Project Type:

New Development and Rehabilitation of Existing Structures

Strategies:

DRI Strategies

- Support the creation of high-quality year-round housing that serves residents of varied ages, incomes, and tenure type, through renovation for upper-floor apartments and new residential development.
- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources
- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings

3A: RENOVATE 3RD STREET CARRIAGE HOUSE

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Renovate 3rd Street Carriage House	\$350,000	\$350,000	\$700,000

Project Description:

This project would renovate the historic Carriage House building for mixed uses. The ground floor would be used for one or more commercial, retail, light industrial, or tourism-related uses. The second floor would be converted into two apartments as long-term rentals.

The property includes the original Carriage House with a wooden addition. In the past, people visiting the Village boarded their horses and carriages there. The property is currently used for storage by the Villager Motel, whose owners also own the Carriage House. The inside is in the original condition and the owners wish to preserve as much as possible of its history.

Elements of this project include:

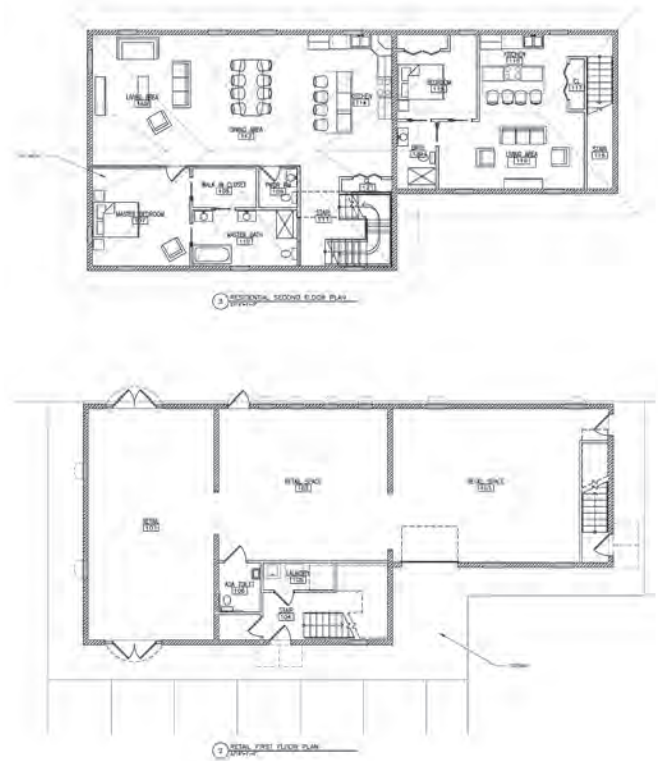
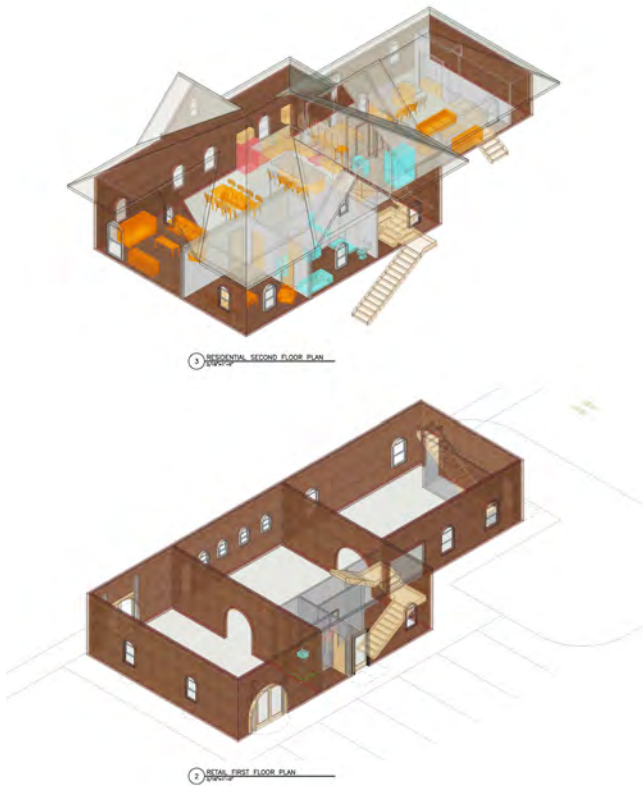
- Renovate the downstairs to lease as retail space to one or more retail tenants (1,800 square feet).
- Renovate the upstairs for two long-term rental apartments (2,277 square feet).
- Create off-street parking on available land to serve new residential and commercial tenants.
- Explore potential to add outdoor dining depending on the ground-floor use.

Public Support:

Respondents to the community survey supported the preservation of the Village's history, and recognized that this property is one of the most prominent historic structures. The public survey indicated 57% of respondents "somewhat approved" or "approved" of this project.

Anticipated Revitalization Benefits:

The 3rd Street Carriage House is an iconic Watkins Glen building that is an important part of the Village's architectural heritage. This project would restore the building to active and productive use, and in the process create space both for year-round residents and for small businesses. The ground-floor is ideal for use by start-up businesses or nonprofit entities that can tap into the visitor base of the adjacent hotel uses, such as cafes, boutiques, artist studios, galleries, and small-scale artisan



Carriage House Redesign

Source: Andrew H. Hintenach III, AIA



3rd Street Carriage House



3rd Street Carriage House

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

Jobs Created:

Up to 4 jobs

Project Location/Address:

106 East 4th Street

Ownership of Property:

Christopher and Angeline Franzese

Acquisition of Real Property:

This project does not include land acquisition

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits; potential coordination with SHPO.

Project Reporting:

- Commercial Occupancy—number of tenants renting space.
- Residential Occupancy—tenants renting space.
- Job creation—number of jobs created by businesses renting space.
- Retail sales—value of retail sales at new commercial/retail businesses.
- Tax Revenue—taxes collected from businesses occupying new commercial space
- Property Values—change in assessed value of adjacent properties.
- Hotel Guests—increase in number of hotel guests at the Villager Motel and Glen Manor Estate.

workshops. Reuse of this space would create permanent jobs and increase overall pedestrian activity in the vicinity. Conversion of the second story to residential use would create a unique living space that is not currently found elsewhere in the Village. New residents of the building could be expected to support local shops and restaurants in the downtown. In addition, the project would enhance the tax base through increased property values and sales tax revenue.

Future Use of Structure:

Mixed-use; commercial ground floor with residential upper floor

Project Budget:

Project Phase	Budget
Building Construction Costs	\$650,000
Parking Lot/Landscaping	\$50,000
Total:	\$700,000

Feasibility and Cost Justification:

The Carriage House renovation project would be done with private bank financing and requested DRI funding. At this stage, the owners have an architect from Geneva working on the final design plans. The owners have indicated that the architect has experience in working on historic properties. They have begun requesting cost estimates from contractors on restoration of the roof and outside. As longtime business owners in Watkins Glen, the owners are knowledgeable about the local approvals process. The property owners would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

SCOPED, or its designee, would be the local administrative entity for this project.

The proposed use of DRI funds would be for building renovation, site work, and interior fit-out. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 12 months

Phase	Activity	Timeframe
Phase 1: Design and Approvals	Design and construction documents	Month 1 - 4
	Site plan and SEQR	Month 5 - 6
Phase 2: Construction	Construction and outfitting	Month 7 - 12

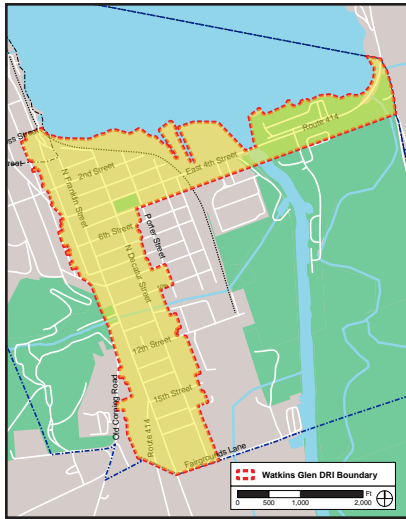


“The carriage house is so beautiful and it’s a shame it isn’t being used for business.”

(Public survey comment)



3rd Street Carriage House



Project Type:

New Development and
Rehabilitation of Existing Structures

Strategies:

DRI Strategies

- Support the creation of high-quality year-round housing that serves residents of varied ages, incomes, and tenure type, through renovation for upper-floor apartments and new residential development
- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources
- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space
- Advance urban design principles that will make for a more attractive downtown
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings

3B: CREATE A DOWNTOWN REVITALIZATION FUND TO IMPROVE DOWNTOWN FACADES, AND CONVERT VACANT UPPER-FLOOR SPACE FOR RESIDENTS

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Create a Downtown Revitalization Fund	\$600,000	\$600,000	\$1,200,000

Project Description:

This project would create a fund to support small businesses and building owners in improving the built environment in the DRI area through a series of competitive matching grant funding opportunities.

Types of activities that would be eligible to apply for the fund would include:

- Façade improvements.
- Conversion of vacant upper-floor space to residential units.
- Business expansion.
- Other site improvements including landscaping and signage.

Applicants would be required to submit an application to SCOPED to evaluate compliance with program goals. Program criteria could include:

- Property must be located within the DRI Area
- Funds can be used to support leasing and capital improvements costs
 - Goal of 50% private leverage
 - Maximum grant amount of \$50,000
- Review and Approval (as applicable):
 - Watkins Glen Planning Board
 - NY State Historic Preservation Office (SHPO)
 - Program Application to SCOPED for review and consideration for approval.
- The Village may determine specific eligible expenses for different types of improvements.

Program Requirements

Subject to future contract negotiations, the following requirements must be met in order to receive assistance at project completion (though not necessarily in the same order):

- Description of scope of work
- Consultation with SHPO: Projects within the Watkins Glen Historic District require review and approval by SHPO. In order to submit the application to SHPO, SCOPED would require:
 - Façade design/rendering
 - Narrative scope of work
 - Historic photos of the building
- Cost Estimates: The Applicant is required to provide two cost estimates for the total scope of work. Grant assistance would be based on the lower of the two estimates.
 - Self Help: SCOPED would not reimburse the Applicant for “self help” in circumstances where the Applicant performs a portion of the work.
- Planning Board: Each project must receive architectural and site plan review and approval by the Village’s Planning Board.
- SCOPED Approval: After the Applicant has received approval from SHPO and the Planning Board, and has received two cost estimates, the project would be presented to SCOPED for approval and grant award.
- Reimbursement: In order to receive reimbursement, the Applicant must provide SCOPED with final invoices that clearly demonstrate the work that was completed.

The majority of funds should go toward the most transformative projects. During the DRI planning process, the following fund components were identified by the market study, public input, and LPC preferences and are of particular importance to the DRI Area.

Façade Improvement Program

This program would improve facades in fair to poor condition in the DRI Area. Building façades are an important part of the pedestrian environment and affect the experience of Downtown residents, workers, shoppers, and visitors. Continuing to improve the pedestrian environment would help link key anchors within the Downtown, including the lakefront and the State Park. Improved facades would encourage pedestrians to linger on Franklin Street and frequent local shops and restaurants.

This project is a matching grant program with criteria to ensure funds meet the program’s objective of providing financial assistance to property owners for interior and exterior storefront improvements.

Facades identified include, but are not limited to: 209 North Franklin Street, 311 North Franklin Street, 500 North Franklin Street, and 607-611 North Franklin Street.



Candidates for Building Improvements through the Downtown Revitalization Fund

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

Organizational Structure/

Responsible Parties:

SCOPED has the capacity to implement this project, with ongoing participation and maintenance by private building owners

Participating private property owners will have ownership and legal jurisdiction

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; SHPO; Building Permits

Project Reporting:

- Commercial Occupancy—Square feet leased to new tenants
- Tax Revenue—Taxes collected from businesses at sites utilizing the funds
- Property Values—Change in assessed value of adjacent properties
- Retail Expansion—Expansion in hours of business operation

Conversion of vacant upper-floor space to residential units.

An upper-floor residential conversion program would assist building owners in rehabilitating upper floors of downtown mixed-use and residential buildings through a matching grant. This program would promote downtown living, bringing residents to the DRI area who would frequent local businesses year-round.

This program must follow the criteria of the Watkins Glen Downtown Revitalization Fund, with a goal of 50% in matching funds by the owner, and that all residential spaces created or improved using DRI funds are for year-round residences at the target rental rate (\$800-\$1,200 per month).

Buildings in the DRI Area would be considered eligible for this program. Buildings identified for the Upper-Floor Residential Conversion Program include, but are not limited to: 208 North Franklin Street and 300 North Franklin Street.

Public Support:

There has been strong public support for the improvement of storefronts, signage, and facades. Respondents to the visitor survey ranked the storefront improvements and signage among the top priorities for improvements to the Village. Many people throughout the public outreach process have noted that it can be difficult to spend money in the Village, and making storefronts more visible would entice shoppers to linger along Franklin Street. The public survey indicated 65% of respondents "somewhat approved" or "approved" of this project.

Anticipated Revitalization Benefits:

The proposed Downtown Revitalization Fund would result in immediate physical improvements that would enhance the aesthetic of the streetscape and the perception of downtown to attract new tenants, shoppers, residents, and businesses. The improvements can be expected to enhance the overall Downtown visitor experience and drive a higher volume of visitors and repeat visitors. In addition, the program would reduce the risk involved in fitting out new commercial uses, encouraging new businesses and investment. Renovated and more attractive facades could reasonably be expected to support higher retail sales and fewer failed businesses throughout the Downtown, thus creating a more vibrant environment that is more attractive to new businesses. By encouraging private investment Downtown, the program could encourage long-term dedication by area businesses and property owners. Anticipated secondary benefits include increased tax revenue (potentially including sales tax, real estate taxes, and income taxes) due to greater economic activity, and attraction of new retail, office, and residential tenants.

Project Budget:

Project Phase	Budget
Admin Costs (6%)	\$36,000
DRI Contribution	\$564,000
Private Leverage	\$600,000
Total:	\$1,200,000

Timeframe for Implementation and Project Readiness:*Total Timeframe: 12 months*

Phase	Activity	Timeframe
Phase 1: Program Design	Program design	Month 1 - 3
	Application and agreement with selected applicants	Month 4 - 6
Phase 2: Project Design and Approvals	Schematic design	Month 7 - 9
Phase 3: Construction and Grant Closeout	Implementation	Month 9 - 12

The above timeline is a sample phasing plan for an individual project. This program will continue until all DRI funds for the program have been expended.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

SCOPED, or its designee, would be the local administrative entity for this project.

The proposed use of DRI funds would be for building construction/renovation, site work, and interior fit-out, as well as administrative fees to set up and run the Downtown Revitalization Fund. DRI funds would not be used to fund removable equipment.



Project Type:

New Development and
Rehabilitation of Existing Structures

Strategies:

DRI Strategies

- Create employment opportunities for the next-generation workforce in the downtown area by supporting local businesses, providing opportunities for small office space, and activating vacant retail space
- Advance urban design principles that will make for a more attractive downtown
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings
- Invest in streetscape improvements that will promote walkability and increase safety for people of all ages and abilities

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

3C: RENOVATE MAGUIRE CHRYSLER AND ADJACENT CARRIAGE HOUSE

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Renovate Maguire Chrysler	33% of total project cost up to \$1,000,000	\$2,000,000	\$3,024,045

Project Description:

Maguire Chrysler of Watkins Glen is a historic downtown-style dealership store with Chrysler Dodge Jeep Ram located at 502 North Franklin Street with a display lot on the south side and across the back spanning from 5th Street on the north to 6th Street on the south. The store consists of the original building with showroom on the second floor and additions at the rear for parts and service. There is also a large display lot on the opposite side of Franklin Street with a historic carriage house at the back of the lot. The carriage house fronts on Madison Avenue; it is presently in poor condition.

The proposed plan is to demolish the additions at the rear of the Maguire Chrysler store and to renovate the original 3,600 square foot (and 2,100 square feet at second floor) store for a downtown dealership that complements the historic nature of the building with a modern showroom, sales areas, and offices with the interior opened up to the high open lattice steel truss roof. The partial second story would be renovated for dealer office, conference room, and break room. An 8,500 square foot addition would be added at the rear for drive-through customer reception, parts storage, and a modern service area with 10 service bays including an alignment bay, wash bays, lifts, and detail bays. The carriage house across Franklin Street would be completely stabilized with a new metal roof and restored for use as a small classic car display to serve the entire Watkins Glen community. Classic cars would be visible from Franklin Street at the second level (former hayloft), while maintaining the sense of the historic downtown carriage house. Other features of the proposed project would include:

- LEED Certified project with U.S. Green Building Council.
- Stone benches along the sidewalk similar to the stone walls at the State Park along the front row of cars on both sides of Franklin Street.
- The removal of the south curb cut into the main display lot on Franklin Street, improving pedestrian safety.
- Decorative tall grasses and hardwood street trees along Franklin Street in islands at strategic locations in the display lots.

**Jobs Created:**

7 jobs, increasing the work force by 70% from 10 to 17 full time jobs. Upon completion, new jobs would be added at follows:

- 2 technicians
- 1 administrative
- 1 service writer
- 2 salespersons
- 1 detailer

Project Location/Address:

502 North Franklin Street

Ownership of Property:

Maguire, LLC

Acquisition of Real Property:

No property acquisition is required

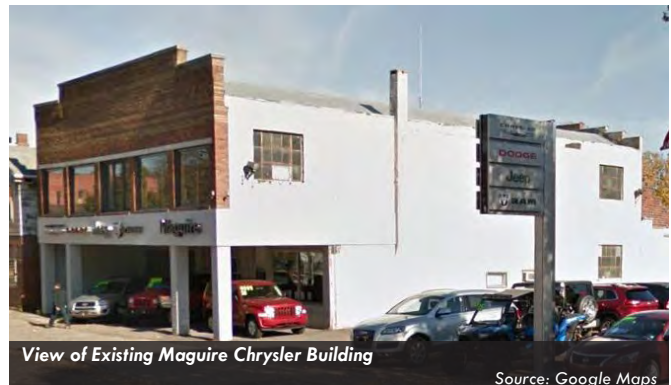
Regulatory Requirements:

SEQRA; Village of Watkins Glen Code; Building Permits

Project Reporting:

- Expansion in hours of operation
- Jobs—number of jobs created
- Retail sales—value of retail sales at new commercial/retail businesses
- Tax Revenue—taxes collected from business occupying new commercial space





- Ivy-covered walls at the building addition, creating year-round vegetative texture on the block walls.
- Solar panel array on the south facing sloped roof of the original building.
- Electric Vehicle (EV) charging station available to the public.
- 8-foot high dumpster/tire enclosure.
- 6-foot high privacy fences to screen the display, employee, and service lots from residential neighbors at the rear and on the south side.
- 4-foot high decorative fence on the north side of the auxiliary display lot on the west side to replace the existing chain link fence.

“[This project] does the most to make Watkins Glen more business friendly, which will have a positive long-term impact.”

(Public survey comment)

Public Support:

Through public outreach events and online surveys, members of the public have shown support for beautification and landscaping efforts along Franklin Street. In addition, there is public support for the improved connectivity of North and South Franklin Street. This property lies at an important juncture for these two parts of the Village, and could serve to knit these areas together. The public survey indicated 44% of respondents “somewhat approved” or “approved” of this project.

Anticipated Revitalization Benefits:

The proposed project would facilitate the expansion of an existing successful business in downtown Watkins Glen, resulting in the creation of high-quality, permanent, and year-round jobs and increasing business tax revenue. In addition, the enhancements to the overall site and streetscape would improve the public realm and aesthetics as experienced by pedestrians. The rehabilitation of the carriage house would restore a building of strong architectural character and return it to productive use that provides a public amenity. Overall, the project can be expected to have a positive impact on adjoining properties on either side of Franklin Street, spurring additional future investment.

Future Use of Structure:

Auto-dealership and Service Center

Project Budget:

Project Phase	Budget
Demolition	\$66,700
Site Work	\$175,050
Dealership and Service Renovations	\$2,010,000
Carriage House Renovations	\$246,000
Interior Fixtures, Furnishings, and Equipment	\$65,000
Design, Fees, and Other Costs	\$461,295
Total:	\$3,024,045

Feasibility and Cost Justification:

Building off an existing asset in the community is an efficient way to leverage revitalization funds for maximum benefit. Maguire Chrysler's success demonstrates its potential to create jobs, and providing DRI funding could encourage this project to move forward in a way that would be additionally beneficial to the community. Leveraging DRI funds to supporting the company's expansion could further enhance the business' revitalizing effect on the downtown. Paired with other rehabilitation and streetscape improvement projects, this project could help drive pedestrian traffic, as well as support for local businesses, property values, and increased tax revenue to the Village. The property owner would contribute toward the total cost of the project through a combination of bank financing and personal funds/cash on hand.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 – 72.

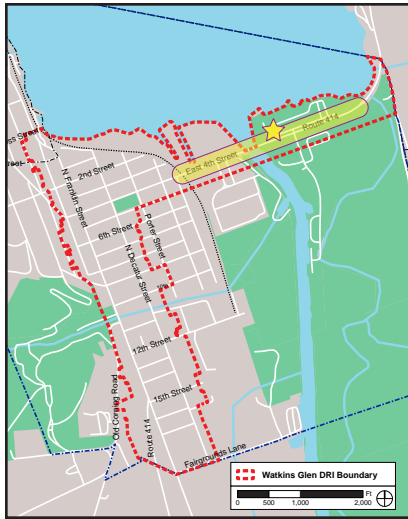
SCOPED, or its designee, would be the local administrative entity for this project.

The proposed use of DRI funds would be for building construction/renovation, site work, and interior fit-out. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 12 months

Project Phase	Activity	Timeframe
Phase 1: Design	Prepare design documents	Month 1
	Site plan and SEQR	Month 2 - 4
Phase 2: Construction	Demolition	Month 5
	Begin construction	Month 6 - 12
	Occupancy	Month 12



Project Type:

Public Improvement

Strategies:

DRI Strategies

- Invest in streetscape improvements that will promote walkability and increase safety for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture.

Project Location:

East 4th Street between Clute Park and Magee Street

Project Ownership:

Village of Watkins Glen, Cargill

4A: IMPROVE EAST 4TH STREET FOR PEDESTRIANS AND CYCLISTS, IMPROVING CONNECTIVITY BETWEEN DOWNTOWN, CLUTE PARK AND THE WATERFRONT

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Improve East 4th Street for Pedestrians and Cyclists	\$1,034,565	\$40,000	\$1,074,565

Project Description:

This project would improve pedestrian and bicycle connections from downtown to Clute Park along East 4th Street. Although close in distance (less than a mile), the current connection between downtown and Clute Park along 4th Street is not pedestrian- or bicycle-friendly. Design, signage, landscaping, and signals can create a more inviting streetscape that encourages walking and cycling along the waterfront between downtown and Clute Park.

Pedestrian improvements to East 4th Street would be one phase of a larger project, which would require future funding sources, to create a multi-purpose lakefront pathway that connects from the Waterworks Condos to Tank Beach and the proposed kayak launch at the northeastern edge of the Village.

East 4th Street is one of the major corridors in the DRI area, connecting the downtown core to Clute Park, but it currently lacks sufficient pedestrian infrastructure to encourage residents and visitors to explore the Village on foot and take advantage of resources available at Clute Park.

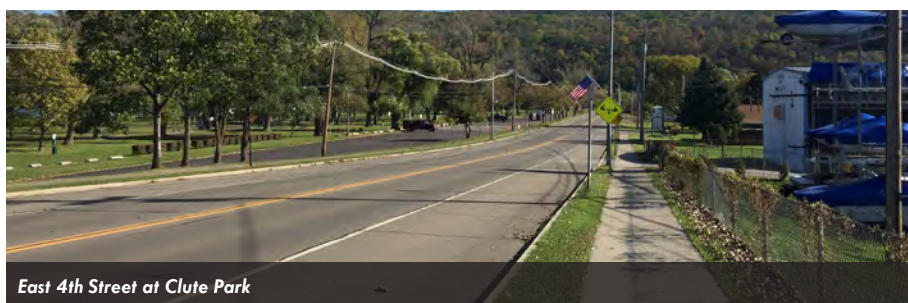
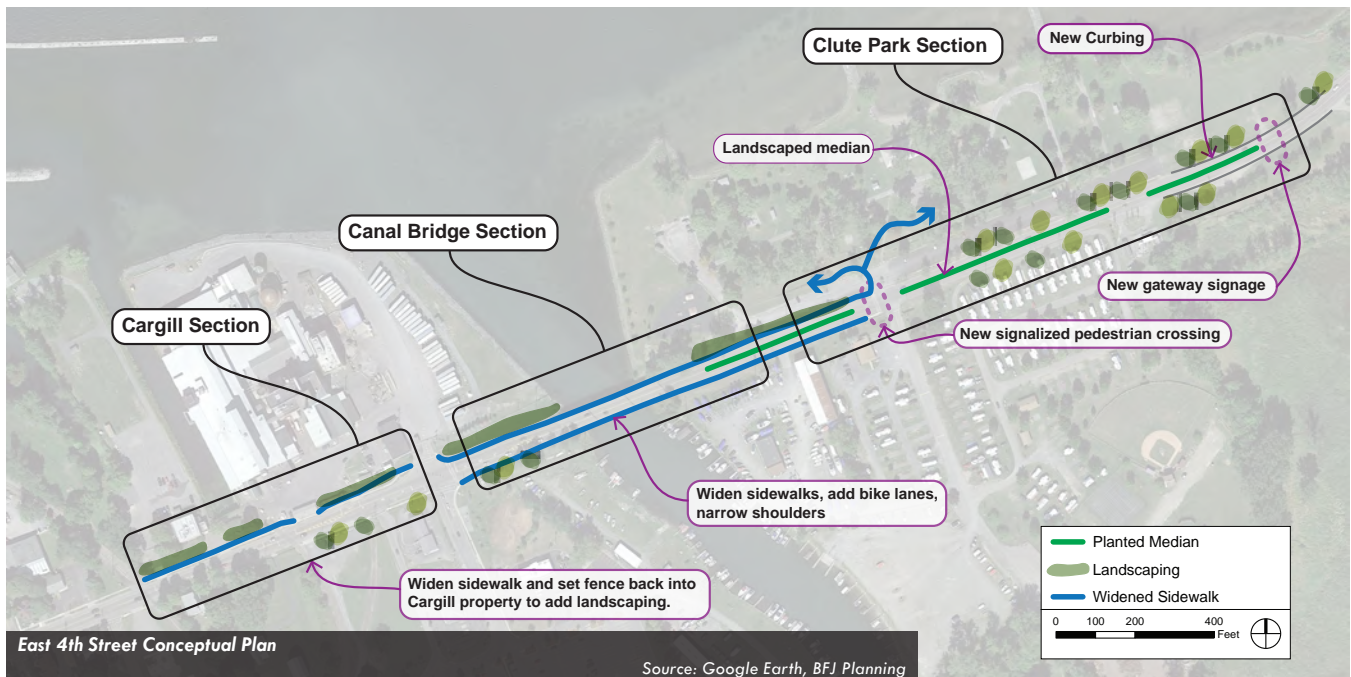
The project incorporates the following elements:

Widen Sidewalks

Existing sidewalks along East 4th Street should be widened to accommodate pedestrians and make for a more walkable environment. Wider sidewalks would be appropriate in three distinct sections: 1) from Magee Street to the bridge over the barge canal, 2) on the bridge itself, and 3) from the bridge to the entrance to Clute Park.

Traffic Calming

Traffic calming measures are needed along East 4th Street between the Eastern Gateway and the canal bridge. These may include adding a landscaped median, narrowing the shoulders, and additional landscaping along the roadway. A landscaped median would encourage vehicles entering Watkins Glen to slow from highway speeds to lower Village speed limits. Medians would be appropriate in



Project Partners:

- Cargill—The land immediately north of the current sidewalk is owned by Cargill, which would maintain the landscaping on its property
- New York State Department of Transportation (NYS DOT)

Capacity:

The Village would coordinate with NYS DOT to implement this project.

Regulatory Requirements:

SEQRA; NYS DOT Permits; Village of Watkins Glen Code

Project Reporting:

- Use—pedestrian counts along Franklin Street during various times of day
- Safety—reduction in number of traffic incidents
- Park use—number of visitors to Clute Park

sections from the eastern edge of Clute Park to the bridge over the barge canal. Narrower shoulders along this same stretch, along with additional trees lining the roadway, would also help encourage slower speeds and beautify the corridor.

Coordination with Cargill

The walkway and landscaping would extend east from the current Cargill administrative offices to the current truck entrance gate. The existing fencing would be moved back by 8-10 feet to allow for additional landscaping and sidewalk widening. Cargill would reach an agreement with the Village in order to provide access for the public; Cargill would provide access to water for the irrigation of the landscaping. Widening sidewalks would remain in the public right of way. Cargill has offered some private funding to assist with landscaping, as well as setting back their perimeter fence within their property. Landscaping would consist of trees to provide an attractive screen of the manufacturing facility. Rail crossing areas would be maintained with access through an updated fencing material.

This project could also include demolition of the brown quality assurance lab building that sits close to 4th Street. Currently the sidewalk cannot be widened along this building. Removing the building would allow for a continuous linear stretch of expanded sidewalk and improved landscaping. Cargill is open to exploring relocating this building, in coordination with their larger planned expansion project. If this building is not demolished, it could present an opportunity for a mural to soften its presence.

Additional improvements to East 4th Street would include:

- Bike lanes
- Pedestrian-activated signalized crossing at Boat Launch Road
- Landscaping
- Wayfinding (see project 4C)
- Gateway Improvements (see project 4C)

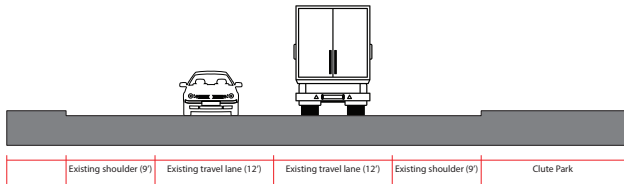
“Must create better connection between downtown and Clute Park—improving the 4th Street corridor will go a long way in those efforts.”

(Public survey comment)

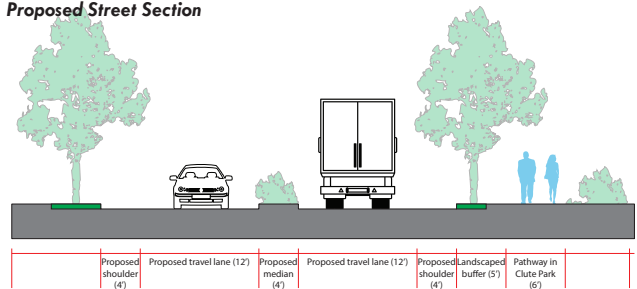
Public Support:

This project has received strong public support from the beginning of the planning process. Pedestrian friendliness has been a major theme expressed by the community. Improvements to East 4th Street are a key component to achieving a more pedestrian-friendly downtown. Traffic speeds along state routes have been a concern to members of the public; improvements included in this project will serve to slow vehicles traveling along Route 414, and create a safer environment for non-vehicular traffic. The public survey indicated 81% of respondents “somewhat approved” or “approved” of this project.

Existing Street Section

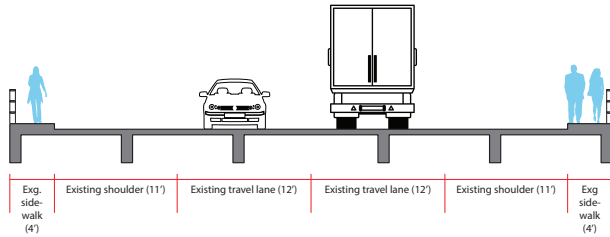


Proposed Street Section

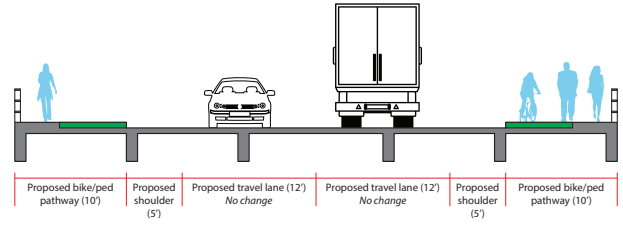


Street Section at Clute Park

Existing Street Section

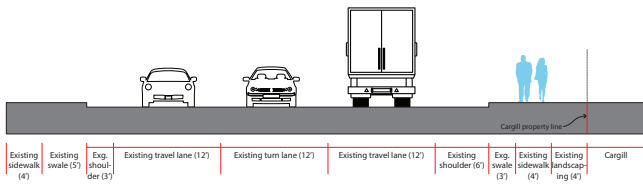


Proposed Street Section

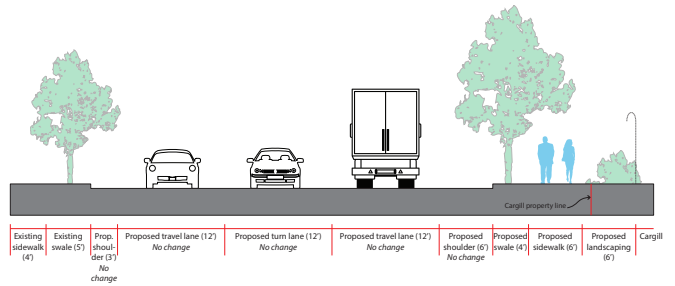


Street Section at the Canal Bridge

Existing Street Section



Proposed Street Section



Street Section at Cargill

Project Budget:

Project Phase	Budget
Site Prep	\$56,000
Section 1 - Cargill	\$251,650
Section 2 - Canal Bridge	\$36,000
Section 3 - Clute Park/Eastern Gateway	\$437,852
Design/Legal	\$117,225
GC OH&P	\$78,150
Contingency	\$97,688
Total:	\$1,074,565

Funding Sources:

DRI Funding.

Cargill Salt would provide \$40,000 for landscaping.

Feasibility and Cost Justification:

This project would improve safety along East 4th Street, and create a more walkable and bikeable environment in downtown Watkins Glen. A safer and more visually appealing environment would entice pedestrians and cyclists to navigate between Clute Park and the downtown shops along Franklin Street, which would connect visitors and residents to local shops and services from all areas of the Village. Given the proposed improvements to Clute Park and the planned NYS DOT project and lighting enhancements along Franklin Street, the East 4th Street improvements are necessary to unify the overall downtown environment and ensure that this section of the DRI area presents a strong face to visitors and residents alike.

The proposed East 4th Street improvements would result in minimal ongoing maintenance costs; these added costs can be covered by the Village Public Works Department. If a Business Improvement District (BID) is established, a portion of these ongoing maintenance costs could be transferred to that entity.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for sidewalk reconstruction, site work, and related costs.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 24 months

Phase	Activity	Timeframe
Phase 1: RFP Process	Issue RFP and select contractor	Month 1 - 4
	Enter into contract with selected contractor	Month 5
Phase 2: Schematic Design	Schematic design	Month 5 - 10
Phase 3: Approvals	Site plan and SEQR	Month 9 - 12
Phase 4: Construction*	Construction	Month 12 - 24

*The Village may adjust the construction timeframe to minimize impacts during peak season.

**Project Type:**

Public Improvement

Strategies:**DRI Strategies**

- Invest in streetscape improvements that will promote walkability and increase safety for people of all ages and abilities
- Create a sustainable downtown by promoting energy efficiency, green infrastructure, and other green building practices

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

Project Location:

Franklin Street

Project Ownership:

Village of Watkins Glen

Project Partners:

New York State Department of Transportation

Capacity:

The Village of Watkins Glen has the capacity to implement this project

4B: INSTALL NEW STREET LIGHTING ON FRANKLIN STREET IN COORDINATION WITH NYS DEPARTMENT OF TRANSPORTATION IMPROVEMENTS

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Install New Street Lighting on Franklin Street	\$1,500,000	\$0	\$1,500,000

Project Description:

This project would coordinate lighting improvements with New York State Department of Transportation (NYS DOT) repaving work on SR 14/Franklin Street. NYS DOT is proceeding with plans to resurface SR 14, but the work does not include lighting improvements. Lighting upgrades would require additional funding—in addition to coordination with NYS DOT to ensure that the necessary below-grade infrastructure is installed (conduit and foundations) so that DRI funds can be used to purchase new fixtures once the below-grade work is completed.

Resurfacing is being funded by NYS DOT, while the conduit and foundations and new lights themselves would be paid for using DRI funds. With DRI funds used to purchase fixtures, this project would demonstrate substantial additional leverage of public funds. Installation of the upgraded lighting fixtures would be completed by Village staff.

Public Support:

This project was included in the DRI application, and has received strong public support throughout the planning process. Respondents to both surveys discussed a need for better lighting in the Village. In addition, members of the public supported encouraging businesses to stay open later. Improving lighting along this main stretch of Franklin Street will make this area more accessible and inviting at night creating more of a night-life atmosphere. The public survey indicated 76% of respondents “somewhat approved” or “approved” of this project.

Project Budget:

Project Phase	Budget
Foundations and Conduit	\$300,000
New Streetlights	\$1,200,000
Installation	In-Kind, by Village Staff
Total:	\$1,500,000



Streetlight Design Selected by the Village

Source: Spring City



Existing Streetlights on Franklin Street



Regulatory Requirements:
SEQRA; Village of Watkins Glen
Code; NYS DOT

- Project Reporting:**
- Use—pedestrian counts along Franklin Street during various times of day
 - Safety—number of traffic incidents
 - Retail sales—growth in retail sales from business expansion.
 - Commercial Occupancy—number of tenants renting space
 - Residential Occupancy—tenants renting space in residential units
 - Job creation—number of jobs created by businesses renting space, or that have grown after starting in the co-working space
 - Tax Revenue—taxes collected from businesses occupying commercial space
 - Property Values—change in assessed value of adjacent properties

Funding Sources:
DRI Funding would be used to complete this project.

Feasibility and Cost Justification:
As Watkins Glen tries to attract more residents, workers, visitors, and investment downtown, the Village must invest in creating and maintaining a high quality of experience to achieve economic revitalization. Investing in the experience, safety and aesthetics of streets and public spaces would help the Village enhance its competitive position in the region. Investments in consistent urban design elements like street trees, light fixtures, benches, and bicycle infrastructure can enhance a sense of cohesion across downtown streets where applied. Improving street lighting can increase the sense of place and perception of downtown Watkins Glen as a destination worth visiting. This enhanced downtown experience can make new or renovated retail spaces seem less risky to investors, generate support for downtown businesses, increase tax revenue, and support property values in the downtown.

The timing of the NYS DOT project presents a unique opportunity to leverage already-funded infrastructure work to gain a much-needed downtown streetscape amenity. The ability to install some of the basic lighting infrastructure in the near-term as part of the NYS DOT project, with the actual lighting poles installed later by the Village, greatly reduces the total project cost. The installation of new lighting along Franklin Street would result in minimal ongoing maintenance costs; these added costs can be covered by the Village Public Works Department.

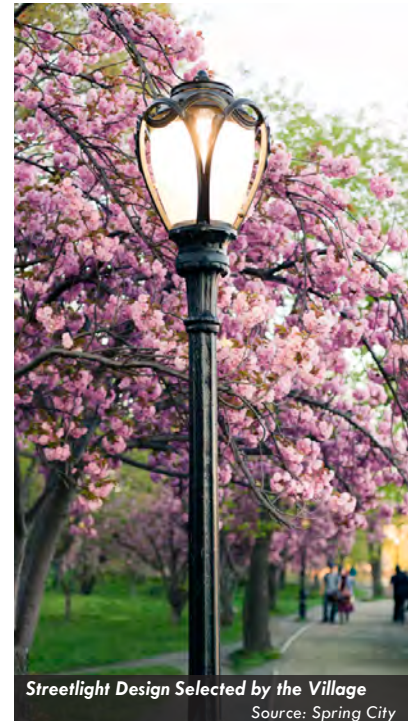
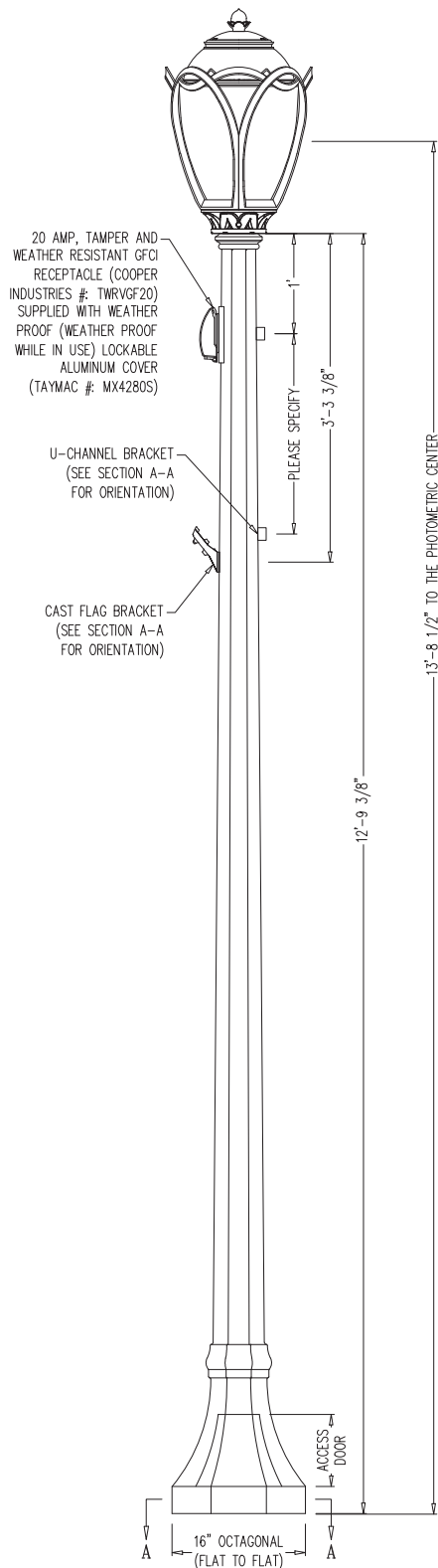
As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for lighting installation and related costs.

Timeframe for Implementation and Project Readiness:
Total Timeframe: 6 months

Phase	Activity	Timeframe
Phase 1: Installation of conduit and foundations*	Installation of conduit and foundations	Month 1 - 4
Phase 2: Installation of lights	Installation of lights	Month 5 - 6

*Initiation of this project is dependent on timing of the NYS DOT Franklin Street resurfacing project.



“We really need more lighting on Franklin Street. That is the number one project I have seen on this survey, I 100% approve.”

(Public survey comment)

Streetlight Design Selected by the Village

Source: Spring City

**Project Type:**

Public Improvement

Strategies:**DRI Strategies**

- Invest in streetscape improvements that will promote walkability and increase safety for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture.

Project Location:

Four major gateways to the Village and throughout the DRI area.

Project Ownership:

Village of Watkins Glen

Project Partners:

NYS DOT

Capacity:

The Village would coordinate with NYS DOT to implement this project.

4C: INSTALL GATEWAY AND WAYFINDING SIGNAGE**DRI Funding Request:**

	DRI Request	Other Funding	Total
Install Gateway and Wayfinding Signage	\$644,875	\$0	\$644,875

Project Description:

This project would improve gateway and wayfinding signage throughout the Village. Gateway improvements would welcome visitors coming into the Village via the four major gateways at the eastern, northern, and southern entrances, as well as the entrance to South Franklin Street from SR 414. Wayfinding signage would orient pedestrians, cyclists, and drivers while promoting local businesses and attractions. This project would improve the image of the Village and encourage visitors and residents to enjoy local resources. Gateway treatments would vary according to location, but would use a uniform palette of colors and materials to ensure a common design aesthetic. Specific components of the project include:

Gateway Signage

- Northern Gateway** – a sign to be located along the southern curve at the entrance of the Village near 1 North Franklin Street. A low concrete wall is being funded and installed by NYS DOT as part of the Franklin Street resurfacing project. DRI funds would be used to clad the wall with a gateway sign in stone comparable to that used in the recently upgraded Watkins Glen State Park entrance.
- Eastern Gateway** – an overhead sign or vertical center median sign, to be integrated into a plan that includes traffic calming measures (see project 4A). The bases of the structure on either side of the roadway would be constructed in stone comparable to that used at the State Park entrance.
- 414 Gateway** – a sign would be located at the site of the existing gateway sign on a concrete wall at the entrance to a small shopping plaza at the corner of SR 414 and South Franklin Street. The existing wall would be re-clad in stone to match the northern gateway and State Park entrance.
- Southern Gateway** – a vertically-oriented sign at the southern boundary of the Village, near Fairgrounds Lane. As with the other gateways, the base would be constructed of high-quality stone.

Wayfinding

The wayfinding project would locate and install a multifaceted suite of wayfinding components to direct people to municipal parking; shopping areas; and open spaces. Signage for major attractions such as the State Park, Seneca Lake, the Catharine



Valley Trail, the lakefront, and the historic district would include directional arrows as well as informational text. The design scheme for the wayfinding signage would be complementary to the informational signage being installed as part of the NYS DOT Franklin Street resurfacing project.

Public Support:

Many survey respondents supported improvements to the gateways that would bolster the sense of place in the Village. In addition, wayfinding signage has been well-supported throughout the planning process. The public survey indicated 67% of respondents “somewhat approved” or “approved” of this project. One respondent to the community survey noted, “Many bicyclists from out of town are confused about the bike trail through town. There should be visible bike lane and better signs for directions.”

“Gateway signage will help create a cohesive look and a feel in the village—very exciting!”

(Public survey comment)

Project Budget:

Project Phase	Budget
Northern Gateway	\$100,000
Eastern Gateway	\$150,000
SR 414 Gateway	\$85,000
Southern Gateway	\$40,000
Wayfinding	\$94,000
Design/Legal	\$70,350
GC OH&P	\$46,900
Contingency	\$58,625
Total:	\$644,875

Regulatory Requirements:
SEQRA; NYS DOT Permits; Village of Watkins Glen Code

- Project Reporting:**
- Visitorship—number of visitors to the Village
 - Retail sales—growth in retail sales from business expansion
 - Property Values—change in assessed value of downtown properties

Funding Sources:
DRI Funding would be used to complete this project.

Feasibility and Cost Justification:
This project would provide numerous benefits to the downtown community and visitors by providing clear and attractive signage. Additional wayfinding would improve visitors’ ability to navigate around the downtown, increasing their likelihood of frequenting local shops, restaurants, attending events and utilizing services offered in the Village. Gateway improvements would enhance the sense of place, and improve the image of the Village as residents and visitors enter the downtown. This would contribute to a more visually cohesive downtown that will attract newcomers. In addition to beautification improvements, this project would improve safety at key gateway areas that would enhance the environment for cyclists and pedestrians, and improve conditions for drivers.

The proposed installation of gateway and wayfinding signage would result in minimal ongoing maintenance costs. In the near-term these costs can be covered by the Village Public Works Department. Longer-term, if a Business Improvement District (BID) is established, ongoing maintenance costs could be transferred to that entity.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72. The proposed use of DRI funds would be for installation of gateway signage treatments and wayfinding signage throughout the DRI area.

Timeframe for Implementation and Project Readiness:
Total Timeframe: 10 months

Phase	Activity	Timeframe
Phase 1: RFP Process	Issue RFP and select contractor	Month 1 - 3
	Enter into contract with selected contractor	Month 4
Phase 2: Schematic Design	Schematic design	Month 4 - 7
Phase 3: Approvals	Site plan and SEQR	Month 6 - 8
Phase 4: Construction*	Construction	Month 9 - 10

*The Village may adjust the construction timeframe to minimize impacts during peak season.



Conceptual Rendering of the Franklin Street/Route 414 Gateway

Source: BFJ Planning



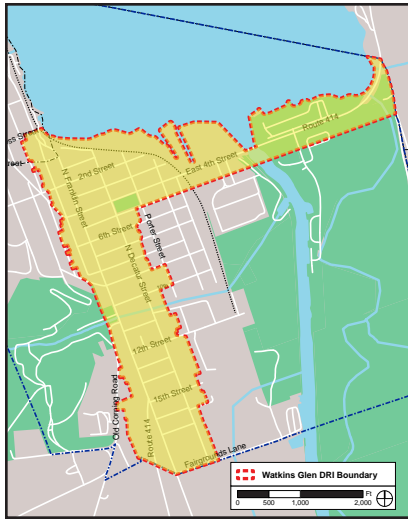
Conceptual Rendering of the Franklin Street Northern Gateway

Source: BFJ Planning



Conceptual Rendering of the Southern Gateway

Source: BFJ Planning

**Project Type:**

Public Improvement

Strategies:**DRI Strategies**

- Advance urban design principles that will make for a more attractive downtown.
- Preserve downtown character by protecting historic resources and encouraging rehabilitation of existing buildings.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture.

Project Location:

Village-wide

Project Ownership:

Village of Watkins Glen

Project Partners:

Schuyler County, Village of Watkins Glen Planning Board

4D: UPDATE THE ZONING CODE TO ADDRESS SHORT-TERM RENTAL HOUSING, DESIGN GUIDELINES, CONSIDER ESTABLISHING A HISTORIC DISTRICT, AND OTHER REVISIONS

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Update the Zoning Code	\$50,000	\$0	\$50,000

Project Description:

This project would provide funding for the implementation of recommended zoning code updates broken into the following four categories: tools to address conflicts raised by the high demand for short-term and seasonal rental housing; adjustments to existing design guidelines; adoption of a local historic district; and other more generalized revisions. During the DRI process, the consultant team met jointly with the Village Board of Trustees and Planning Board to discuss these potential zoning code revisions; the DRI project would develop the specific revisions and take them through the local approvals process, including public hearings. It is anticipated that this would require the use of a private consultant, working in coordination with the Schuyler County Planning Department and Village representatives as appropriate.

Short-Term Rentals (STRs)

Seasonal rentals are an important part of Watkins Glen's tourism industry, but also create unintended consequences in the housing market by reducing supply and driving up housing prices. The use of online platforms such as Airbnb, VRBO, and Homeaway has expanded the use of STRs by allowing homeowners and renters to rent rooms, suites, or entire homes while they are away, and by providing a distribution channel for investors to create residential portfolios that takes advantage of the Village's seasonal economy. There are four types of STRs that appear to be operating in Watkins Glen:

- "Room-in-a-House" – homeowner resides in their house full-time and rents out one or more rooms.
- "Snowbirds" – homeowner rents out their house for the time they are away during the winter.
- "Guest House" – property owner rents out rooms of a home full-time, and does not reside at the property, though they tend to be local. Amenities such as meals may or may not be provided.
- "Investor" – property owner rents out the full home year-round, and typically does not reside locally or provide any amenities.

The zoning approach identified in the DRI process focuses on zoning revisions that balance the ability of Village residents to access the income potential of their homes and the positive impact of STRs on the local tourism industry, with provisions that protect the year-round housing market from shrinking supply. A range of options were discussed during the DRI process, including permitting, restricting STRs by location and/or quantity, fees/fines, and various other conditions. The consensus of the Board of Trustees and Planning Board was to work within the framework of the current zoning regulations on transient lodging. If STRs remain an issue, further regulations could be considered in the future. The suggested approach for the various types of STRs is as follows:

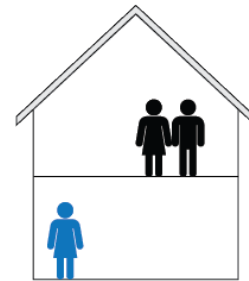
- **Room-in-a-House** – Allowed anywhere in the Village, for an unlimited number of days per year, via an accessory permit through the Code Enforcement Officer for a small fee.
- **Snowbirds** – Allowed anywhere where bed-and-breakfasts (B&Bs) are currently permitted in the Village, for up to 90 days per year for a slightly larger fee. The Code Enforcement Officer would determine whether the STR can be allowed administratively, or whether the Planning Board should review, based on anticipated usage.
- **Guest House and Investor** – These types of STRs would be incorporated in a revised definition of B&Bs, and would be allowed anywhere in the Village where B&Bs are permitted. They would be subject to all the standards in place for B&Bs, including parking, maximum occupancy, etc.

To enforce these provisions, the Village could work with the online distribution platforms to require that any listed property have a permit (accessory or temporary) or site plan approval for STR use. STRs should also be required to register with the County Treasurer prior to approval to ensure collection of the room tax.

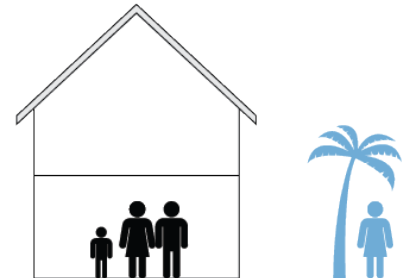
Design Guidelines

The Village adopted design guidelines in September 2016. The guidelines provide a good base, but need to be “beefed up” to be clearer about the scale and aesthetic of development that the Village envisions. The addition of diagrams and other illustrations would be helpful. In addition, clearer provisions for sustainability need to be added, and the guidelines need to be revised to ensure that they apply to façade improvements and signage; currently, the guidelines only apply when construction exceeds 60% of the existing square footage. Also, the administrative process of regulating, enforcing, and implementing the guidelines needs to be more explicit, and the process needs to be better incorporated within the Planning Board’s site plan review.

Room-in-a-House



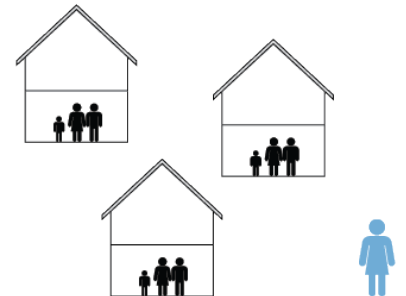
Snowbird



Guest House



Investor



Types of Short-Term Rentals

Capacity:

The Village has the capacity to oversee this project, which may be carried out with the assistance of a contracted consultant. The Board of Trustees has the capacity to adopt zoning revisions.

Regulatory Requirements:

Board of Trustees approval; SEQR

Project Reporting:

- Use—number of registered STRs.
- Complaints—number of complaints regarding STRs.
- New development—number of development applications.
- Streamlined process—average length of time for approvals process

Local Historic District

The Watkins Glen Historic District was listed on the National Register in 2012. However, a local historic district was never established. Many municipalities take the extra step in creating a local historic district to provide for a greater level of protection against demolitions of historic properties. In addition, a local historic district can be an effective tourism and marketing strategy. The steps for establishing such a district are:

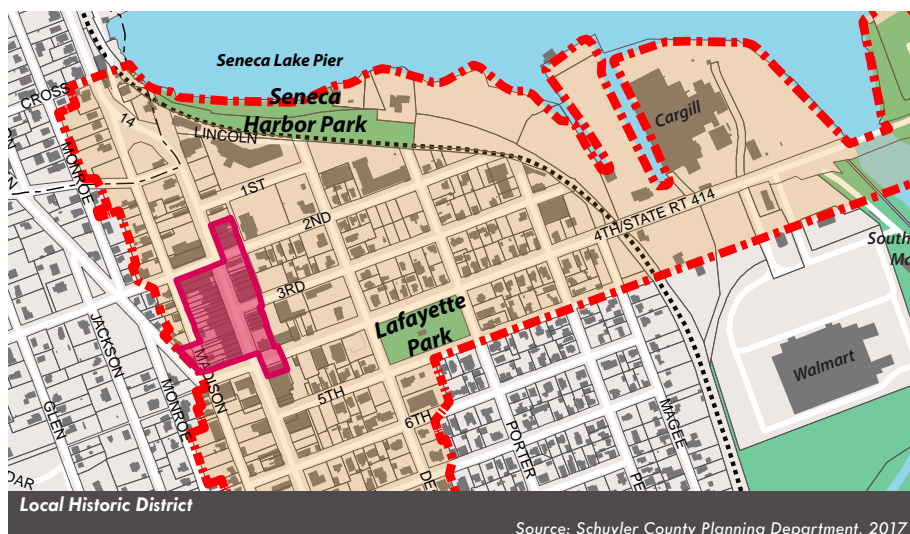
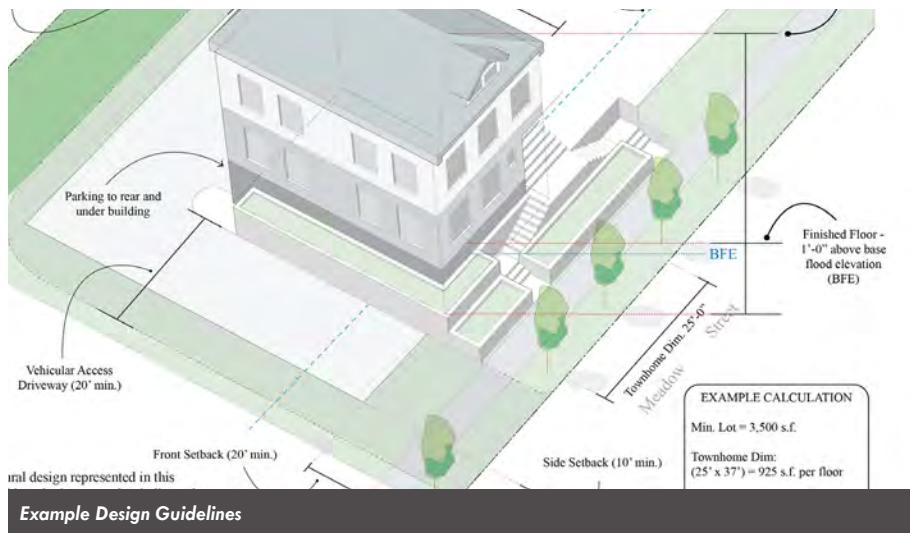
- Determining the appropriate boundary for a local historic district. This could be the same as the National Register District, or could be larger to incorporate more buildings.
- Drafting enabling legislation for a local preservation ordinance.
- Creating a Historic District Commission or Architectural Review Board to review projects within the historic district, as an advisory board to the Planning Board.

It is also recommended that the Village obtain Certified Local Government (CLG) certification through the New York State Historic Preservation Office (SHPO), prior to developing a local preservation ordinance. The benefits of being a CLG include access to funding for historic resource surveys, planning studies, publications and training programs; technical assistance from SHPO staff; participation in a network of CLG communities; and a quarterly newsletter.

Other Zoning Revisions

There are a number of other targeted zoning revisions that the Village should consider, to ensure that there are no unintended barriers to potential development and that the zoning is encouraging the type and scale of development that is consistent with the Village's character and vision for revitalization. These potential revisions include, but are not limited to:

- Land area per residential unit – the square footage requirement for multi-family and/or mixed development in the Residential Transition (RT), Business Transition (BT), Central Business (CB), Canal District (CD), and Lakefront Development (LD) zones may be excessively high and present a barrier to potential development.
- Parking Ratios – the required parking regulations for various uses could be reduced as follows:
 - Multifamily – The current requirement is two spaces per unit for the first four bedrooms, plus a half space for each additional bedroom, the same requirement as for a single-family home. A ratio of one space for a studio or one-bedroom apartment, plus a half space for each additional bedroom, may be more appropriate based on typical demand.



- Hotels – The current requirement is one space per room, plus one space for every four employees, plus one space per 150 square feet of restaurants and assembly rooms. The additional standard for restaurants and assembly rooms may not be needed, since most users of those facilities are likely staying at the hotel already.
- Office, General Business, or Professional – The current requirement is 2.5 spaces for each 1,000 square feet beyond the first 1,000 square feet of gross floor area. This standard should be revised to clarify whether any parking is required for offices of less than 1,000 square feet.

- Restaurants – The current requirement is one space per 60 square feet of customer floor area. This may be excessively high and could be reduced.
- Parking Lot Landscaping – The current requirement is that at least 8% of off-street parking areas must be landscaped. The Village could consider increasing this to 10% to enhance parking lot aesthetics and improve stormwater management. In addition, although the design guidelines indicate that landscaping should be provided to break up large pavement areas and aid circulation, the code should be more specific about requiring landscaping islands. Many zoning codes require that a landscaping island be provided at least every 10 spaces, for parking lots over a certain threshold, such as more than 25 spaces.
- Zoning Map Changes – The Village should evaluate the zoning around Watkins Glen High School and between 12th and Clarence Streets. This area may be better suited as a Residential High Density (R-3) instead of Canal District (CD).
- Building Height – Maximum heights in the Bulk Density Schedule should be identified as either feet or stories, but not both, for clarity. In addition, the Village should develop a clear and consistent process for establishing building height during the site plan review process.
- Signage Design Guidelines – Any new design guidelines around signage should also be captured in the Sign Requirements section of the zoning, to eliminate any conflicting language. Also, the Village should consider stricter regulations of billboards and similar off-site signs that advertise a business located elsewhere.

“I full heartedly endorse researching the updating of zoning code. Many communities are finding their codes woefully outdated for the current environment.”

(Public survey comment)

Public Support:

There has been strong public support for this project, in particular for addressing issues associated with short-term rentals. Members of the public interested in the future of the Village’s zoning not only attended public workshops, but also showed their support for this project at LPC meetings, and work sessions with the Village Board of Trustees and Planning Board. The public survey indicated 52% of respondents “somewhat approved” or “approved” of this project.

Project Budget:

Project Phase	Budget
Consultant Fee	\$50,000
Additional Zoning Revisions	In-Kind, by Village and County Staff
Total:	\$50,000

Funding Sources:

DRI Funding

Feasibility and Cost Justification:

Although the zoning revisions would not directly create investment or jobs, this project is critical to improving the Village's aesthetic qualities, protecting historic assets, stabilizing the housing market, and generating strategic downtown development. The new regulations would also provide greater clarity to development applicants, helping to streamline the approvals process and make it more predictable.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be to fund consultant services to draft zoning code revisions and assist the Village in taking the proposed revisions through the approvals process.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 8 months

Phase	Activity	Timeframe
Phase 1: RFP Process	Issue RFP and select consultant	Month 1 - 2
Phase 2: Complete Zoning Changes	Planning recommendations prepared by consultant	Month 3 - 6
Phase 3: Adoption by Village Board	SEQR review and adoption	Month 7 - 8



Project Type:

Public Improvement

Strategies:

DRI Strategies

- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources.
- Improve park assets, invest in winter recreational amenities, and enhance access to the region's natural resources and recreational amenities, to promote year-round living and tourism.
- Advance urban design principles that will make for a more attractive downtown.

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture.

Project Location:

Village-wide

4E: DEVELOP A PUBLIC ARTWORK COMPETITION TO SUPPORT ARTISTS AND BEAUTIFY PUBLIC SPACES

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Develop a Public Artwork Competition	\$100,000	\$0	\$100,000

Project Description:

This project would fund a public artwork competition to beautify the DRI area and engage residents and visitors while bringing new opportunity for local artists. The Public Artwork Project would be administered by community volunteers to oversee the commission, selection, and placement of artwork in public places, in accordance with direction put forth by the LPC. DRI funds for the Public Artwork Project would fund selected artists' works to be placed throughout the Village and an award to be awarded to one piece following a period of public voting. This project would engage members of the public, support artists, and encourage visitors and residents to circulate throughout the Village to visit each piece of art during the voting period.

The Public Artwork Project would be open to anyone who would like to submit artwork, and can operate with the support local businesses, potentially with coordination from the Watkins Glen Area Chamber of Commerce and/or the ARTS Council of the Southern Finger Lakes. The following outlines the process envisioned for the Public Artwork Project:

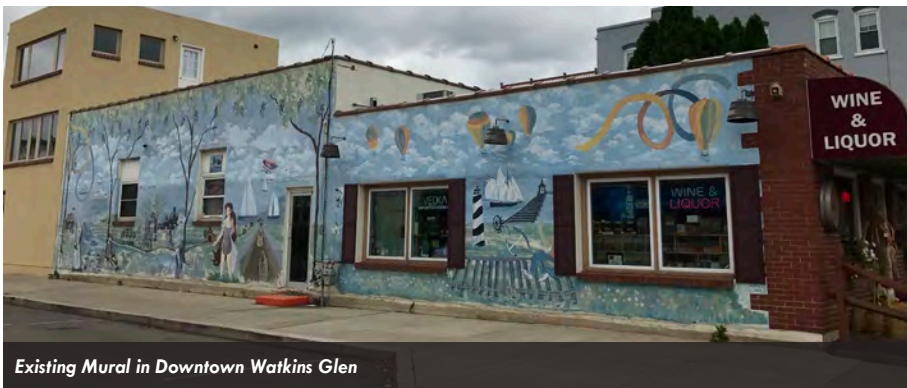
- The Village would create a Public Artwork Committee of local business owners, artists, and members of the community to create an RFP, identify appropriate locations, review proposals for public art projects, and select the finalists.
- Selected finalists would receive funding to complete their proposed work and install in a designated location. Small pieces may also be located in participating businesses or other public locations.
- The Village and committee would advertise a period of public voting, promoting the project with public engagement events and coordinating with community partners. Members of the public will vote for their favorite piece.
- The committee would count public votes and award the prize to the winner.

Locations for public artwork may include, but not be limited to:

- Lafayette Park
- Clute Park
- 202-204 North Franklin Plaza



Existing Mural in Downtown Watkins Glen



Existing Mural in Downtown Watkins Glen

- 100-110 North Franklin Plaza
- Potential Pocket Park at Magee Street and East 4th Street
- Seneca Harbor Park and Pier
- Performing Arts Center

In order to sustain the Public Art Project as an annual event, SCOPED and/or Schuyler County could establish an ongoing funding stream similar to a model used in Rockland County. Rockland County's Percent for Art Law states that 1% of the first \$15 million of bonded County capital projects would be allocated for art; a similar percentage could be used in Watkins Glen.

Project Ownership:

Art would primarily be located in public places, in which case the Village would have legal jurisdiction and ownership. Art located on private property would require coordination with private owners.

Project Partners:

- Watkins Glen Area Chamber of Commerce
- CDC/SCOPED
- ARTS Council of Southern Finger Lakes

Capacity:

The Village and the CDC/SCOPED have the capacity to implement this project.

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code

Project Reporting:

- Visitorship—increase in visitors to Watkins Glen
- Programming—increase in number of events held at Parks and spaces identified as hosts of public art
- Property Values—change in assessed value of adjacent properties

The CDC/SCOPED would oversee the Public Artwork Program and work with local Watkins Glen volunteers to commission, select, and place works of art at public sites, and oversee the conservation of the artworks once installed.

Public Support:

There has been strong public support for public artwork throughout the planning process. This project originated as a suggestion from an attendee of the first public workshop, and has continued to generate significant interest and excitement. Visitors who responded to the public survey supported DRI investment in public events, cultural activities, and entertainment. Members of the Watkins Glen community and visitors alike have expressed strong support for beautification efforts. The public survey indicated 52% of respondents “somewhat approved” or “approved” of this project.

Project Budget:

Project Phase	Budget
Admin (6%)	\$6,000
Public Artwork	\$84,000
Prize	\$10,000
Total:	\$100,000

Funding Sources:

- DRI funding to support the program design and launch, funding to commission artwork, promotional materials and final prize.
- The Village can partner with the ARTS Council of the Southern Finger Lakes to apply for grant funding through the New York State Council on the Arts (NYSCA). As an eligible applicant, the ARTS Council can administer funds from the NYSCA Decentralization Program to provide funding for quality arts projects for the Watkins Glen community. Funds could be used for future events, and ongoing maintenance.
- Donations from private individuals and organizations

Feasibility and Cost Justification:

High-quality public art can be a differentiator that sets Watkins Glen apart in competing for visitors, businesses, and residents. The addition of new public art can be a highly-visible tool to change perceptions of the downtown to an exciting place to live, work, or visit — and potentially increase the desirability of all three. The addition of high-quality art to the public realm may also serve as a quality of life asset that increases property values and attracts investment, either redevelopment of existing properties or new development. New investment and development could increase tax revenue for the Village.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for installation of public artwork and administrative costs associated with the proposed public art competition.

Timeframe for Implementation and Project Readiness:

Total Timeframe: 7 months

Phase	Activity	Timeframe
Phase 1: Program Design	Committee formation	Month 1
	Art selection	Month 2 - 3
Phase 2: Installation	Art installation	Month 4 - 5
	Voting period*	Month 6 - 7

*The voting process should be held during the summer to maximize its visibility and accessibility for residents and visitors.



Project Type:

Public Improvement

Strategies:

DRI Strategies

- Improve park assets, invest in winter recreational amenities, and enhance access to the region's natural resources and recreational amenities, to promote year-round living and tourism
- Invest in streetscape improvements that will promote walkability and increase safety for people of all ages and abilities
- Advance urban design principles that will make for a more attractive downtown
- Develop additional downtown programming and community activities by promoting arts, cultural, and recreational resources

Southern Tier Regional Economic Development Council Strategy

- Promote the Southern Tier's innovative culture

4F: UPGRADE LAFAYETTE PARK WITH NEW EQUIPMENT, LIGHTING, AND LANDSCAPING

DRI Funding Request:

Component	DRI Request	Other Funding	Total
Upgrade Lafayette Park	\$276,047	\$200,000	\$476,047

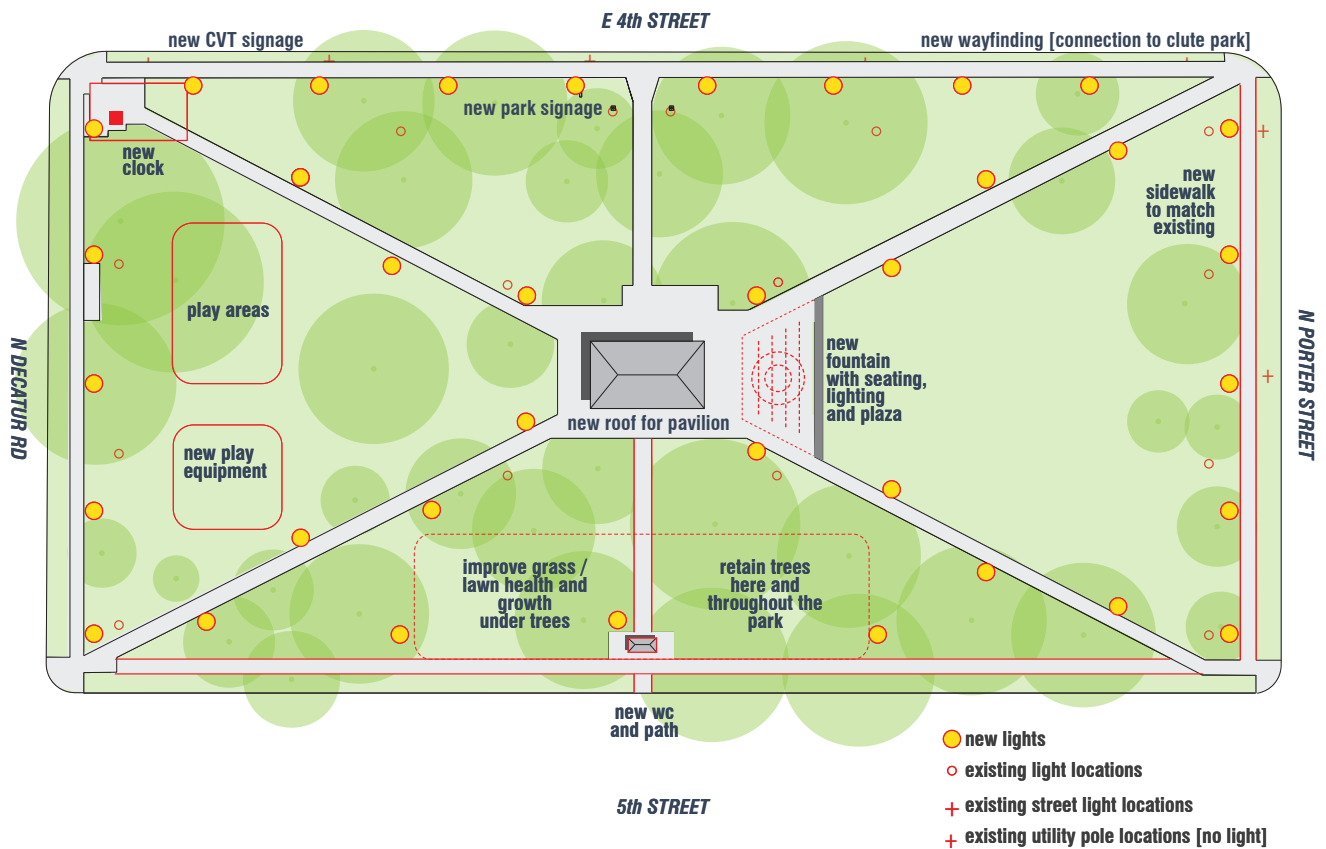
Project Description:

This project would leverage two private donations to improve an existing public park in the DRI area. Elements included in the private donations are a new fountain and clock to be located on the eastern and western sides of the park, respectively, as well as additional lighting. The DRI would build on these donations and fund additional improvements to the park, including:

- Maintaining open space at the eastern side of park for open play and pick-up sports;
- Installing a permanent public restroom;
- Improving signage/wayfinding for the Catharine Valley Trail and Finger Lakes Trail;
- Replacing park signage;
- Improving the play area with better safety surfacing and a new playground apparatus;
- Replacing the lighting in the park with fixtures that are consistent with the new lighting to be installed on Franklin Street;
- Retaining existing, healthy trees;
- Installing a sidewalk along Porter Street and 5th Street to complete sidewalks along the entire park perimeter;
- Resurfacing the area along the 5th Street frontage with shade-resistant material to address drainage issues; and
- Replacing the bandstand roof.

Public Support:

This project has received strong public support throughout the process, and received one of the highest approval ratings of all projects ranked by the community in the online survey. A need for improvements to public spaces that would contribute the well-being of year-round residents has been one of the major themes to emerge from the public outreach process. The public survey indicated 83% of respondents "somewhat approved" or "approved" of this project.



Lafayette Park Conceptual Site Plan

Source: Thread Collective

Project Budget:

Project Phase	Budget
Site Prep	\$30,000
Sidewalks	\$4,456
Bathroom	\$10,960
New Bandstand Roof	\$14,400
Lights	\$84,000
Fountain	\$150,000
Benches	\$12,000
Grass Restoration	\$5,000
Clock	\$35,000
Design/Legal	\$51,872
GC OH&P	\$34,582
Contingency	\$43,227
Total:	\$475,497

“The ideas for Lafayette Park sound great. It’s a wonderful space that needs to be well-loved.”

(Public survey comment)

Project Location:

Lafayette Park is bordered by North Decatur Street to the west, East 4th Street to the north, North Porter Street to the east, and 5th Street to the south

Project Ownership:

Village of Watkins Glen

Project Partners:

Private donors

Capacity:

The Village of Watkins Glen Parks Department has the capacity to undertake this project

Regulatory Requirements:

SEQRA; Village of Watkins Glen Code

Project Reporting:

- Programming—increased usage and number of events held at the park
- Property Values—change in assessed value of adjacent properties

Funding Sources:

DRI Funding

Private Donations totaling \$200,000

Feasibility and Cost Justification:

An attractive public park that draws visitors downtown for recreation would increase the pedestrian traffic in the surrounding area — to the greatest extent in the blocks immediately surrounding the park and to a lesser extent in the downtown at large, supporting existing and potential new commercial businesses. The park would serve as a quality-of-life asset for downtown; increase market demand for downtown as a place to live, work, and visit; and thus increase adjacent real estate values. Higher market demand and real estate values enhance the financial feasibility of real estate investment, both redevelopment of existing properties and new development. New investment and development resulting from this positive economic impact of placemaking would generate increased tax revenue for the Village.

Benefits should be weighed against projected new annual municipal costs for park maintenance and operations. Anticipated approximate ongoing operations and maintenance costs for the various Lafayette Park improvements are as follows:

- Yearly fountain maintenance - \$500
- Snow removal/repairs of additional sidewalks - \$300
- New restroom, including water service and cleaning - \$2,800

Based on the above, the Village may anticipate additional operations and maintenance costs of approximately \$3,600 per year to maintain the proposed improvements at Lafayette Park. It should be noted that the donor of the clock has agreed to contribute \$500 annually for the first 10 years to maintain the clock; therefore, maintenance of this new amenity has not been included in the above estimate.

As applicable, this project should be consistent with the objectives set forth in the introduction to the project profiles section on pages 71 - 72.

The proposed use of DRI funds would be for demolition/construction of park structures, installation of upgraded park equipment and amenities, new lighting, landscaping upgrades, sidewalk installation, and associated design fees. Funds would not be used to fund removable equipment.

Timeframe for Implementation and Project Readiness:*Total Timeframe: 12 months*

Phase	Activity	Timeframe
Phase 1: Public Input Process	Vision workshops	Month 1 - 3
Phase 2: Design	Schematic design	Month 4 - 6
Phase 3: Approvals	Site plan and SEQR	Month 7 - 8
Phase 4: Construction	Construction	Month 9 - 12

Table 7: Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1C	Redevelop 109-111 North Franklin with Mixed-Uses	Adaptive reuse and new construction of 109-111 North Franklin Street with 24 new mixed-income residential units and new co-working space. The project will also accommodate the existing brewery and restaurant on-site.	Lakewood Development II, LLC FLX CDC	\$13,395,553	\$2,227,870	DRI Funding LIHTC SLIHC Community Investment Fund Housing Trust Fund CPC Mortgage	Fall 2018	Fall 2020	5-10
1B	Develop a New Mixed-Income Housing and Childcare Center	Construction of a new mixed-income housing and childcare center development on the Watkins Glen Housing Authority site on East 2nd Street and Porter Street. Facility would include 24 new residential units.	Ithaca Neighborhood Housing Services	\$11,203,049	\$1,500,000	DRI Funding LIHTC HTFC Mortgage CIF Funds OPWDD Conventional Mortgage	Fall 2018	Fall 2020	Up to 5
2A	Implement Year-Round Recreation Improvements at Clute Park	DRI funding will supplement other grant funds to improve the park for residents and attract visitors. Components include an ice rink/splash pad; a new pavilion and bath house; improved walkways; upgraded play areas; active and passive recreation; and lighting.	Village of Watkins Glen	\$5,955,329	\$3,129,467	DRI Funding LWRP Grant Parks Department Grant	Fall 2018	Winter 2019	0
1D	Transform Multiple Buildings and Sites in the DRI Area		Property/Business Owners	\$2,916,888	\$1,374,489				
	Renovate the CarQuest Building for Mixed-Uses	Renovations to the existing CarQuest building at 201 North Franklin Street to expand the sales floor and convert the upper floor into four to six new apartments and office space.	Henry Brothers Acquisitions, LLC.	\$420,000	\$200,000	DRI Funding Property Owner	Fall 2018	Winter 2019	1-2
	Improve the Facade of the Historic Flatiron Building	Exterior restoration of the historic Flatiron Building, including roof, windows, doors, and brick façade.	Nav 1 Properties, LLC.	\$262,467	\$131,234	DRI Funding Property Owner	Fall 2018	Fall 2019	0

Table 7: Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
	Expand Production of The Great Escape	Upgrades to existing production facilities and upper-floor year-round apartment at 221 South Franklin Street, and improvements to the adjacent property with a new arcade business on the ground floor and a upgraded upstairs year-round apartment.	The Great Escape Everything Ice Cream, Inc.	\$532,225	\$246,255	DRI Funding Property Owner	Fall 2018	Spring 2020	3-4
	Expand Seneca Sunrise	Remodel of existing building to expand existing business with additional retail and café space. This project will also create one new year-round apartment.	Seneca Sunrise Coffee	\$597,000	\$297,000	DRI Funding Business Owner	Fall 2018	Summer 2019	1
	Develop New Mixed-Use Building at 101 11th Street	Construction of a new mixed-use building with restaurant space on the first floor and residential units on the second floor.	Keji Lin and Aihua Zhu	\$1,105,166	up to \$500,000	DRI Funding Property Owner	Fall 2018	Fall 2019	4-5
3C	Renovate Maguire Chrysler and Adjacent Carriage House	Renovate existing Maguire Chrysler dealership to accentuate historical characteristics, improve landscaping, and add a modern service area to increase employment. Additional public benefits of the project would include a classic car museum, renovated carriage house, electric vehicle charging station, and LEED certification.	Maguire LLC.	\$3,024,045	33% of total project up to \$1,000,000	DRI Funding Property Owner	Fall 2018	Fall 2019	7
2D	Renovate the Former VFW Building into a Full-Service Spa and Fitness Center	Adaptive re-use of the vacant former VFW building into a full service spa and fitness center, including.	Seneca Market I, LLC.	\$2,262,000	\$250,000	DRI Funding Property Owner	Fall 2018	Spring 2019	5-7
2B	Upgrade Watkins Glen Performing Arts Center	Upgrades to support musical performances, live theater, and multi-media events. Improvements would include: new HVAC system; construction of green room; construction of ticket and concession areas; new energy-efficient lighting and sound systems; new screen, projector, and audio-visual equipment; and historically appropriate venue signage.	Schuyler County	\$1,992,375	up to \$1,000,000	DRI Funding Schuyler County Property Owner Potential Donations Advertising and Naming Rights (including in-kind)	Fall 2018	Spring 2019	Up to 5

Table 7: Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
4B	Install New Lighting along Franklin Street	Coordinate street lighting improvements on Franklin Street with NYSDOT repaving work. DRI funds will be used to install conduit and foundations as part of the NYSDOT project and purchase new fixtures once the below-grade work is completed.	Village of Watkins Glen	\$1,500,000	\$1,500,000	DRI Funding Property Owners Village Staff (in kind)	Fall 2018	Spring 2019	0
3B	Create Downtown Revitalization Fund	Creation of a fund to support small businesses, building owners to improve the built environment in the DRI area with competitive matching grants. Components will include a façade improvement Program and an upperfloor residential conversion program.	Business or Property Owners SCOPED	\$1,200,000	\$600,000	DRI Funding	Fall 2018	Fall 2019	0
4A	Improve East 4th Street for Pedestrians and Cyclists, and Improve Connection between Downtown and Clute Park	Improve pedestrian infrastructure to encourage residents and visitors to walk between downtown and Clute Park. Improvements would include: wider sidewalks; landscaped median; pedestrian activated crossing at Boat Launch Road; and landscaping.	Village of Watkins Glen	\$1,074,565	\$1,034,565	DRI Funding Cargill	Fall 2018	Fall 2020	0
2C	Redevelop Captain Bill's Port of Seneca Lake to Improve Site Plan and Enhance Views	Construction of a new two-story building to strengthen a gateway to Seneca Lake at the north end of Franklin Street. Redesign of the site will enhance views of the lake and draw visitors.	Wineglass Tour, Inc.	\$1,000,000	up to \$500,000	DRI Funding Property Owner	Fall 2018	Spring 2019	20-25 seasonal full time jobs
3A	Renovate the 3rd Street Carriage House	Restoration of the historic Carriage House building for ground-floor retail/ commercial and two second-floor rental apartments.	Christopher and Angeline Franzese	\$700,000	\$350,000	DRI Funding Property Owner	Fall 2018	Fall 2019	Up to 4
4C	Install Gateway and Wayfinding Signage	Improve gateway and wayfinding signage throughout the Village. Gateway improvements will welcome visitors at four major gateways to the Village. Wayfinding signage will orient pedestrians, cyclists, and drivers while promoting local businesses and historical attractions.	Village of Watkins Glen	\$644,875	\$644,875	DRI Funding	Fall 2018	Summer 2019	0

Table 7: Summary Table

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1A	Revitalize 15 North Franklin Street with Mixed-Uses	Renovation to include facade improvements, landscaping, and interior improvements to attract new tenants and upgrade existing apartment. Potential tenants include: A new cultural center and offices for the Seneca Lake Wine Trail; and FLX Outdoor and Discovery Center, a new equipment rental and recreational excursion company.	Sally Scaptura Clark and Margaret Clinch Liz Millhollen (FLXOADC) Seneca Lake Wine Trail	\$575,304	\$287,500	DRI Funding Property Owner Investment Seneca Lake Wine Trail FLX Outdoor Adventure and Discovery Center	Fall 2018	Fall 2019	2 full-time 10-15 seasonal
4F	Upgrade Lafayette Park with New Equipment, Lighting and Landscaping	Leverage private donor contributions to upgrade Lafayette Park. Existing funding will provide a fountain, clock, and some lighting. DRI funds could be used to improve lighting, equipment and landscaping.	Village of Watkins Glen	\$476,047	\$276,047	DRI Funding Private Donations	Fall 2018	Summer 2019	0
4E	Develop a Public Artwork Competition	Public artwork competition to beautify the DRI Area and engage residents and visitors while bringing new opportunity for local artists. DRI funds for the Public Artwork Competition will fund permanent public artwork throughout the Village.	Village of Watkins Glen	\$100,000	\$100,000	DRI Funding Private Donations	Fall 2018	Spring 2019	0
4D	Update the Zoning Code to Address Short Term Rentals, Design Guidelines, Historic District, and Other Revisions	Zoning recommendations include strategies to address short term rentals, updated design guidelines, adopting a historic district, and other revisions.	Village of Watkins Glen	\$50,000	\$50,000	DRI Funding Schuyler County (in-kind) Village of Watkins Glen (in-kind)	Fall 2018	Spring 2019	0

SECTION VI: PROJECTS RECOMMENDED FOR OTHER FUNDING



INTRODUCTION

During the course of the Watkins Glen Downtown Revitalization Initiative (DRI), a number of projects were discussed as potential candidates for DRI funding, but were ultimately not selected by the Local Planning Committee (LPC) for inclusion as recommended projects for funding. However, there was consensus among the LPC members that these projects are beneficial and should be pursued through alternative funding sources. The following section describes a series of projects not recommended for DRI funding but supported by the LPC for future implementation. The first set of these projects are Village planning or capital improvement priorities, which will need to be funded through future budgeting or receipt of grant monies. The second set of projects arose primarily through the public response to the “Open Call for Projects,” undertaken during the DRI process, as well as discussions with the LPC and interested property owners within the DRI area. The intent of this section is to provide a basis for sponsors of the projects not recommended for DRI funding to seek alternative resources to advance their initiatives.



Sidewalk Improvements



Municipal Parking Lot

VILLAGE PRIORITIES

Expanded Downtown Street Lighting Initiative (completing Franklin Street and East 4th Street)

An expanded street lighting initiative will complete the lighting to be installed as part of the New York State Department of Transportation (NYS DOT) and DRI upgrades (see Project 4A). The Village should seek additional funding in order to continue these upgraded lighting fixtures from Franklin Street along East 4th Street. This will enable the Village to create well-lighted streetscapes that are pedestrian- and cyclist-friendly, establishing a unified design aesthetic throughout the entire downtown area.

Sidewalk Improvements and Upgraded Steps on Side Streets West of Franklin Street

Downtown Watkins Glen is located in a valley, with steep slopes rising to the west of Franklin Street and at the Village's eastern edge. On side streets running perpendicular to Franklin Street, stairs on the north and south sides of the street provide an important connection to residential neighborhoods located on the sloped areas. Currently, these stairs and sidewalks are in poor condition, presenting a safety hazard to pedestrians and hindering connectivity to the downtown. The Village should pursue funding to replace and upgrade these sidewalks.

Traffic and Parking Management Program

Results from public outreach indicated that parking is perceived as a major issue in the Village, particularly during summer months when tourism is at its peak. A traffic and parking management program will be necessary in order to support projects that will generate more activity downtown, and add new residents and visitors. The Village should pursue a study of the existing traffic and parking conditions in order to support projects that will be implemented with DRI funds.

The availability of parking in the Village varies seasonally. During summer months, Franklin Street is congested, and parking is not always available immediately adjacent to downtown businesses and attractions. This project would develop a parking utilization and management plan in order to maximize the Village's existing parking facilities, support park-and-walk behavior, and account for evolving future parking needs in the Downtown. The plan will identify opportunities to improve the municipally owned parking facilities in the downtown, which may include strategies to encourage short-term parking in front of shopping areas and long-term parking slightly farther away for employees. It will also identify opportunities for shared parking between complementary uses and parking management techniques.

Truck traffic is a major concern in downtown Watkins Glen. The downtown is a crossroads of two major State Routes - Franklin Street/SR 14 and East 4th Street/SR 414, which bring large trucks entering the Village at high speeds and creating noise impacts. The Village should advocate that NYS DOT study potential alternative truck routes and ways to encourage trucks to avoid passing through the Village. Complementing improvements to Franklin Street and East 4th Street proposed for DRI Funding (See Projects 4A and 4B), this project will look at ways to improve these corridors for pedestrians, cyclists, and drivers in order to enhance safety for all users.

Redevelopment of Former Wastewater Treatment Plant Site

Project Seneca, an umbrella of economic development initiatives in Schuyler County, has prioritized the construction of a new regional wastewater treatment plant to replace the existing plant along the Seneca Lake waterfront. The wastewater treatment plant is a joint effort between the leadership of the Villages of Montour Falls and Watkins Glen. Construction of the new plant, to be located along the Seneca Cayuga Canal, is expected to be completed in the fall of 2019, freeing up several lakefront parcels for potential redevelopment. Ideas for this site are still in formation, but the site could allow for outdoor gathering space, a waterfront theater, outdoor lawn and recreation area, and an observation deck. Redevelopment could involve private partners to generate additional tax revenue for the Village and County, such as a potential restaurant and/or mixed-use residential and commercial. The County has secured funding for a redevelopment feasibility study, as well as decommissioning of the plant. However, additional funding will be needed to facilitate redevelopment of the site, including demolition and remediation.

The Village uses its shoreline for economic purposes, active and passive recreational purposes, and housing. With the redevelopment of the wastewater treatment plant site and the property from Seneca Harbor Park to the Cargill site, there is an acute need for the reconstruction and lengthening of the breakwaters off-shore. The breakwaters, when initially constructed, provided protection for the majority of the shoreline. After many decades, the structure has diminished to the point of providing very limited shoreline protection during significant weather events. There is a need to secure funding to re-establish or construct a new breakwater to provide protection of the shoreline and the new investments being made thereon.

Upgraded Water Infrastructure

The Village's water system sources water from Seneca Lake to the water treatment plant, where it is filtered, disinfected and then transmitted directly to the Village (lower pressure zone at or near the level of Seneca Lake) and to the Padua water storage tank, which is located in the "west hill" area of the Village (upper pressure zone). The water storage tank, which is located off Steuben Street and serves the west, hillside service area of the Village, is in a state of disrepair and undersized



Existing Wastewater Treatment Plant



Concept Images from the Design Connect Study

for current and projected future demands. A replacement water storage tank has been conceptually designed, including preliminary cost estimates at a site located further up the hill and to the north of the Padua water storage tank site and outside the Village corporate limits. It would serve to improve water service pressure and flow to existing users, as well as allow for future growth and development in the west hill area and upper west end of Division Street (which is currently limited by the existing water storage tank). In addition, the existing Padua water storage tank site is a prime development site, and the Village could derive revenue from its sale after relocation of the water storage tank.

In general, although there are no major issues with the Village's water distribution system, some existing mains are at the end of their service life, with low fire flow rates. Many of the water mains consist of 4-inch diameter ductile iron pipe (DIP) or cast iron pipes (CIP) with interior tuberculation, which reduces the interior flow area of the pipe and increases wall roughness, both typically resulting in lower fire flows that do not meet established standards for fire protection in terms of minimum pressure and hydrant fire flows. Subpar fire flow ratings can create issues of public safety and render a property uninsurable, thereby limiting its potential classification, occupancy use, and potential as defined by State building codes. The Village's consulting engineer has developed a hydraulic model of the Watkins Glen water system, which identifies the associated fire hydrants located throughout the Village that exhibit subpar fire flow performances.

According to the Village's consulting engineer, the following streets have older 4-inch water mains exhibiting interior tuberculation:

- 2nd Street
- 5th Street
- 6th Street
- 7th Street
- 8th Street
- 9th Street
- Clarence Street
- Monroe Street
- Jackson Street

Also, an existing 6-inch diameter water main runs under 4th Street to the east of the canal bridge and serves Clute Park, the campground/community center, and Walmart. The Village should consider increasing that water main to an 8-inch diameter to improve supply and fire flow rates for these locations. Installation of a new replacement 8-inch water main would require a directional boring installation under the canal.

In addition to the above, three problematic areas were identified as experiencing recurring water main breaks that typically require expensive emergency repairs: 1) Madison Avenue; 2) Porter Street from 5th Street to 10th Street; and 3) North Franklin Street north of 4th Street. The causes of these breaks have not been identified, but may be the result of poor supporting soils or exposures to freezing conditions, among others.

Replacement of any undersized water mains as discussed above should be done concurrently with any collocated street improvements.

System service and capacity: According to the 2016 Water Quality report as prepared by the Village in compliance with NYSDOH requirements as well as discussions with Mr. Pierce, the overall water distribution system demand and capacity data is as follows:

Area Served	Population Served	# of Metered Services	Average Daily Demand (Gallons)	Annual Use (Millions of Gallons)
Village of Watkins Glen	2,149	943	392,000	143.391
Town of Reading	86	39	5,440	1.991
Town of Dix	201	82	7,550	2.764
Totals	2,436	1,064	404,990	148.146

Notes:

1. System maximum daily service capacity = 1,200,000 GPD
2. Peak summer average daily demand = 450,000 to 475,000 GPD
3. Peak summer record demand – 1 day (2017): 875,000 Gallons
4. Conclusion: water system has significant excess capacity to meet current average and peak demands.

Additional Boat Slips

The Village utilizes seasonal boat slip rentals at the south end of Clute Park on the canal. This provides additional seasonal income to the Village, however the current boat slips are aging and in need of repair or replacement. Further, there is space adjacent to these boat slips to expand the use and occupy additional seasonal boat slip rentals since there is a demand indicated by the Village's ongoing waiting list. The Village desires to identify funding to replace current boat slips and purchase additional seasonal slips to increase revenue for the park.



Expanded Beachfront in Clute Park

The current beachfront in Clute Park is utilized frequently during the summer months. Due to the high demand, the Village secures lifeguards for 12 hours, seven days a week to oversee the use of the beachfront. The current beachfront is in need of maintenance, dredging, and expansion. The beachfront has a sandy base and expands north out into Seneca Lake with sandy “dunes” that are too shallow for boaters, but provide a pleasant beachy feel for visitors. This area of the park is one of the most popular for locals, visitors, and families alike. Over the years, the sandy beach frontage has eroded. The Village will continue to seek funding to improve and expand the beachfront at Clute Park, as this area is a catalyst for family activities, and will contribute to the ongoing popularity of Clute Park. Nearly 52,000 people visit the park annually.

ADDITIONAL PROJECTS

Hotel Improvement Fund

Through the open call for projects, a number of hotels and motels submitted applications for projects to improve their sites and facilities. The market study demonstrates that there is an appetite for mid-priced hotel rooms. A Village-wide fund could be used to finance capital improvements and complete deferred maintenance to improve the condition of existing hotels and motels. This project could also help these hotels improve their marketing and operations. Improvements to existing businesses could help support these existing businesses and lessen the strain on neighborhoods that are experiencing the impacts of short term rentals.

Development of the Van Skiver Lot

This project supports the redevelopment of the Van Skiver lot, located at 801 North Franklin Street, with a mixed-use building. The owners have expressed interest in selling this property, the location of a longtime auto dealership and repair facility, and a willingness to mitigate any environmental issues before its sale.

This property is located on Franklin Street in close proximity to the State park. From the edge of the property at Pine Street, there is direct visibility to the parking lot and entrance to the park, making the site an ideal location for retail, restaurant, and other attractions that could draw visitors from the park north along Franklin Street, and serve to connect the downtown to this important asset.

Schuyler Hospital Walk-In Clinic

This project would establish a downtown walk-in clinic affiliated with Schuyler Hospital, to provide residents and visitors convenient access to high-quality healthcare. This would be the only walk-in clinic in Watkins Glen.

Schuyler Hospital is located on an approximately 50-acre campus in Montour Falls, about 3 miles outside of downtown Watkins Glen. The hospital has been a reliable healthcare provider to the region for more than 100 years, and has evolved into a network of providers, programs, and services that reaches a population of over 32,000 residents throughout Schuyler County, and into southern Yates and Seneca Counties. In the summer of 2017, the hospital received a \$10 million grant from New York State through a Health Care Facility Transformation Program to preserve access to high-quality patient care in the Southern Tier. The grant will go toward the construction of a primary care hospital-based clinic, and repurposing of existing space to improve capacity for outpatient services. The program is aimed at reducing health care costs, improving access to health care, and ensure financial stability of healthcare providers.



Hotels/Motels in Downtown

With on-site expansion underway in Montour Falls, Schuyler Hospital is interested in establishing a walk-in clinic in downtown Watkins Glen, to provide accessible and cost-effective medical care at a convenient location. Hours will vary according to seasonal volumes, and services will include diagnosis and treatment of minor medical conditions. The hospital is open to new construction or purchase and renovation of an existing building, based on location, and estimates that implementation of this initiative could cost \$300,000 to \$400,000 and result in three to four full-time jobs.

Enhanced Marketing of Local Businesses with a Retail Bootcamp and Downtown App

This project was proposed by the Watkins Glen Area Chamber of Commerce during the DRI process and discussed in detail by the LPC, but ultimately not selected for DRI funding. There are two components: a marketing assistance program (“Retail Bootcamp”) and a downtown mobile app.

Retail Bootcamp

The Retail Bootcamp program would provide technical assistance and funding for capital improvements and marketing to make local businesses more competitive and improve their image. Many businesses in downtown Watkins Glen have limited resources for capital improvements and marketing to promote themselves. Many local residents know about their favorite local businesses, but in some cases there are physical or marketing barriers for visitors to find what the Village has to offer.

The Retail Bootcamp program would provide technical assistance and funding to downtown businesses to enhance the sidewalk environment for customers and marketability of stores and merchandise. Selected private, for-profit businesses would participate in a two-step store improvement process. First, selected businesses would be granted free technical assistance in the form of a Retail Audit, which would evaluate the current conditions of the store’s interior and exterior appearance, customer service levels, merchandise mix and product pricing, and marketing tools. This information would be used to identify and prioritize capital and/or marketing improvements to increase revenue and attract new customers.

Second, the program would provide funding to implement priority improvements based on the Retail Audit. Potential improvements include:

Audit Category	Potential Improvements
Exterior Store Appearance*	Signage (non-illuminated, blade, window, A-frame) Awnings (retractable) Lighting (sconce, gooseneck) Power washing windows Painting Outdoor seating
Interior Store Appearance/ Fit-out	In-store signage Lighting Sound Store layout Interior Fit-out Painting
Customer Service	Point-of-sale systems
Merchandise Mix/ Product pricing	Window display In-store display shelves Inventory management
Marketing Tools	Logo creation and design Marketing collateral design and production Online marketing assistance

*Exterior store improvements would have to meet Watkins Glen Building Design guidelines

The program, overseen by the Chamber of Commerce, would be application-based. Businesses located in the downtown retail core will be given priority. Selected applicants receiving funding for improvements would also be required to provide regular reporting to the Chamber to ensure that funds are being used as intended. The Chamber of Commerce currently administers a Tourism Assistance Program (TAP) that provides funding to support non-profit events and organizations; the Retail Bootcamp program could follow a similar model.

Downtown App

The Chamber of Commerce currently produces the official Watkins Glen and Schuyler County Travel Guide, and also maintains a robust and responsive website, www.watkinsglenchamber.com. The addition of an app would build upon the overall Marketing Plan.

The “Discover Downtown Watkins Glen” App would be a tool to guide visitors and locals to downtown. It would provide information on local shops, restaurants and other attractions, enabling consumers to find what they want, where they are, including precise GPS directions to every destination with information updated in real-time. Further, with complete social integration, downtown Watkins Glen would

garner additional marketing by way of users sharing their experience seamlessly on various social media platforms.

The app would include business listings, an events calendar, and an interactive map, and would also allow the user to enable push notifications. Push notifications allow users to stay in touch on topics they choose (whether it is live music, events, or others). The app would be completely geo-fenced, relative to where the user is located, so that while passing by a historic property, the user would get a notification with information about the history of the property, and provide additional connections to sponsor organizations.

214 North Franklin Street - Interior Renovations

This project involves improvements to the upper floors of the historic Peele Building at 214 North Franklin Street to provide eight new two-bedroom, two-bathroom apartments on the building's second and third floors. The owner has indicated that monthly rents would be set at \$1,200 to meet demand identified by the market study completed through the DRI process. The project would also include historic restoration of the building façade.

Finger Lakes Brew Garden

The potential Finger Lakes Brew Garden (FLBG), proposed through the open call for projects, has two elements:

1. FLBG would lease, and eventually purchase a property and undertake renovations to accommodate a small kitchen and bar featuring local breweries, and local food products, and outdoor space where customers of all ages can enjoy free outdoor activities while enjoying local craft beers and light-yet-elegant, value-minded cuisine.
2. FLBG would build a microbrewery in the 10-20 barrel capacity range. This brewery would initially help to accentuate the brew garden's offerings, and could eventually develop into the capacity to enable wholesale distribution of our quality products.

The aim of FLBG is to create a family environment and a successful commercial and cultural endeavor. Potential funding is available through the personal cash investments of the owners; a small business loan; and other sources which may include Empire State Development, REDEC, and the New York State Tourism Board.

111 West 4th Street - Inner Peace Floats Expansion

This project would expand the existing Inner Peace Floats business, which offers massage therapy, a certified commercial kitchen and two sensory deprivation chambers ("float rooms"), into a community wellness center. The upper floor of the building is currently used as a short-term rental apartment. This project will include expansion of the upper-floor space for uses potentially including:

- Nutrition, cooking, and health coaching;
- Yoga and meditation;
- Retreats; and
- Rooftop access.

Lake View 302 East 2nd Street Housing + Café + Event Space

This project would require the purchase of adjacent property at 300 East 2nd Street, and replacement of the existing building with a newly constructed 4-story mixed-use building with housing, a cafe, and a rooftop event space. The site is located behind the Welliver property and adjacent to the Watkins Glen sewage treatment plant site. This location provides the potential to bring additional attractions to the lakefront. Project components include:

- Two 2-bedroom lake view year-round condos.
- Lake view cafe with outdoor seating.
- Open roof top for event rental.
- Off street parking for condos and cafe.

Food Production Business Development

Food production is a growing sector that has the potential to provide job creation and lasting economic development in Watkins Glen. The region's emergence as a destination for its wineries, breweries, and local agriculture demonstrates demand for food and beverage activities and production. These industries are competitive, and can be challenging for small and startup businesses to find opportunities to grow. A number of startups and small companies could be ready to move from shared kitchens and direct marketing to larger production capacity serving regional markets, but lack the know-how and resources to scale up in an increasingly regulated and highly competitive industry.

The Village should support projects that will help grow startup/small food/beverage processors to reach regional/national markets. Developing the food production industry will require expertise in food processing, resources for business commercialization, job training and staff resources. A number of programs are in development, including FoodBIP, and the Arc of Schuyler County, which will be receiving support through a U.S. Department of Agriculture grant to upgrade its food manufacturing facility, Glen Copack, at 203 12th Street. The Arc and Watkins Glen High School are also in discussion to partner on development of a job training program specifically related to skills that will be needed to work in food production related businesses because of new federal Food Safety Modernization Act (FSMA) regulations. Partnerships with regional institutions could build upon the existing interest in this industry. Cornell University College of Agriculture and Life Sciences

(CALS) currently operates food science programs in both Ithaca and Geneva. Local resources such as CALS Geneva's Food Venture Center could be valuable partners in the expansion of the food production industry in Watkins Glen.

Supporting the ongoing funding and development of these programs will have a meaningful impact in the Village, and will also be consistent with the strategies of the Southern Tier Regional Economic Development Council (REDC). Developing a network of food entrepreneurs, mentoring businesses in development, and helping startups and small manufacturers could extend opportunities to new and existing businesses in the region, creating a hub for food production in Watkins Glen.

Watkins Glen Film Fund

Film finance is an aspect of film production that occurs during the development stage prior to pre-production, and is concerned with determining the potential value of a proposed film. Investors have been shown that picture subsidies (tax incentives and credits) will immediately help to mitigate upfront budgetary costs.

Hollenbeck Film and Experience is in the business of a specialized form of debt financing for the motion picture industry. The fund would expand Hollenbeck Film and Experience's capacity to perform its current work assisting qualified filmmakers by reducing the amount of equity required to make their film. Given additional funding, Hollenbeck Film and Experience would build upon its existing network of filmmakers seeking financing support, continue to network with New York film commissioners, and build awareness among qualified film sales agents and the major talent agencies.

This project would build off of existing cultural attractions, including the Seneca Film Festival, and further the goal of building a local network for the film industry. Offering financing opportunities for filming in Watkins Glen has the potential to create new technology and entertainment industry jobs in the region. This could include opportunities that would attract local college graduates and young people, a highly desirable market that could further the Village's overall growth. Film tourism has drawn investment to the Watkins Glen area, and has the potential to increase tourism marketing opportunities.