

AUBURN, NEW YORK
CENTRAL NEW YORK REGION

STRATEGIC INVESTMENT PLAN

DOWNTOWN REVITALIZATION INITIATIVE
APRIL 2019



**Downtown
Revitalization
Initiative**



AUBURN, NEW YORK

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This document was developed by the Auburn Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team: Bergmann Associates with support from Camoin Associates, STC Design, Stuart Alexander and Associates, and Sustainable Planning Design, LLC. Unless otherwise noted, all images in this report were supplied by the Consulting Team.

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DOWNTOWN REVITALIZATION INITIATIVE (DRI) COMMUNITIES



FOREWORD

Business and development leaders worldwide recognize that vibrant downtowns with attractive public amenities and a high quality-of-life provide a catalyst for increased economic development, re-population (particularly by young professionals), and urban redevelopment. Recognizing this potential, Governor Andrew Cuomo launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The program’s success in the first two rounds, and the tremendous excitement it generated among other interested communities, led the Governor and the Legislature to include another \$100 million in the 2018 state budget for a third round of DRI funding. As in the previous rounds, each of the Governor’s ten Regional Economic Development Councils (REDCs) selected one community to receive \$10 million for projects that show the greatest potential to improve the economic and social vitality of their downtown areas.

Communities selected in Round Three include:

- Albany (Capital Region)
- Amsterdam (Mohawk Valley Region)
- Auburn (Central New York Region)
- Downtown Brooklyn (New York City Region)
- Central Islip (Long Island Region)
- Lockport (Western New York Region)
- New Rochelle (Mid-Hudson Region)
- Owego (Southern Tier Region)
- Penn Yan (Finger Lakes Region)
- Saranac Lake (North Country Region)

The DRI process involves an innovative combination of community-based strategic planning, inter-agency project support and strategic leveraging of outside investments. The process starts with a Strategic Investment Plan that develops the

key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and catalytic projects identified in the plan. The strategic planning process is led by Secretary of State Rossana Rosado and facilitated by staff from the Department of State Office of Planning, Development and Community Infrastructure, NYS Homes and Community Renewal, and Empire State Development. Based on the unique challenges, opportunities, and transformational projects identified in the communities selected, this collaborative, multi-agency effort also includes technical assistance from other state agencies, including but not limited to the Department of Transportation and Department of Environmental Conservation.

The DRI is much more than a \$10 million grant award. It serves a broader agenda for revitalization, growth, and transformation in ways that reflect the collective reimagining of the downtown and provides funding to help achieve that vision with a higher quality of life, amenities, and connection of place and community. The plans and projects also are intended to leverage additional public and private investments within and near the downtown, building upon the regional economic growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identify projects that total in excess of the available DRI funds to ensure a continued pipeline of projects in the event that alternative funding becomes available or projects drop from consideration. The most transformative and catalytic projects identified by the community will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these communities are becoming vibrant centers where people want to live, work, experience life, and raise families. This high quality of life is a key driver of where businesses decide to locate.

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EXECUTIVE SUMMARY

INTRODUCTION

In July 2018, the City of Auburn was selected as the Central New York (CNY) Region recipient of a \$10 million Downtown Revitalization Initiative (DRI) grant. The DRI is a statewide initiative that provides funding for high priority projects designed to boost local economies and transform city centers into vibrant neighborhoods.

The CNY Regional Economic Development Council (REDC) nominated the City of Auburn as the region's DRI community in Round 3 of the DRI program based on the City's project readiness, local planning efforts focused on downtown revitalization, recent public and private investments in the urban core, and the City's continuous improvement over the past rounds of DRI applications. Despite the renaissance Auburn has experienced in the past decade, there is still work to be done throughout the downtown area, along the Owasco Riverfront and transportation corridors, and in the City's West End.

STUDY AREA

Auburn's DRI boundary encompasses 176-acres and represents a well-defined, concentrated area of economic activity and redevelopment opportunities.

The DRI area includes the Auburn Downtown Business Improvement District, the West End Arts District, and portions of the Auburn Brownfield Opportunity Area (BOA), and it is central to City

and County government activities. It also contains numerous cultural, historical, and recreational resources, including: the Seward House Museum, the Cayuga Museum of History and Art, the Case Research Lab, the Schweinfurth Art Center, the Schines Theater, the NYS Equal Rights Heritage Center, the Willard Memorial Chapel, and the Owasco River Greenway Trail.



Downtown Auburn looking east along Genesee Street

CHALLENGES + OPPORTUNITIES

Several challenges currently hindering economic vitality and equity within downtown Auburn were identified. By leveraging Auburn’s unique assets and potential, each challenge was re-envisioned as a future opportunity. These identified challenges and opportunities lay the foundation for the projects proposed for DRI funding.

CURRENT CHALLENGE ●.....➔	FUTURE OPPORTUNITY
Declining population	Expand downtown amenities and services to meet the needs of Auburn’s diverse community and attract new residents
Aging population looking for alternatives to home ownership and access to amenities	Improve accessibility within Auburn’s compact and walkable downtown; offer high quality, affordable rental housing options
High unemployment rate, low median income	Leverage the high concentration of anchor institutions employers in and around the DRI area to increase employment and workforce development opportunities
Limited residential options downtown	Expand high quality housing options (market-rate and affordable) to attract individuals and families to downtown
Aging housing stock	Renovate existing properties to round out the residential housing stock and maintain the historic character of Auburn’s urban fabric
Several vacant and underutilized buildings, structures, and properties	Re-purpose centrally located, underutilized spaces to foster entrepreneurial growth and diversify downtown amenities
Limited access to parks and healthy food retailers in the West End	Expand access to public spaces; increase connectivity between destinations; diversify amenities; improve public transit systems
Disconnected tourism assets	Promote Auburn’s cultural, historical, artistic, and natural resources; improve connections to regional destinations; build out complementary amenities and services to keep tourists in town longer

COMMUNITY ENGAGEMENT

Community engagement is critical to the long-term success and revitalization of the DRI area. Several different engagement strategies were used to increase awareness about the DRI program, gather local knowledge, better understand the community's needs, and identify, develop, and vet project proposals.

LOCAL PLANNING COMMITTEE (LPC) MEETINGS

The LPC, which served as the advisory group guiding project identification and the development of the Strategic Investment Plan, met monthly throughout the DRI planning process (6 meetings total). All LPC meetings were open to the public and provided a forum for the Committee to discuss proposed projects and consider feedback from the community.

PUBLIC WORKSHOPS

Four public workshops were held throughout the DRI planning process. These interactive and collaborative meetings were designed to engage and inform the public at key steps in the planning process, including: visioning, project identification, and final project review.

OPEN CALL FOR PROPOSALS

To ensure the public had sufficient time and opportunity to submit project proposals for the LPC's consideration, an Open Call for Project Proposals was issued in October 2018. A Concept Proposal Idea form was also created and distributed at Public Workshop #3, providing an additional mechanism to engage historically marginalized communities in the DRI process.

PROJECT WEBSITE

Several DRI-specific webpages were created on the Auburn Sparks website, which advertised community engagement opportunities and enabled the public to submit comments and feedback related to the DRI.



VISION, GOALS, + STRATEGIES

Informed by Auburn’s DRI application and community input, the LPC developed a vision statement and corresponding goals and strategies to guide decision-making about future development and investment in the DRI area. The vision statement is intended to be ambitious as well as illustrative of the future Auburn can achieve through the implementation of DRI projects. The goals support and advance the vision, and the revitalization strategies define measurable actions necessary to achieve each goal.

VISION

THIS PLACE MATTERS.

The City of Auburn is committed to building on the interconnected relationships between its many natural, multicultural, educational, and historic assets, serving as a meeting place for civic engagement, and sustaining its unparalleled quality of life supported by a strong local economy, diversity, and restored vibrancy for all in the Auburn Business Improvement District and West End Arts District.



LPC Meeting #1. The first LPC meeting was held at the Auburn Public Theater and provided an overview of the DRI planning process, defined roles and responsibilities, described the projects included in Auburn’s DRI application, and guided the LPC through a visioning exercise.

GOAL 01 Reinvent Downtown as a vibrant center for living, working, learning, entertaining, and civic engagement.

- STRATEGY 1.** Increase the availability of housing options.
 - STRATEGY 2.** Support mixed-use development, prioritizing retail/commercial uses on the ground level.
 - STRATEGY 3.** Expand educational and workforce development opportunities.
 - STRATEGY 4.** Increase the diversity of downtown activities to include more youth and family-friendly options.
-

GOAL 02 Promote Auburn and engage, educate, and welcome residents and visitors.

- STRATEGY 1.** Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.
 - STRATEGY 2.** Provide workforce training and create diverse entrepreneurial opportunities.
 - STRATEGY 3.** Diversify downtown amenities to serve the needs of all residents.
-

GOAL 03 Beautify the City's streetscapes, public spaces, and gateways.

- STRATEGY 1.** Improve pedestrian, bike, and transit infrastructure to create a more walkable and bikeable downtown.
 - STRATEGY 2.** Foster a sense of place through the integration of landscaping, green infrastructure, site furnishings, public art, and wayfinding elements.
 - STRATEGY 3.** Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.
 - STRATEGY 4.** Establish gateways into the City that convey a unique sense of place.
-

GOAL 04 Enhance, preserve, and activate the City's architecture and urban fabric.

- STRATEGY 1.** Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.
- STRATEGY 2.** Promote infill and the redevelopment of vacant and underutilized sites.
- STRATEGY 3.** Encourage development that reflects the character of downtown and engages with and activates the streetscape.
- STRATEGY 4.** Integrate the Owasco River into downtown's urban fabric.

PROPOSED PROJECTS

The LPC, guided by public input, recommends 18 projects for DRI funding consideration. Combined, these projects are expected to have a significant, positive effect on Auburn’s downtown revitalization, transforming the DRI area into a vibrant community where people will want to live, work and raise families. In identifying these projects, the LPC considered the following criteria:

- Alignment with DRI goals and existing local and regional plans
- Catalytic potential - the ability to spur other private and public investment
- Community and economic benefits
- Impact on job growth and retention
- Market demand and economic feasibility
- Project sponsor capacity to implement and sustain the project
- Public support
- Transformative potential - the ability to fundamentally improve downtown
- Workforce development opportunities



Seward House Museum and Gardens. Photo credit: I Love NY, Path Through History (NYS ESD)

Create the West End Arts Campus

\$2,230,000

DRI FUNDING REQUEST

\$3,750,000

TOTAL PROJECT COST

This proposed project consists of site and architectural improvements to create a unified campus, serving the West End gateway to downtown Auburn.



Rehabilitate Metcalf Plaza

\$2,000,000

DRI FUNDING REQUEST

\$2,500,212

TOTAL PROJECT COST

This proposed project consists of interior and exterior renovations to modernize the existing healthcare center, improve the building's facade and entryway, and set the stage for the future development of market rate apartments on the upper floors.



Create a New Public Safety Facility

\$1,200,000

DRI FUNDING REQUEST

\$10,038,350

TOTAL PROJECT COST

The proposed redevelopment of an underutilized strip mall will create a new shared services public safety building that will house the fire department and other emergency services. This project also consists of site improvements that will enhance the surrounding neighborhood.



Construct Multi-Family Residential Buildings

\$1,100,000

DRI FUNDING REQUEST

\$4,204,873

TOTAL PROJECT COST

This proposed project entails the redevelopment of several vacant lots to create five new apartment houses with four market rate apartment units in each.



Transform a Vacant Lot into a Plaza

\$1,000,000

DRI FUNDING REQUEST

\$1,600,000

TOTAL PROJECT COST

This proposed project converts the former Kalet lot, which is currently vacant, into an urban public plaza along the State Street Creative Corridor.



Establish a New Facility to Expand Nick's Ride 4 Friends' Services

\$931,800

DRI FUNDING REQUEST

\$1,331,800

TOTAL PROJECT COST

This proposed project will rehabilitate 13 Chapel Street to create a new space for Nick's Ride 4 Friends, a peer recovery organization, and several other partner NGOs to deliver addiction recovery and community development services to the Auburn community.



Rehabilitate the Seward House Museum's Carriage House + Barn

\$863,925

DRI FUNDING REQUEST

\$1,232,000

TOTAL PROJECT COST

This proposed project consists of the stabilization and restoration of the Seward House's barn and carriage house to preserve these historic buildings, improve accessibility, and expand their functionality for use by the larger community.



Establish a Downtown Facility for CCC's Culinary Arts Program

\$800,000

DRI FUNDING REQUEST

\$1,465,000

TOTAL PROJECT COST

This proposed project will renovate currently vacant spaces in the Plaza of the Arts to create two commercial teaching kitchens, classrooms, and event space for Cayuga Community College's new Culinary Arts Program.



Renovate Auburn Public Theater

\$700,000

DRI FUNDING REQUEST

\$1,900,000

TOTAL PROJECT COST

This project consists of interior, exterior, and streetscape improvements at the Auburn Public Theater to create a new black box theater, Auburn Music Hall of Fame, and Cafe 108.



Convert a Vacant Structure into Mixed-Use

\$625,000

DRI FUNDING REQUEST

\$1,610,627

TOTAL PROJECT COST

This project proposes to redevelop a vacant building on E. Genesee Street into mixed-use with six market rate apartments and a furniture showroom on the first floor.



Establish a Downtown Auburn Fund

\$600,000

DRI FUNDING REQUEST

\$772,800

TOTAL PROJECT COST

This proposed project will establish a small project grant fund to support the growth of small businesses and improve the built environment in downtown Auburn.



Renovate Health Central

\$385,000

DRI FUNDING REQUEST

\$950,000

TOTAL PROJECT COST

This proposed project consists of the renovation of a 10,000 SF space at Health Central to create a Specialty Health Services Suite that leverages and expands the existing services at Health Central to provide comprehensive healthcare in a walkable downtown location.



Install Public Art Throughout Downtown

\$285,000

DRI FUNDING REQUEST

\$300,000

TOTAL PROJECT COST

This proposed public art project consists of the installation of two murals, three sculptures, public green space improvements, and light pole banners throughout downtown Auburn to foster a sense of place and beautify the downtown.



Renovate Willard Memorial Chapel

\$267,500

DRI FUNDING REQUEST

\$535,000

TOTAL PROJECT COST

This proposed project will enable interior renovations, lighting restoration, and site improvements at the Willard Memorial Chapel, National Historic Landmark and major tourist destination in downtown Auburn.



Redevelop the Vacant Rudolph Building into Mixed-Use

\$172,800

DRI FUNDING REQUEST

\$432,000

TOTAL PROJECT COST

The proposed redevelopment of the vacant Rudolph Building will create three market rate apartment units on the upper floors and a candy shop on the ground floor.



Rehabilitate the Phoenix Building

\$120,000

DRI FUNDING REQUEST

\$160,000

TOTAL PROJECT COST

This proposed project consists of the rehabilitation and restoration of the cornice and window frames on the Phoenix Building - a prominent landmark in downtown Auburn.



Renovate an Affordable Housing Building

\$120,000

DRI FUNDING REQUEST

\$192,000

TOTAL PROJECT COST

This proposed project will maintain high quality housing for lower income individuals by restoring the building's facade and west wall, repairing the roof, and upgrading common areas.



Enhance the Streetscape at 63 Genesee

\$100,000

DRI FUNDING REQUEST

\$150,000

TOTAL PROJECT COST

This proposed project will enhance the public realm by installing a mural, interactive sculptures, architectural lighting, and hardscape improvements at the corner of Genesee and North Streets - a gateway into downtown Auburn.



MANAGEMENT PLAN

Local capacity is fundamental to the successful implementation and long-term success of the projects proposed for DRI funding. This management plan defines the framework for implementing and maintaining public and private projects, as well as key project partners, to ensure each proposed project can move forward in a manner that is consistent with this Strategic Investment Plan.

PUBLIC PROJECTS

City of Auburn

The City’s Director of Capital Projects and Grants (housed within the Office of the City Manager) will be the project lead for public improvement projects sponsored by the City of Auburn and will also provide technical assistance to all DRI-funded projects to ensure implementation is aligned with the vision and goals of this Strategic Investment Plan. The Director of Capital Project and Grants will work closely with the Mayor and the City’s Common Council and will be supported by the following City Departments: the Department of Public Works, the Office of Planning & Economic Development, the Code Enforcement Office, and public safety departments. The Auburn City Council also passed a resolution on March 21, 2019 in support of the two priority projects sponsored by the City.

Auburn Downtown Business Improvement District (BID)

The Auburn Downtown BID will be the project lead for public improvement projects sponsored by the BID. The BID is a membership organization of residents (750+), businesses and organizations (350), property owners (110), non-profit organizations, and government entities (45) that is committed to enhancing the appearance, economic viability, and quality of life in downtown Auburn. The BID is staffed by four employees and led by its Board of Directors, comprised of local business owners and organizations. In addition to dedicated staff, the BID regularly partners with other organizations to promote and fund public art and beautification projects, such as the Auburn Beautification Commission and Art for Auburn.

Auburn Local Development Corporation (ALDC)

The ALDC will be the project lead for the Small Project Grant Fund. The ALDC is a public benefit corporation whose mission is to plan and promote, and if necessary, to coordinate and execute programs in the City of Auburn aimed at improving the quality of life of its residents. ALDC has experience administering grant programs and overseeing capital projects. It is led by a Board of Directors (9 members) and staffed by three employees.

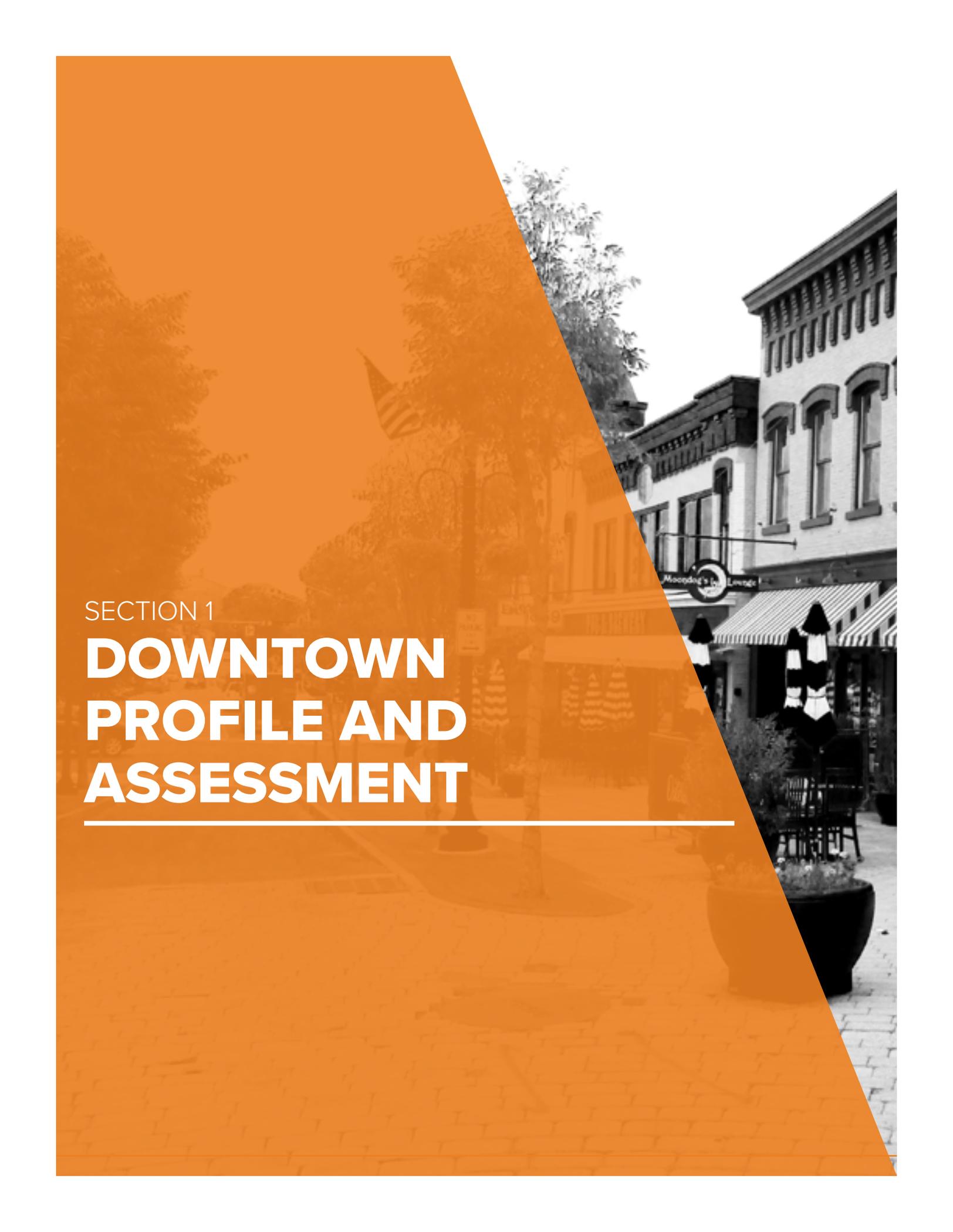
PRIVATE PROJECTS

Projects that involve new development, redevelopment, rehabilitation, and/or site improvements on privately owned property will be managed by the project sponsor, the City of Auburn, or a relevant local entity (e.g., ALDC). Fifteen of the projects proposed for DRI funding occur on private property, and of these projects, seven will be led by non-profit organizations. State agencies, such as Empire State Development, Homes and Community Renewal, and the Department of State will contract with project sponsors, the City, or a relevant local entity. All private projects will be required to meet local regulations and obtain any necessary permits. The City of Auburn may also provide assistance to project sponsors to ensure local permitting requirements are met.

TIMEFRAME FOR IMPLEMENTATION

Each project has a different timeline for implementation; however, all projects are ready to begin within one to six months of being awarded funding.

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SECTION 1

DOWNTOWN PROFILE AND ASSESSMENT

SECTION 1.1

DRI STUDY AREA

In July 2018, the City of Auburn was selected as the Central New York recipient of a \$10 million Downtown Revitalization Initiative (DRI) grant. The DRI is a statewide initiative that provides funding for high priority projects designed to boost local economies and transform city centers into vibrant neighborhoods. Recent public and private investment, local planning efforts, and capital infrastructure projects have catalyzed downtown Auburn's redevelopment. However, there is still work to be done throughout the City's downtown core, along its riverfront and transportation corridors, and in the West End arts district.

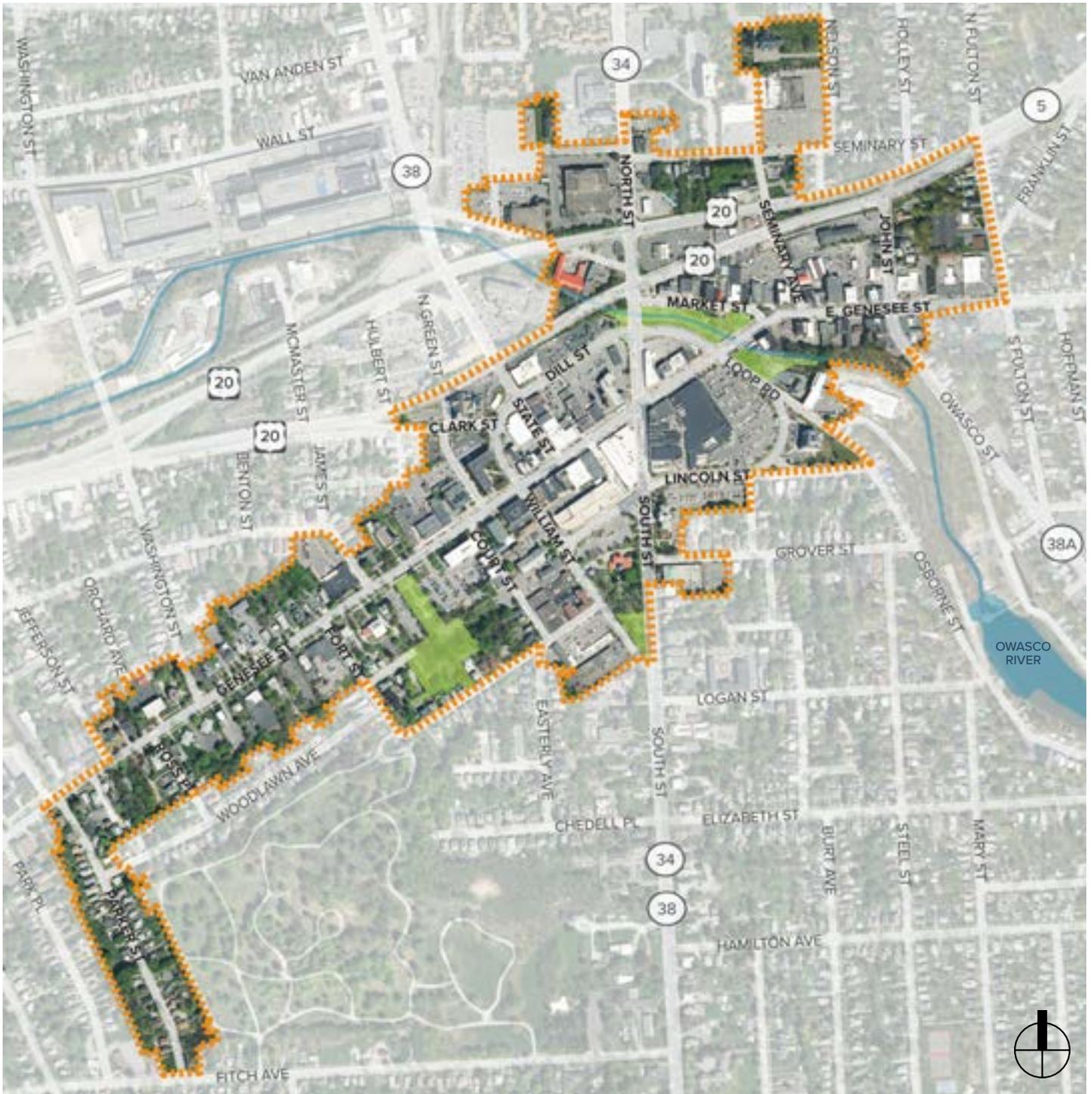
The DRI area represents a well-defined, concentrated area of economic activity and redevelopment opportunities. The combined, synergistic effect of projects identified in this Strategic Investment Plan will have a significant, positive effect on Auburn's downtown revitalization, transforming the DRI area into a vibrant community where people will want to live, work and raise families.

STUDY AREA

The 176-acre DRI area is centered on Auburn's historic city center and represents 3% of the City's total land area. The DRI area includes the Auburn Downtown Business Improvement District, the West End Arts District, and portions of the Auburn Sparks Brownfield Opportunity Area (BOA) and is central to city and county government activities. It also contains numerous cultural, historical, and recreational resources, including: the Seward House Museum, the Cayuga Museum of History and Art, the Case Research Lab, the Schweinfurth Art Center, the Schines Theater, the NYS Equal Rights Heritage Center, the Willard Memorial Chapel, and the Owasco River Greenway Trail.



**See page 5 for detailed boundary map.*



Auburn DRI Boundary. The 176-acre DRI area is centered on Auburn’s historic city center. It overlaps with the Auburn Downtown Business Improvement District, the West End Arts District, and the Auburn Sparks Brownfield Opportunity Area, and contains a concentration of the City’s economic, cultural, historical, and recreational assets.

History's Hometown

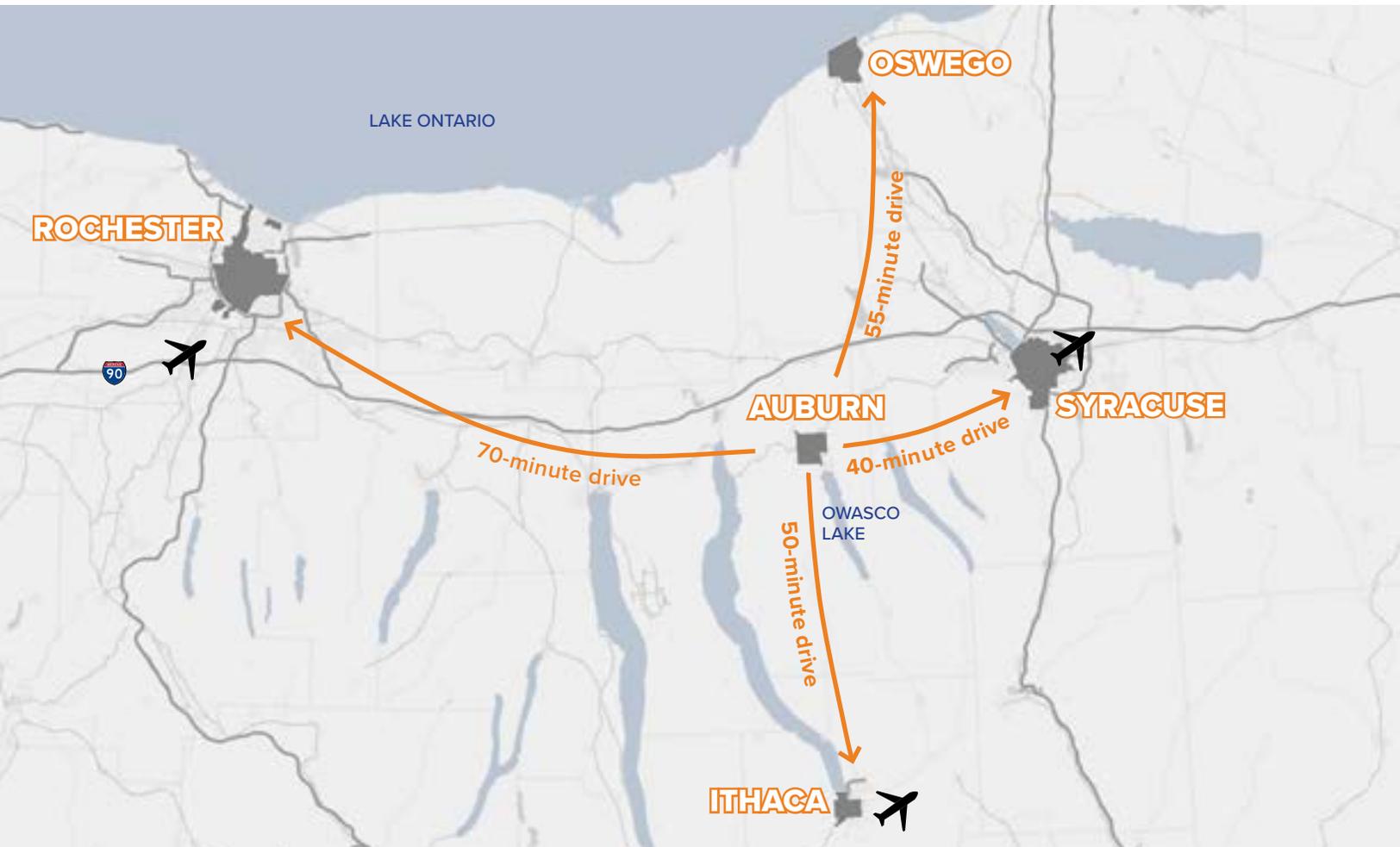
Known as “History’s Hometown”, the City of Auburn was founded in 1793 and represents an historical confluence of famous figures and significant social movements related to abolition, civil rights, women’s suffrage, and prison reform.

Once home to notable residents including William Seward, Harriet Tubman, and Theodore Case, Auburn has a rich, nationally-significant history that provides a unique lens into the events, places, and people that shaped our country.

REGIONAL CONTEXT

The City of Auburn is the second largest city in Central New York and is located along the northern shore of Owasco Lake in Cayuga County. The City is well-connected to the surrounding region. Auburn is nine miles south of Interstate 90 and is an hour or less drive from the cities of Rochester, Syracuse, Ithaca, and Oswego. Auburn’s urban core is at the crossroads of New York State Routes 5 and 20 and 34 and 38, making it easily accessible to the thousands of visitors to the Central New York and Finger Lakes Regions, as well as the 80,026 Cayuga County residents.

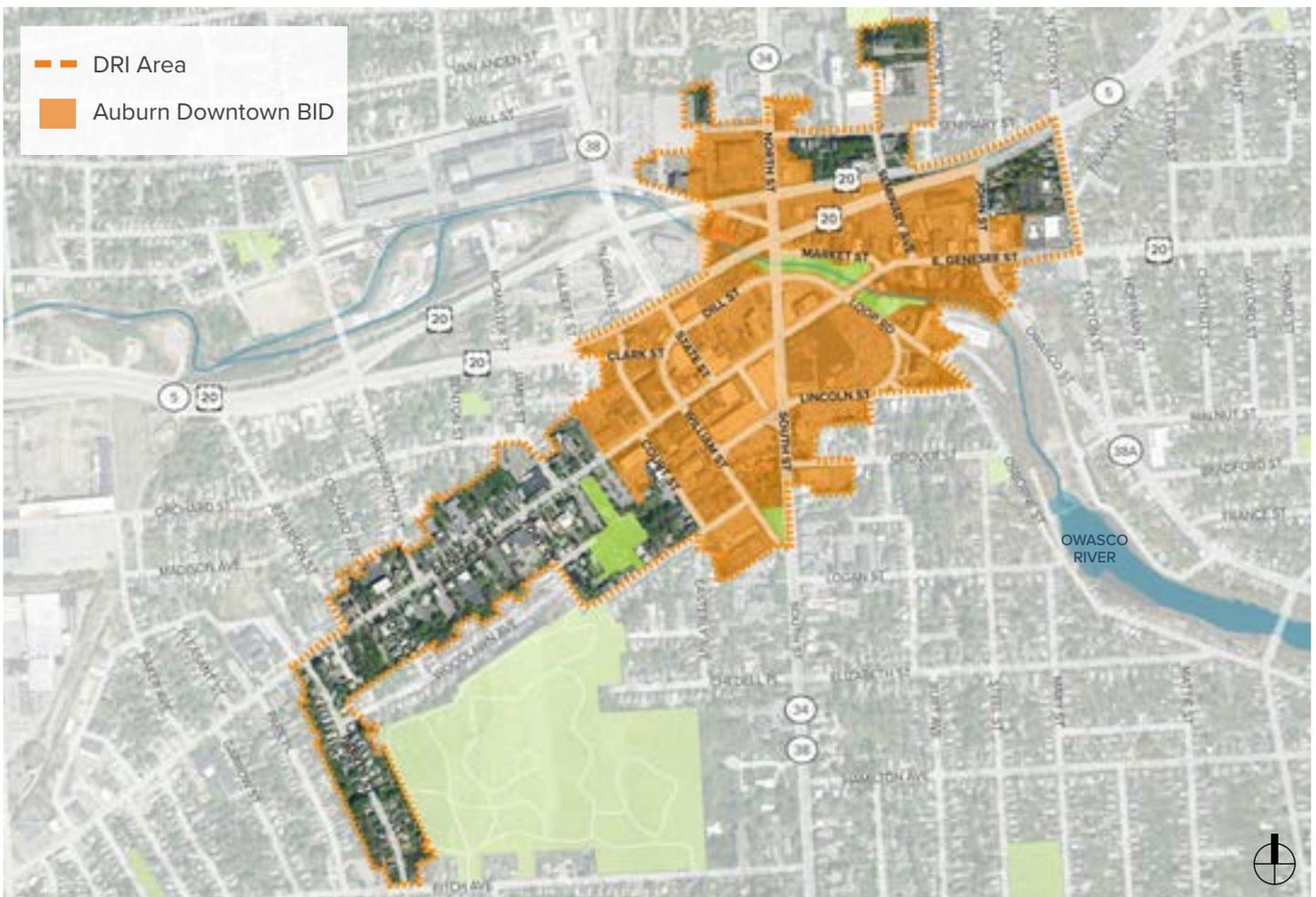
The DRI area’s close proximity to other metropolitan areas, its convenient access to major transportation corridors, as well as its location within the desirable Finger Lakes Wine Region, are key assets in attracting new residents, businesses, and visitors.



BUSINESS IMPROVEMENT DISTRICT (BID)

The Auburn Downtown BID is a membership organization of business and property owners, residents, non-profit organizations, and government entities that is committed to beautifying and enhancing the quality of life in Auburn. The BID provides its membership with research, advocacy, and marketing to promote Auburn locally, regionally, and statewide. It also plays an important role in attracting and assisting with the establishment of new downtown businesses, fostering collaboration among downtown entities, maintaining public spaces, and organizing free community events and festivals.

The BID District is completely encompassed by and centrally located within the DRI area. This District represents a high concentration of activity and energy - it's home to a diversity of businesses, boutique shopping, craft breweries, local restaurants, historic and cultural attractions, theaters, recreational resources, the Owasco River, and dozens of public art installations.





Phoenix Building in downtown Auburn (photo credit: Auburn Downtown BID)

SECTION 1.2

RELATED PLANNING EFFORTS AND PROJECTS

Several past planning efforts have laid the foundation for the Auburn DRI by identifying redevelopment strategies and catalytic projects aimed to revitalize downtown. Auburn's DRI planning process will build upon these past plans, ensuring DRI projects leverage existing resources, respond to the community's visions and needs, and advance City priorities.

“A community built on the interconnected relationships between its many natural, cultural, and historic assets and an unparalleled quality of life supported by a strong local economy and restored vibrancy in the downtown.

-Auburn Sparks Vision Statement

Zoning Code Update (2018)

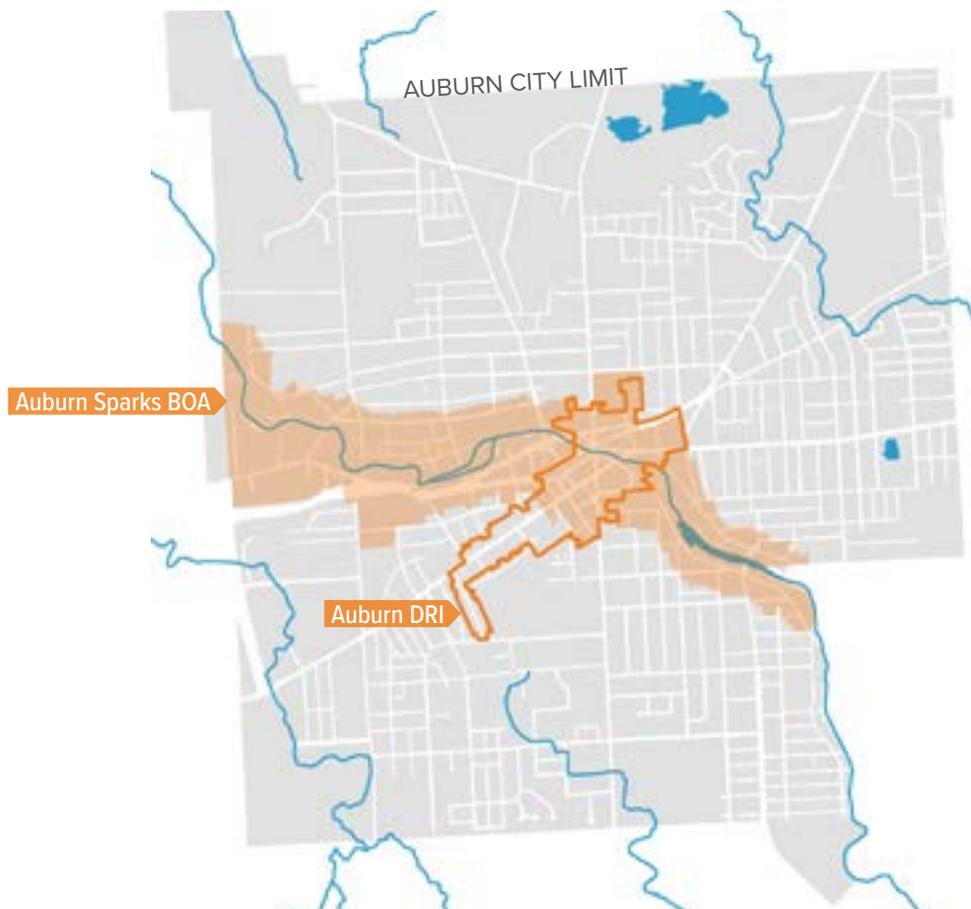
The City of Auburn adopted a new zoning ordinance in February 2018, updating a 26 year old zoning code. The zoning code update was developed as part of the Auburn Sparks Brownfield Opportunity Area process and in accordance with the City's Comprehensive Plan to modernize building and land use regulations and to ensure the compatibility of future development with the City's vision.

Auburn Sparks Brownfield Opportunity Area (2017)

Auburn Sparks Brownfield Opportunity Area (BOA) is a community-driven effort to revitalize the City's downtown core and Owasco River corridor. The BOA includes approximately 573 acres of land and is generally focused on the City's downtown business

district and along the Owasco River. Goals of the Auburn Sparks plan include:

- Develop a safe, accessible and interconnected transportation network that serves as a regional hub and destination;
- Ensure future access to maintained green space, the Owasco River, and outdoor recreational opportunities;
- Establish Auburn as an employment hub that offers a diverse, innovative and sustainable spectrum of job opportunities;
- Develop a vibrant, safe and culturally diverse downtown; and,
- Create a sustainable community that affords all residents access to housing, nature, and a high quality of life.



1.2 RELATED PLANNING EFFORTS AND PROJECTS

This initiative identified four strategies to transform the City of Auburn and spark additional investment and redevelopment city-wide. These strategies, which align with the DRI goals, include:

1. Encourage job growth;
2. Increase the tax base;
3. Create a strong sense of place; and,
4. Strengthen the City as a local and regional destination.

City of Auburn Parks Master Plan (2016)

This document guides maintenance and investment of the City's park system over the next 10 years. The plan stresses the important role parks and natural resources play in enhancing downtown living and improving the quality of life. Specific recommendations identified in the plan are consistent with the goals of the Auburn DRI, including:

- Encouraging livability and quality of life through green connections city-wide;
- Creating an inclusive and accessible park system;
- Providing safe alternative modes of transportation; and
- Drawing visitors and residents to downtown.

Owasco River Greenway Trail Plan (2014)

The Owasco River Greenway Trail is a proposed 12-mile trail, linking Wadsworth Park, located in the northwest portion of the City, to Emerson Park, located on the northern shoreline of Owasco Lake. Construction of this multi-modal corridor will occur in five phases. Phase 1, which includes a two-mile segment of trail in downtown Auburn, was constructed in Summer 2018. Once completed, the Greenway will advance the City's goal of reducing its carbon footprint and will provide an important connection between downtown Auburn, the City's residential areas, and Owasco Lake.

City of Auburn Comprehensive Plan (2010)

This plan establishes a cohesive vision for the City intended to guide Auburn into the 21st century.

Sustainability and economic progression are at the core of the plan's vision. Auburn envisions itself as:

- A thriving, mixed-use downtown;
- A diverse and inclusive community;
- A place of art and culture;
- A tourism destination based on historic, cultural and natural assets;
- A community that practices sustainable public and private development; and,
- An innovative and entrepreneurial environment.

The DRI specifically advances several goals identified in the Comprehensive Plan, including:

- Enhancing downtown as a walkable, vibrant urban place;
- Encouraging more people to live and work downtown;
- Improving the marketing of downtown;
- Developing downtown Auburn as a center for arts and entertainment;
- Encouraging the location and form of new development to emphasize pedestrians and protect neighborhood character;
- Improving commercial signs to reflect City and neighborhood character;
- Creating a more welcoming environment and experience for visitors;
- Developing a comprehensive system for directing people into and around Auburn;
- Reconnecting people to the Owasco River;
- Leveraging the Owasco River as an economic asset; and,
- Adopting policies that promote arts and culture as economic development.

Orchard Street Revitalization Plan (2006)

The City of Auburn, in partnership with the Orchard Street Area Association and Home Headquarters, Inc., created a plan focused on improving the quality and affordability of housing in the Orchard Street Neighborhood. The eastern portion of the Orchard Street Neighborhood falls within the Auburn DRI area. This plan aligns with the DRI goals in that it aims to rebuild the social fabric of the neighborhood through residential redevelopment and increased housing opportunities.

RECENTLY COMPLETED PROJECTS

Several projects focused on downtown revitalization have been implemented in Auburn over the past 10 years, representing a total investment exceeding \$25,000,000. These recently completed projects generate momentum around downtown revitalization and provide a solid foundation for DRI projects. Recent downtown investments are summarized in the table below.

Recent Investments in Auburn's Downtown

PROJECT	INVESTMENT	DESCRIPTION
Downtown Streetscape Improvements	\$1,600,000	Streetscape improvements on Exchange, State, and Genesee Streets
Logan Park Lofts	\$4,900,000	Historic building adaptive reuse for market rate housing
LED + Induction Street Lighting	\$572,872	LED Replacement and street light relamping
North Division Street Bridge	\$6,338,800	Replacement of bridge over Owasco River
US EPA Brownfield Assessment Program	\$400,000	Environmental site assessments on brownfield properties in Auburn
State Street Creative Corridor	\$1,800,000	Rehabilitation of 9 buildings along State St.
W. Genesee Street Repaving	\$3,696,400	Repaving W. Genesee St. as part of a Federal Aid Reconstruction project
Market Street Park Improvements	\$1,000,000	Downtown waterfront enhancements
South Street Repaving	\$1,902,466	Repaving of South St. (Route 34)
Owasco River Greenway Trail	\$2,300,000	Design and construction of the downtown portion of the Owasco River Greenway Trail
Traffic Signal Upgrades	\$956,692	Pedestrian signal improvements at intersections city-wide
Auburn Sparks BOA Nomination	\$432,598	Funding for Step 2 and 3 studies for the Auburn's Brownfield Opportunity Area (BOA)
TOTAL INVESTMENTS IN DOWNTOWN AUBURN: \$25,899,828		

RELATIONSHIP TO THE REDC

Governor Cuomo established ten Regional Economic Development Councils (REDCs) across New York State, empowering local officials to address the most pertinent needs in their communities. The REDCs are public-private partnerships comprised of local experts and stakeholders from business, academia, local government, and non-profit organizations.

The Central New York (CNY) REDC serves Cayuga, Cortland, Madison, Onondaga, and Oswego counties and has worked to secure over \$615 million in State funding for the region since 2011. The CNY REDC nominated the City of Auburn as the region’s DRI community in Round 3 of the program based on the City’s project readiness, significant amount of recent public and private investments in the downtown, and the City’s continuous improvement over the past rounds of DRI applications.

Alignment with REDC Strategic Goals.

The City of Auburn’s DRI is aligned with the three strategic goals identified by the CNY REDC, which include:

1. Strengthen targeted industry concentrations that leverage unique economic assets
2. Improve competitiveness in and connections to regional, national, and global economies

3. Revitalize the region’s urban cores, main streets, and neighborhoods

Several Auburn projects are identified as priorities in the CNY REDC 2017-18 and 2018-19 Progress Reports, including: the expansion of several manufacturing companies, Schines Theater Restoration, Cayuga Community College Collaborative Workforce Development Center, and planning for the CNY Peacemaker Trail. These priority projects, coupled with Auburn DRI investments in downtown housing, streetscape improvements, and the arts, entertainment, and hospitality industries will directly advance the CNY REDC goals.

“Innovation and collaboration will create opportunity for all who live and work in Central New York. We will take ownership over our future; operate in a nimble, efficient and effective manner; and leverage our many assets – natural, agricultural, geographic, economic, educational, cultural, and human – to form a diverse, sustainable and globally competitive economy while preserving and enhancing our region’s treasured quality of life.”

- CNY REDC Vision Statement

Recent Grants Awarded to Auburn through the State’s Consolidated Funding Application (CFA)

PROJECT	GRANT AWARD	DESCRIPTION
Schines Theater	\$2,200,000	Rehabilitation of historic Schines Theater
Casey Falcon Park Improvements	\$412,500	Renovations to baseball and softball fields
Auburn Smart Grid Implementation	\$1,200,000	Implementation of a micro-hydro smart grid
Auburn Floors Anchor Project	\$250,000	Renovation of mixed-use buildings on Genesee St.
Plaza of the Arts	\$700,000	Construction of a 20,000 sq.ft. mixed-use building
Willard Memorial Chapel Restoration	\$250,000	Exterior renovations to the Chapel
Seward House Museum Woodshed	\$99,772	Restoration of woodshed into a functional space
Auburn Public Theater	\$600,000	Facility improvements to expand arts and cultural activities
Auburn Public Safety Complex	\$2,000,000	Establishment of a regional public safety complex
Auburn Transload Terminal	\$508,240	Improvements to Auburn Transload rail yard
Prison City Brewing	\$900,000	Brewery expansion to increase production
TOTAL CFA GRANT AWARDS FOR DOWNTOWN AUBURN: \$9,120,512		



Photo credit: Adobe Stock Photos

SECTION 1.3

SOCIO-ECONOMIC CHARACTERISTICS

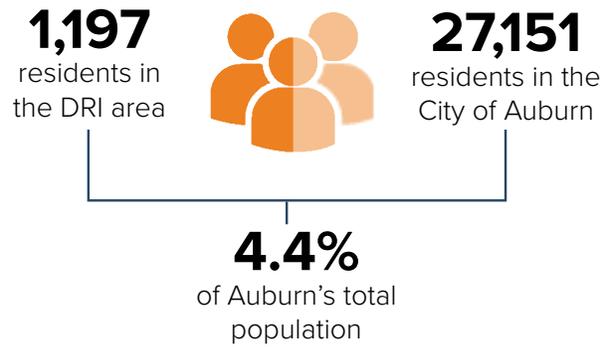
Understanding local and regional population trends, age characteristics, and other demographic factors is essential to making thoughtful recommendations for redevelopment and revitalization. Demographics are statistics that describe the population of a particular geography. A solid understanding of an area's demographics is crucial to developing targeted, effective, and inclusive policies and actions for a community. For example, communities can use demographic information to estimate the demand for services among different segments of the population, determine feasibility of new programs, and predict the potential impacts of new plans, policies, and projects.

Applying Demographic Information to the DRI Planning Process

Demography is the study of the human population with respect to the size, composition, spatial distribution, and changes that occur in a population over time. Data contained in this section are derived from the United States Census Bureau and the American Community Survey and summarize existing trends related to population size, race, education, employment, and housing in the DRI area, Auburn, and Cayuga County. This information will directly inform the DRI planning process by providing insights into the opportunities and challenges within the DRI area and guiding project development to ensure projects meet the needs of Auburn's current and future residents and businesses.

TOTAL POPULATION

1,197 residents live within the DRI area, representing approximately 4.4% of Auburn's total population of 27,151 residents.

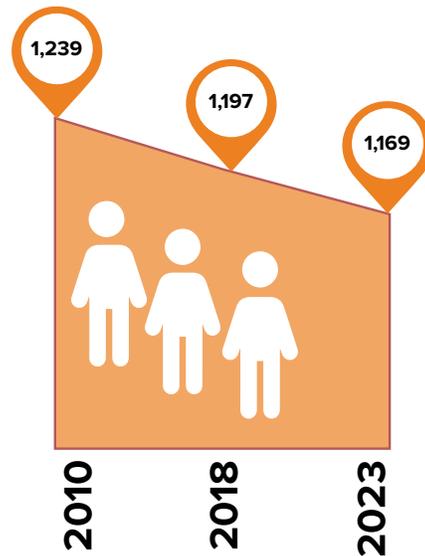


2018 POPULATION

Data Source: ESRI forecasts based on 2010 U.S. Census

POPULATION TRENDS

Since 2010, the population in the DRI area has declined by nearly 3.4% (42 people), while the population of the City of Auburn has declined by approximately 2% (536 people). During the same period, Cayuga County's population declined by 0.6% (498 people). From 2018 – 2023, it is projected that the population of the DRI area, the City of Auburn, and Cayuga County will continue to decline at annual rates of 0.47%, 0.43%, and 0.38%, respectively.

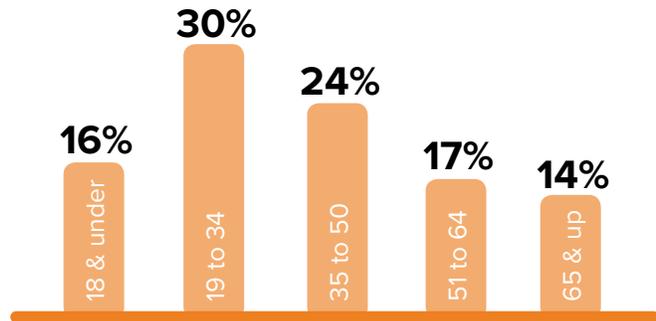


DRI AREA POPULATION TRENDS

Data Source: ESRI forecasts based on 2010 U.S. Census

AGE

Age distribution is one indicator of current and future demands for goods and services. Compared to the City of Auburn and Cayuga County, which have median ages of 39.7 and 43.1, respectively, the DRI area is younger, with a median age of 37.6. While the City of Auburn has a fairly even distribution of age ranges, the DRI area has a slightly higher concentration of residents falling within the millennial age cohort - those born between the years 1981 and 1996. Current 2023 projections indicate that the DRI area age distribution will remain relatively unchanged, with the most populous age group remaining between 19 and 34.



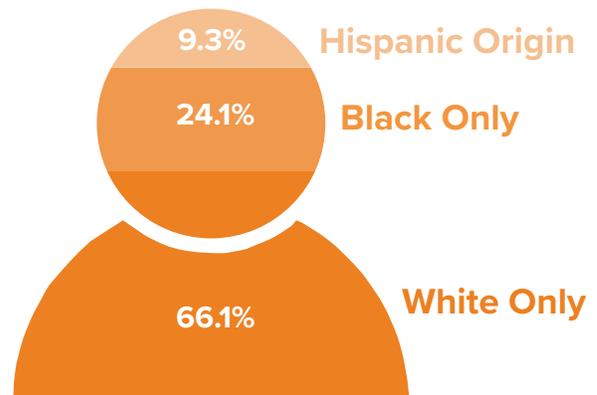
2018 DRI AGE DISTRIBUTION

Data Source: ESRI forecasts based on 2010 U.S. Census

RACE + ETHNICITY

The racial and ethnic composition of the DRI area is much more diverse than that of the City of Auburn and Cayuga County. Nearly one-quarter (24%) of residents in the DRI area identify as “Black Alone,” 9% identify as of “Hispanic Origin,” and 66% identify as “White Alone.” Comparatively, in the City of Auburn, 9% of residents identify as “Black Alone,” 5% identify as of “Hispanic Origin,” and 84% identify as “White Alone.” In Cayuga County, which is more homogeneous than either DRI area or the City of Auburn, 4% of residents identify as “Black Alone,” 3% identify as of “Hispanic Origin,” and 91% identify as “White Alone.”

A diversity index represents the likelihood two persons, chosen at random from the same area, belong to different race or ethnic groups. The higher the index, the more diverse a particular area is. Compared to the City of Auburn and Cayuga County, which have diversity indexes of 34.4 and 21.7, respectively, the DRI area is significantly more diverse with an index of 58.8.



1,197 total population

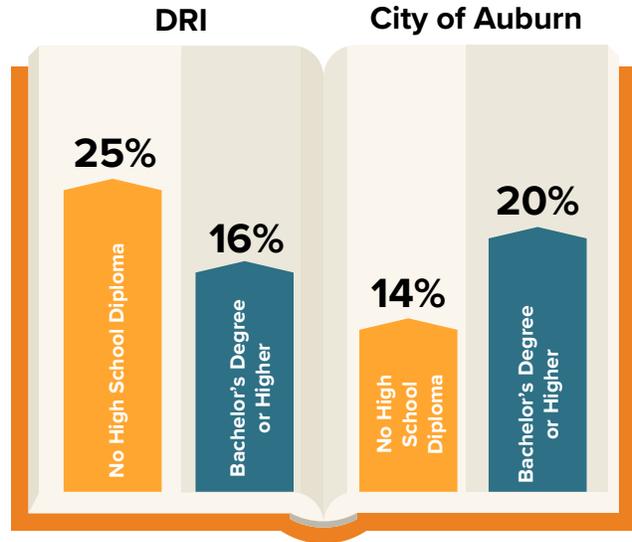
2018 DRI RACIAL MAKE-UP

Data Source: ESRI forecasts based on 2010 U.S. Census

EDUCATIONAL ATTAINMENT

individuals aged 25 years and older

Educational attainment levels in the DRI area are relatively similar to both the City of Auburn and Cayuga County. Nearly 60% of DRI area residents that are 25 years or older have achieved a high school diploma and/or have completed some college, and 16% of the population have a bachelor’s degree or higher. In the City of Auburn, 66% of the population have achieved a high school and/or some college and 20% hold a bachelor’s degree or higher. Despite similarities between the DRI area and the City, the DRI area has a significantly higher percentage of residents with no high school diploma compared to the City of Auburn.



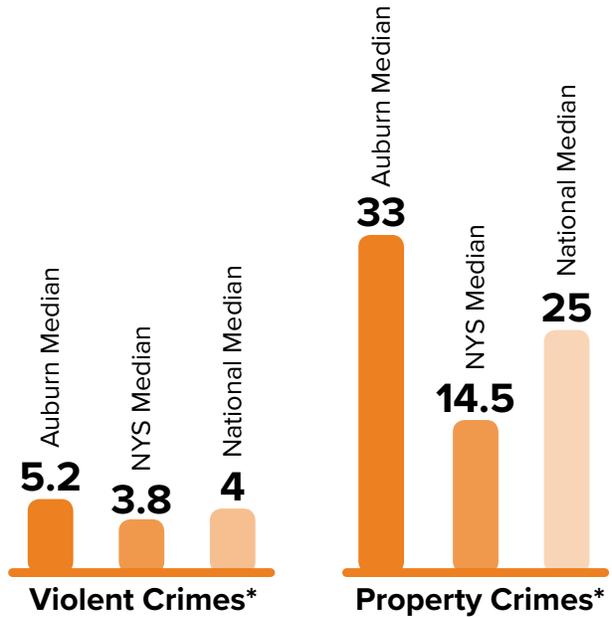
2018 EDUCATIONAL ATTAINMENT

Data Source: ESRI forecasts based on 2010 U.S. Census

CRIME

According to a metric known as the “crime index” developed by NeighborhoodScout, the City of Auburn has more crime activity than neighboring cities and has a higher median rate of both property and violent crimes when compared to New York State and national indexes.

The City of Auburn has a Crime Index of 11 (100 is safest), indicating that it is only safer than 11% of U.S. cities.



2018 CRIME RATES

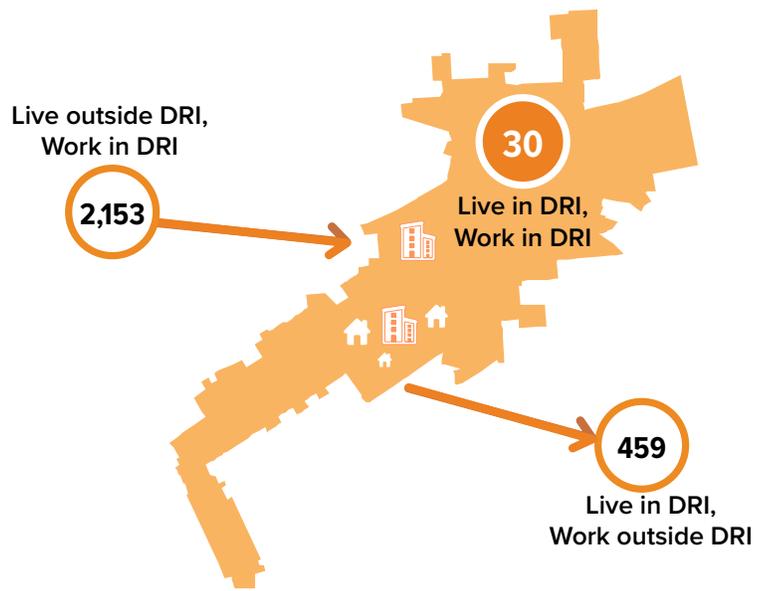
(per 1,000 residents)

Data Source: NeighborhoodScout

*Violent crimes include robbery, aggravated assault, rape, or murder. Property crimes include motor vehicle theft, arson, larceny, and burglary.

COMMUTING PATTERNS

Commuting patterns provide insights into the linkages and dependencies between communities and surrounding areas. Approximately 2,153 workers are employed in the DRI area, but reside outside of its boundaries, 459 workers live in the DRI area but commute elsewhere to work, and only 30 people live and work in the DRI area. These commuting patterns reveal an opportunity for the City of Auburn to attract more people to live in the DRI area whom are already employed in the downtown.

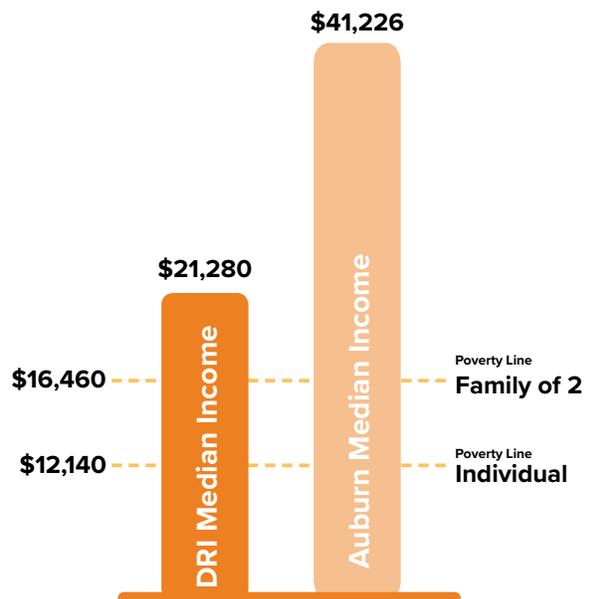


2015 DRI COMMUTING PATTERNS

Data Source: U.S. Census, OnTheMap

INCOME

Income is considered a key economic indicator in measuring the well-being of a population and can indicate economic growth or decline. The median household income in the DRI area is nearly half that of the City of Auburn. In the DRI area, the median household earns \$21,280, whereas the City of Auburn has a median household income of \$41,226. Although the DRI area has a median household income significantly lower than its surrounding areas, it falls above the poverty lines for both an individual or family of two.



2018 INCOME + POVERTY LEVELS

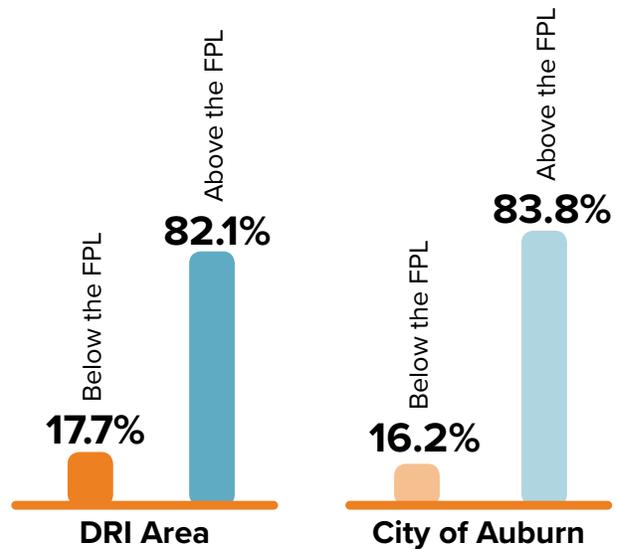
Data Source: ESRI forecasts based on 2010 U.S. Census

POVERTY

The Federal Poverty Level (FPL) is a measure of income issued every year by the Department of Health and Human Services. The FPL is used to determine eligibility for certain federal and state programs and benefits and can act as an indicator of a community's economic health.

According to the U.S. Census Bureau American Community Survey 2012-2018 estimates, nearly 18% of the DRI area's population lives below the poverty level (9.4%) or in severe poverty (8.3%). This is comparable to the City of Auburn, where 16.2% of the City's population lives below the poverty level.

The Opportunity Zone program, established by the Tax Cuts and Jobs Act (2017), is a new economic development initiative that encourages private investment in low income areas. Census tract 413, which overlaps with the northern portion of the DRI area, was recently designated as an Opportunity Zone.



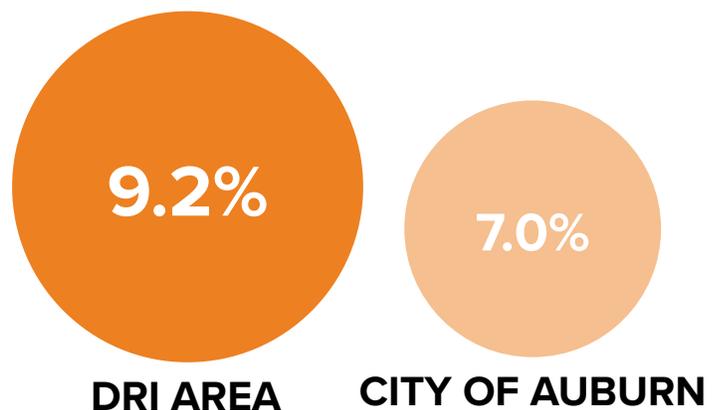
2012-2018 FEDERAL POVERTY LEVEL

Data Source: U.S. Census ACS 2012-2018 estimates

EMPLOYMENT

Over 2,000 people work within the DRI area. The largest employment sectors in the DRI area include Health Care and Social Assistance (32.9%), Administration and Support Waste Management and Remediation (14%), Other Services, excluding Public Administration (13.8%), and Accommodation and Food Services (13.7%).

The DRI area has a high unemployment rate (9.2%) compared to the City of Auburn (7%) and Cayuga County (5.1%). This high unemployment rate coupled with low household incomes presents an opportunity for the City of Auburn to attract more businesses that will bring high quality jobs and investment into the area.



2018 UNEMPLOYMENT RATES

Data Source: ESRI forecasts based on 2010 U.S. Census

HOUSEHOLD SIZE

The average housing size (people per household) is calculated by dividing the total population by the number of households. While the City of Auburn and Cayuga County both have average household sizes greater than two people, the 2018 average household size within the DRI area is 1.2 people. This small average household size suggests that more single adults than families live in the DRI area today.

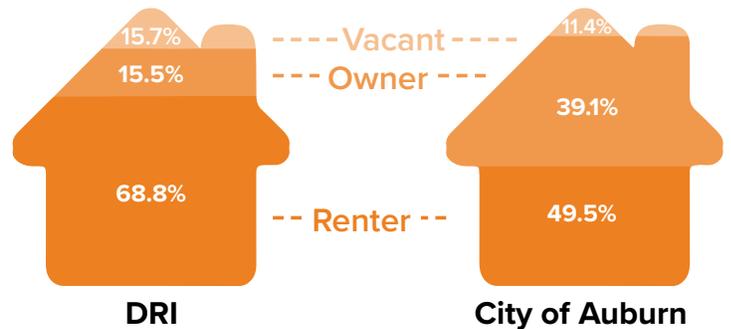


2018 AVERAGE HOUSEHOLD SIZE

Data Source: ESRI forecasts based on 2010 U.S. Census

HOUSING TENURE

The majority of the housing stock in the DRI area is renter-occupied (68.8%) and only 15.5% of units are owner-occupied. As expected in an urban area, the DRI area has a significantly lower rate of owner-occupied units compared to the City of Auburn, where 49.5% of units are renter-occupied and 39.1% are owner-occupied. Vacancy rates in the DRI area are slightly higher than the City of Auburn, with rates of 15.7% and 11.4%, respectively. Both the DRI area and the City of Auburn are expected to see an increase in vacancy rates by the year of 2023, with numbers climbing to 20.1% in the DRI area and 14.7% in the City of Auburn.



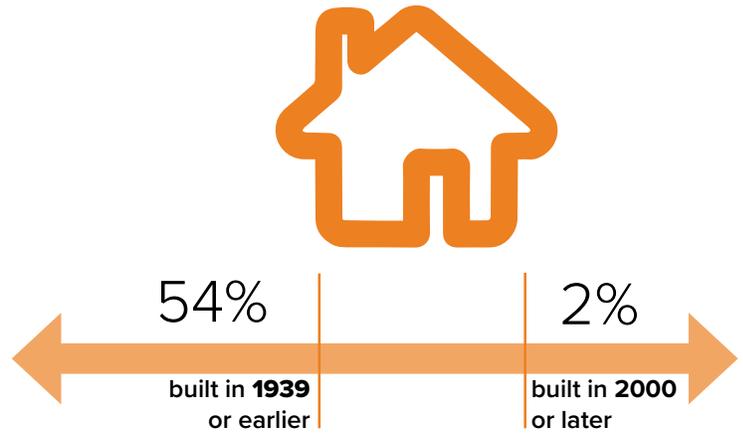
2018 OCCUPANCY RATES

Data Source: ESRI forecasts based on 2010 U.S. Census

AGE OF HOUSING STOCK

More than half of the housing units in the DRI area were built in 1939 or earlier, while only 13 units have been constructed since 2010. The City of Auburn has a comparable housing stock with over 50% of the houses being built in 1939 or earlier, as well.

While both the DRI area and the City of Auburn are rich with historical homes and buildings, this type of housing tends to be more expensive to maintain, often requires substantial investments when updates are needed, and may contain environmental hazards, such as lead and asbestos. Combined, these factors may contribute to the area’s relatively high rates of vacancy.



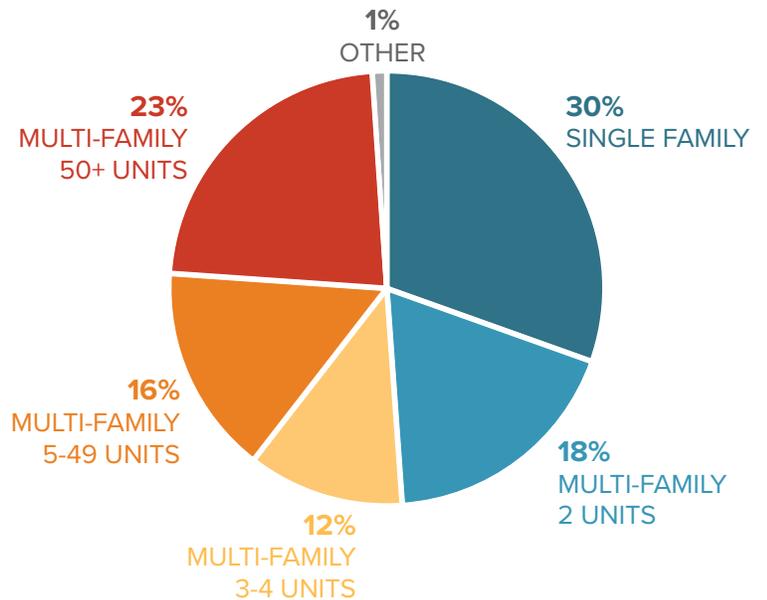
AGE OF HOUSING STOCK IN THE DRI AREA

Data Source: U.S. Census ACS 2012-2016

HOUSING CHARACTERISTICS

About one-third of the DRI area’s housing stock is comprised of single family, detached homes. The remaining two thirds are made up of various categories of multi-family structures. Large multi-family structures, with 50 or more units, make up 23% of the DRI area’s housing stock, while 2-unit multi-family residences make up another 18%.

Since 2012, several multi-unit properties have come online in Auburn, including adaptive reuse projects like Logan Lofts and Brister Mills. Interviews with local stakeholders indicated that these units are performing well and continue to demonstrate high occupancy rates. Developers also noted that these units are increasingly filled by the Millennial cohort, some of whom are commuting to Ithaca or Syracuse for work. Additional multi-family, mixed-used properties are in the process of being redeveloped, including the Nolan block on Genesee St.

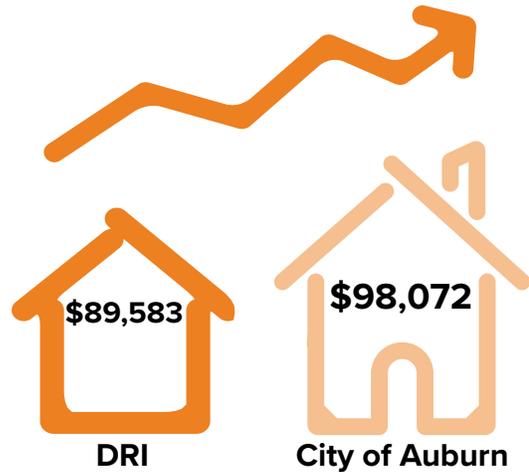


HOUSING CHARACTERISTICS IN THE DRI AREA

Data Source: U.S. Census ACS 2012-2016

HOME VALUES

The median home value of the 128 owner-occupied units in the DRI area is \$89,583, with nearly 50% of the units ranging from \$50,000 to \$99,999. This is similar to the City of Auburn, with 5,071 owner-occupied units and a median home value of \$98,072. When compared to New York State as a whole, which has a median home value of \$322,649, both the DRI area and the City of Auburn have affordable housing costs, consistent with the rest of Upstate New York. While median home values are expected to increase both in the DRI area and the City of Auburn by 5.7% and 8.0% by the year 2023, respectively, relatively low housing prices will continue to contribute to the area’s affordable standard of living.



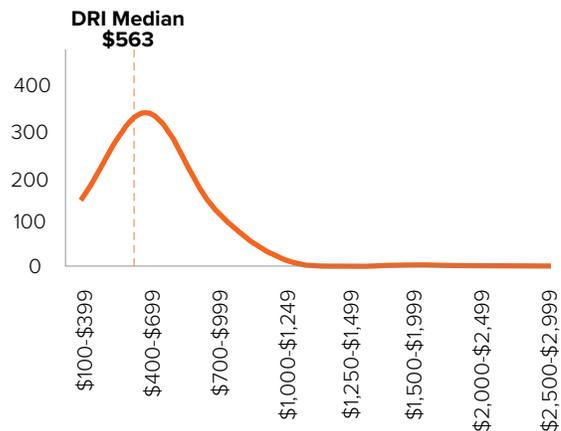
2018 MEDIAN HOME VALUE

Data Source: ESRI forecasts based on 2010 U.S. Census

RENTAL MARKET

The DRI area and the City of Auburn have similar rental markets, with median monthly rental rates of \$563 in the DRI area and \$580 across the City of Auburn. Approximately one-third of the rental units in the DRI area have contract rental ranges between \$500 and \$649.

The City has a greater variety in monthly rental rates, with rents ranging from \$100 - \$3,499, suggesting that options are slightly more diversified throughout the City compared to the DRI area.



MEDIAN MONTHLY RENTAL RATES IN THE DRI AREA

Data Source: U.S. Census ACS 2012-2016



Aerial view of the East Hill Neighborhood and the Owasco River (photo credit: NYS Digital Orthoimagery)

SECTION 1.4

REGULATORY + LAND USE CHARACTERISTICS

Understanding and evaluating the regulatory context of the DRI area will help identify how redevelopment opportunities best fit into the existing built environment. Zoning is a city's primary tool for controlling density and encouraging development that supports a high quality of life. Existing land use patterns inform the compatibility of future development, while zoning regulates the land uses permitted in a given location.

Auburn has a vibrant downtown, with a diversity of commercial, mixed-use, residential, community services, and recreational uses concentrated within the DRI area. This existing mix of uses, along with a zoning code that requires future development to be consistent with the City's vision of downtown revitalization, provides a strong foundation for the DRI to further enhance downtown's services and attractiveness to future residents.

Mixed-Use Development

Mixed-use development is a type of pedestrian-friendly development that strategically blends two or more residential, commercial, cultural, institutional, and/or industrial uses. This type of development can create inclusive, connected, and active urban areas that provide a variety of benefits, including: improvements in home affordability, access to open space, and increased walkability between housing, workplaces, and other services. The enhanced connectivity provided by mixed-use development also reduces the need for private vehicles, thus increasing the viability of public transportation, walking, and cycling.

ZONING

In 2018, the City updated its zoning code to enable its vision for downtown while also maintaining and enhancing the City’s historical charm and character of its existing buildings. The DRI area is divided into five zoning districts which are designed to achieve the following goals:

Downtown (D):

To maintain the distinctive character of Downtown and enhance relationships between buildings and streets and other public spaces by considering their visual compatibility with surrounding areas.

Neighborhood Commercial (NC):

To promote well-designed medium and small-scale commercial development compatible with surrounding neighborhoods.

Single Family Residential (R-1):

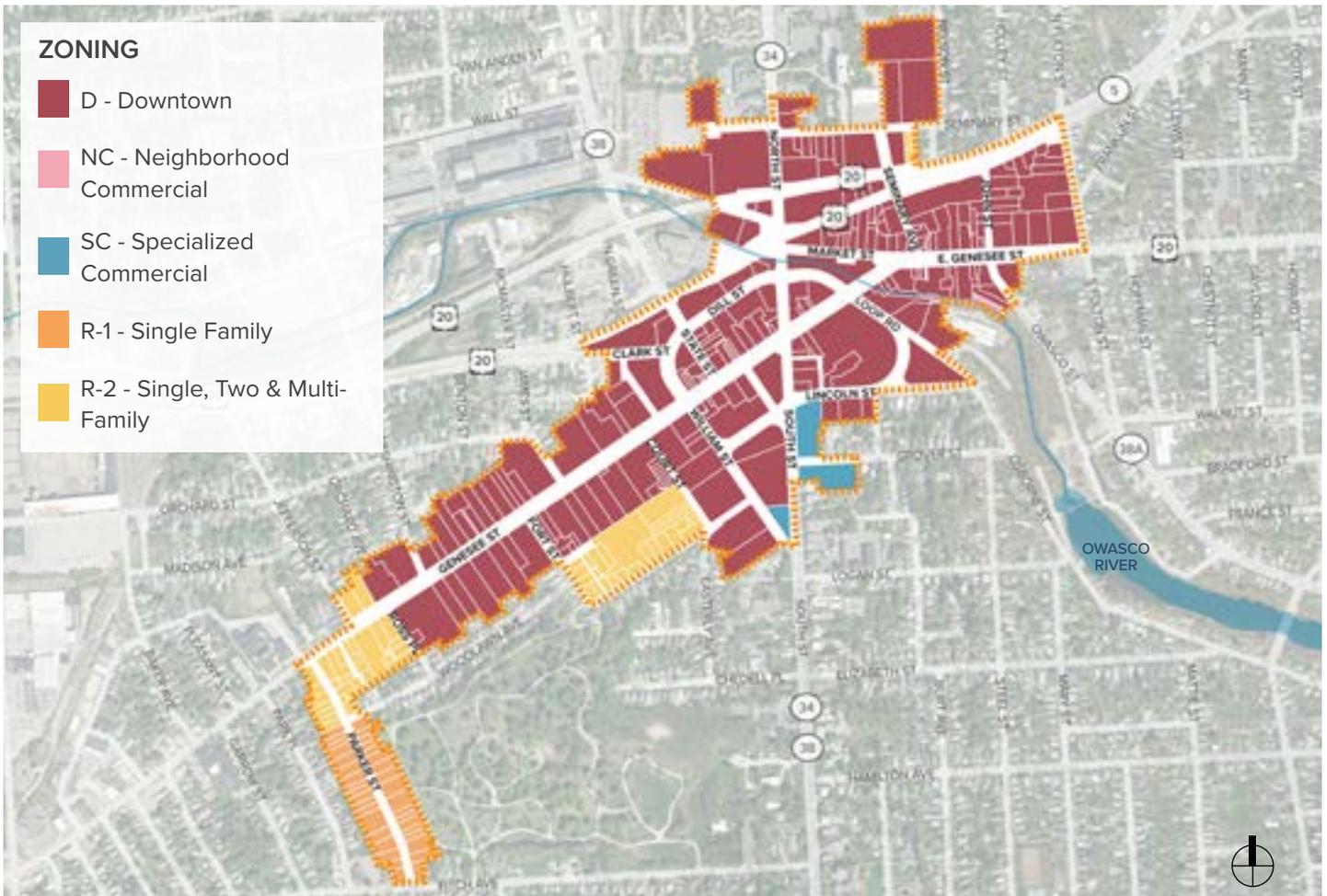
To promote owner-occupied residential buildings, support low-density residential development, and encourage the continuous use of lands for residential development while maintaining the character of existing neighborhoods in this district.

Single, Two + Multi-Family Residential (R-2):

To promote owner-occupied residential buildings and provide areas within the City that encourage lower-density residential property developments.

Specialized Commercial (SC):

To ensure the availability of sites for specialized uses that require or benefit from proximity to particular facilities. These areas should be easily accessible to the public - not only by private automobile, but also by pedestrians and mass transit.



LAND USE

Understanding existing land use patterns is important when determining whether a proposed project is compatible with the existing urban fabric. Land uses in the DRI area are predominantly commercial (58%). Of these commercial parcels, nearly half are identified as multi-use or multi-purpose, which include buildings that combine retail services, offices, and/or apartments.

Several restaurants and microbreweries have recently opened in downtown Auburn. Spurred in part by State-wide initiatives to expand the craft beverage industry, there are now multiple options for dining and drinking in the downtown area, particularly along the State Street Creative Corridor and in the East Hill neighborhood.

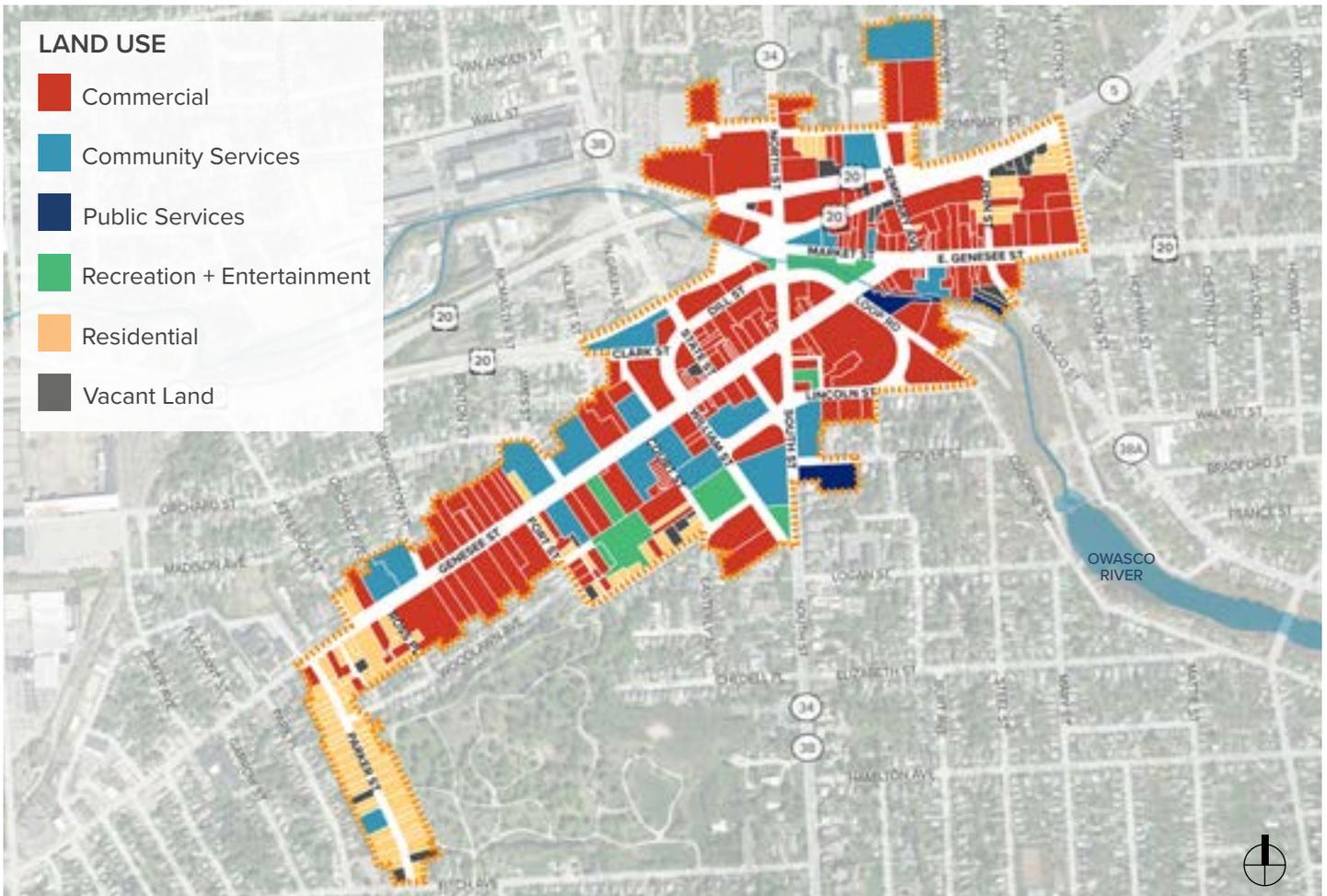
A major asset for downtown residents is the presence of Wegmans grocery store, which is centrally located on Loop Road. Wegmans provides

all the offerings of a full-service grocery store in a location accessible to residents living in the DRI area who either do not own a car or prefer to use alternate modes of transportation.

A Walkable Downtown

A diverse mix of uses are concentrated within Auburn's compact downtown, contributing to the DRI area's livability and walkability.

Downtown Auburn boasts a Walk Score of 80-85, indicating that most errands can be accomplished on foot. DRI projects focused on streetscape improvements and the introduction of additional housing and retail will increase the walkability of downtown, enhance pedestrians' experience, and improve access to goods and services for those who do not own a car.



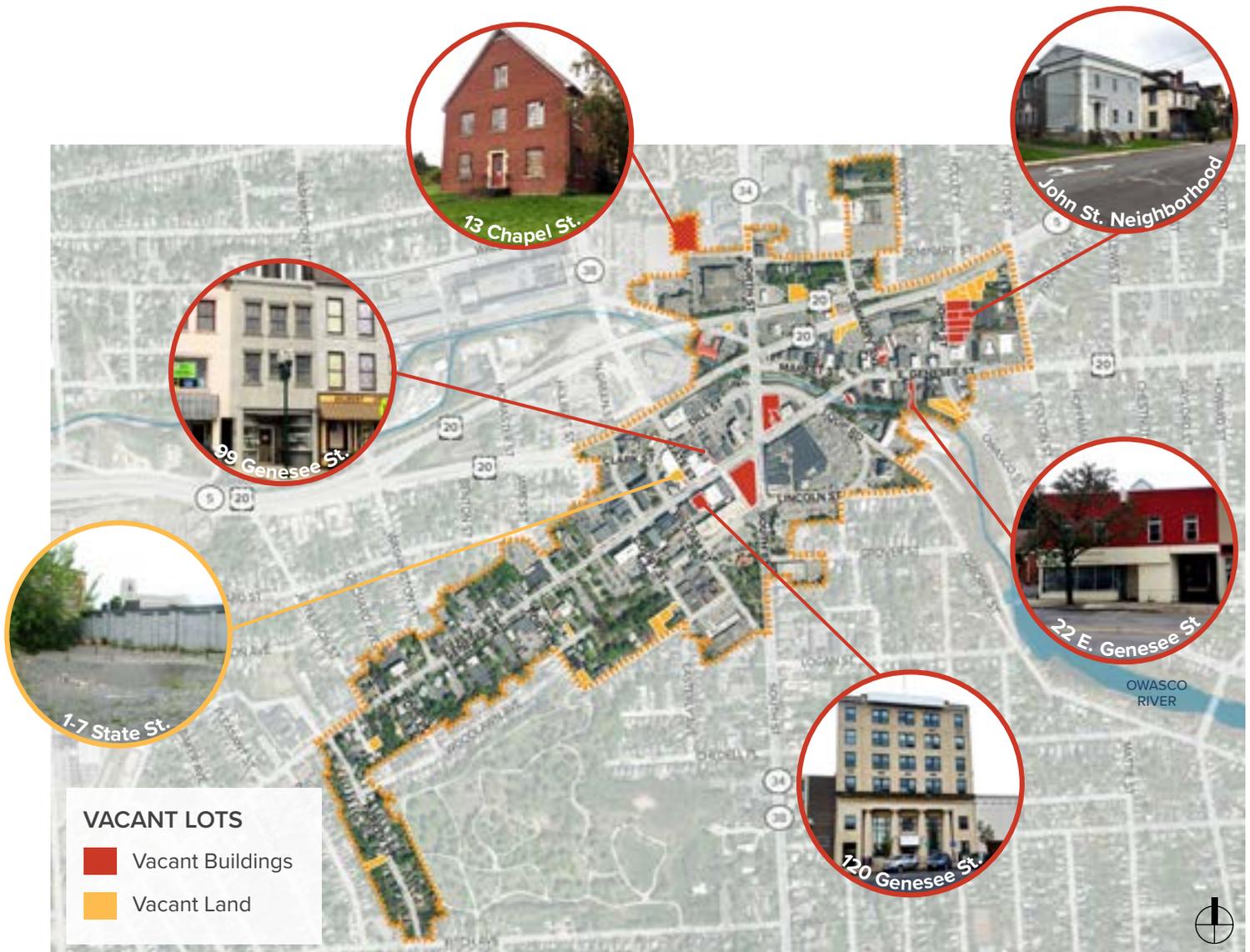
VACANT + UNDERUTILIZED LAND

Many post-industrial cities across the United States have experienced population decline, resulting in derelict, vacant and underutilized land. For both residents and visitors, these vacant lots can contribute negatively to a community's sense of place and cause further neighborhood decline with decreased property values and neighborhood disinvestment.

Within the DRI area, 25% of its acreage is vacant with more than 250,000 square feet of building space available for reinvestment. While vacant and underutilized sites in the DRI area can contribute to a sense of decline, they also represent a unique opportunity for rehabilitation and revitalization.

Recognizing the importance of rehabilitating and redefining vacant buildings or land, the City of Auburn identified six sites for redevelopment in its DRI application that are currently vacant. Each of these sites has the potential to transform the DRI area, creating spaces that enhance livability and maintain the community's high quality of life:

- John Street (multiple buildings)
- 1-7 State Street
- 22 East Genesee Street
- 99 Genesee Street
- 120 Genesee Street
- 13 Chapel Street





E. Genesee Street and the East Hill Neighborhood

SECTION 1.5

TRANSPORTATION

A community's transportation network and streetscape play a crucial role in any revitalization effort. The interaction of land use and transportation can enhance overall livability in numerous ways, including improved safety, walkability, convenience, and connections within the transportation network.

Improving the streetscape and creating a high-quality public realm is an essential element of placemaking. Streets, sidewalks and other public spaces are frequently used by residents and visitors, making their attractiveness, safety, and accessibility paramount to the reputation of an entire community. With quality transportation networks and streetscapes, a community can spur additional private development, further reinforcing revitalization efforts. Improvements to the DRI area's streetscapes and wayfinding system are a central component of the Auburn DRI.

What is a Streetscape?

The streetscape refers to the public space within and along street corridors and includes the entire public realm between property lines - the streets, sidewalks, and landscaped areas. The streetscape is where people engage in daily activities and is an important component of a community's identity, mobility, sociability, aesthetic quality, economic activity, and social cohesion. A successful streetscape is vibrant, lively, accessible, safe, and encourages people to explore.

STREET NETWORK

The DRI area’s street network is made up of local, collector, and arterial roads. Arterials East and West (Route 20) carry the highest volume of traffic (annual average daily traffic, AADT) through the DRI area at 20,936 and 21,265 vehicles per day, respectively. These arterials allow for commuter traffic to flow easily without disrupting the network of streets within the downtown area. When compared to North Street, which has the second highest AADT in the DRI area at 8,839 vehicles per day, the relatively high AADT of Route 20 indicates a significant number of vehicles travel just outside of the DRI area each day. With downtown easily accessible from a principle arterial yet removed from its traffic flow, roadways in the DRI area are more welcoming to pedestrians. Beyond the DRI boundary, Arterials East and West merge into Route 5, which is the most highly traveled road in the City of Auburn.

$$\text{AADT} = \frac{\text{total volume of vehicular traffic for 1 year}}{365 \text{ days}}$$

Roadway Classifications

The U.S. Federal Highway Administration (FHWA) classifies roadways into three categories based on speed of travel and level of accessibility.

Arterial Roads. These roads are designed for long-distance travel, with high rates of speed, and limited access from neighboring roads.

Collector Roads. These roads provide connections between arterial and local roads, with more access but lower speeds than arterial roads.

Local Roads. These roads are designed for high accessibility, and are low speed. Local roads are the most common type of road, followed by collector roads.



PUBLIC TRANSIT

The Central New York Transportation Authority (Centro) is the public transportation provider for Onondaga, Oswego, Cayuga, and Oneida Counties. The 238 vehicle fleet serves approximately 42,000 passengers daily and 11 million passengers annually. The City of Auburn is served by nine routes, connecting the DRI area to local and regional destinations, including Wegmans, Cayuga Community College, Owasco Lake, Moravia, Weedsport, Elbridge, Skaneateles, Marcellus, Camillus, downtown Syracuse, Tessa Plastics, and Welch Allyn. Regional destinations located to the west of Auburn are not accessible by bus.

The Auburn Downtown Common Center serves as Centro’s transfer location and is located on Dill Street, near the intersection of North Street and adjacent to the Auburn Municipal Parking Lot. The Common

Center includes several amenities for transit riders, including: benches, pedestrian-scaled lighting, trash receptacles, and wayfinding information. It is also the only bus stop within the DRI area that has a covered waiting area - an important element improving the safety and comfort of transit riders during inclement weather.

Despite the presence of 9 bus routes within the DRI area, the frequency of buses is limited, particularly to regional destinations (see table on page 27). Buses providing more localized service typically depart every 45 to 50 minutes from the Common Center. Infrequent service to both regional and local destinations makes it difficult for residents who do not own a car to rely on public transportation for commuting and other daily needs, such as access to medical services, child care, groceries, and recreation.



- Route 1 - W. Genesee St.
- Route 2 - Franklin St.
- Route 3 - North St.
- Route 4 - State St.
- Route 6 - Wegmans Shoppers
- Route 7 - Tessa/Welch Allyn
- Route 8 - Moravia/CCF
- Route 36 - Syracuse via Skaneateles
- Route 38 - Syracuse via Elbridge



ROUTE	WEEKDAY FREQUENCY (From Auburn Common Center)	WEEKEND FREQUENCY (From Auburn Common Center)
Route 1 - W. Genesee Street	50 minutes (avg.) between 6AM and 10:30PM	50 minutes (avg.) between 8:30AM and 7:30PM
Route 2 - Franklin Street	50 minutes (avg.) between 6AM and 10:30PM	1 hour and 30 minutes (avg.) between 9AM and 8PM
Route 3 - North Street	50 minutes (avg.) between 6AM and 6PM	50 minutes (average) between 8:30AM and 5:30PM
Route 4 - State Street	50 minutes (avg.) between 6AM and 11PM	1 hour and 40 minutes (avg.) between 8:30AM and 5PM
Route 6 - Wegmans Shoppers	Tuesdays Only	No Service
Route 7 - Tessa/Welch Allyn	2 departures 6AM and 1:50PM	No Service
Route 8 - Moravia/CCF	2 departures 6:45AM and 2:50PM	No Service
Route 36 - Syracuse via Skaneateles	4 departures 8:15AM, 10:40AM, 1:20PM, and 2:30PM	3 departures 8:10AM, 10:50AM, 4:10PM
Route 38 - Syracuse via Elbridge	30 minutes (avg.) in morning 1 hour and 30 minutes (avg.) in evening	No Service



Auburn City Hall (photo credit: Wikimedia Commons)

SECTION 1.6

ANCHOR INSTITUTIONS + EMPLOYERS

Anchor institutions play a critical role in urban revitalization. They are typically non-profit or government organizations whose mission, services, and clientele are tied to a particular place, and they provide important public services, such as education, health care, and cultural enrichment. Given their geographic rootedness, significant local knowledge, and long-standing community relationships, anchor institutions are invaluable partners in catalyzing positive change within a community through the provision of workforce development, improved public services, job creation, and/or real estate development.

Anchor employers also play a vital role in urban revitalization. They often employ a large portion of a region's workforce and are dedicated to the success and well-being of their employees and local community. Anchor employers are essential partners in spurring economic development given their ability to make capital investments, create jobs, procure goods and services locally, and develop real estate.

AUBURN ANCHOR INSTITUTIONS

Auburn is the county seat of Cayuga County and is the largest city within the county. As such, several Auburn institutions provide critical public services not only for local residents, but also for residents throughout Cayuga County and the Finger Lakes region.

Auburn Community Hospital

Auburn Community Hospital (ACH) is a non-profit organization and is the sole provider of acute and general hospital services in Cayuga County. ACH is a 99-bed facility, providing medical services for a population of approximately 80,000. ACH employs over 700 people and is the largest employer in Cayuga County. ACH is accessible to local and regional residents. It is located approximately one-half mile north of downtown Auburn along NYS Route 34 and is a stop on Centro Bus Route 3.

Auburn Enlarged City School District

The Auburn School District serves the municipalities of Auburn, Fleming, Sennett, and Owasco and has

a total district population of 37,000. The District provides comprehensive educational programs for K-12 and has an annual budget of over \$75 million. Its main office is located approximately one mile south of the DRI area and is accessible by Centro Bus Route 1.

Cayuga Community College

Cayuga Community College (CCC) is part of the State University of New York (SUNY) system and offers a wide range of degree and certificate programs across five different schools. CCC employees over 300 people and current enrollment at the College includes 1,585 full time students and 2,199 part-time students. CCC is also an important community resource providing high school, continuing education, and workforce development programs. CCC's 50-acre campus, located approximately 1.5 miles east of downtown Auburn, also hosts an extensive network of publicly-accessible nature trails for hiking, biking, and dog walking. The College is also accessible by Centro Bus Route 2.

CAYUGA COMMUNITY COLLEGE

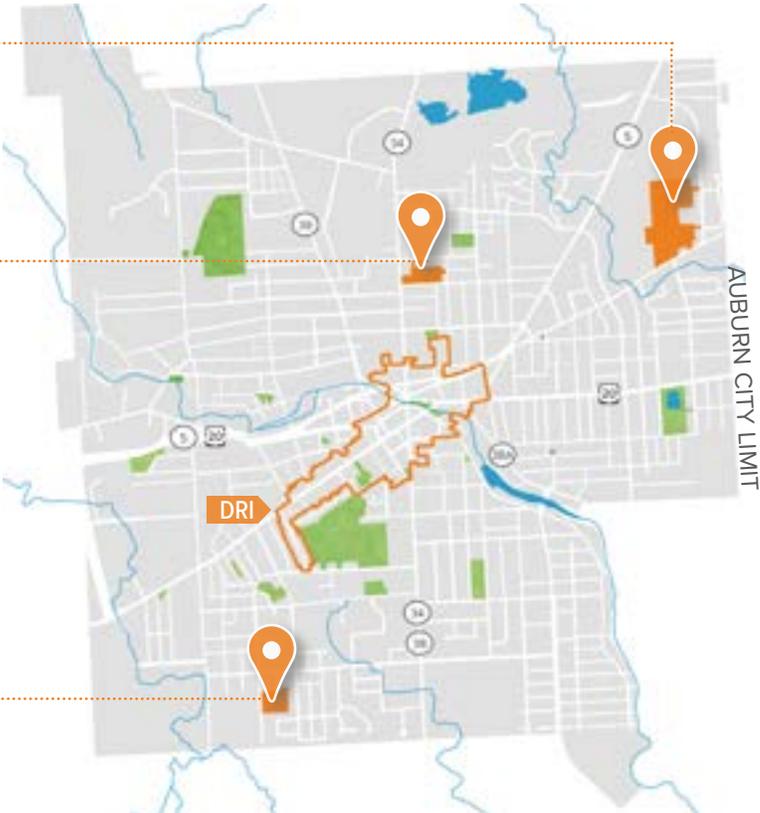
300+ employees
3,700+ students

AUBURN COMMUNITY HOSPITAL

700+ employees
80,000+ served

AUBURN CITY SCHOOL DISTRICT

400+ employees
4,000+ students



DRI ANCHOR INSTITUTIONS

Several anchor institutions providing critical public services and steady employment are located within the Auburn DRI boundary. These institutions include a diversity of City and County buildings, museums celebrating Auburn’s rich culture and history, educational centers, and performing art venues.

Auburn City Hall + City Services

Several city services are headquartered within the DRI boundary, including Auburn City Hall and the City police and fire departments. The Auburn Downtown BID, City Court, and RSVP Offices (in the Boyle Center) are also centrally located within the DRI boundary.

Cayuga County Office Building + Courts

As the Cayuga County seat, several County services and administration and court buildings are located within the DRI boundary, including: Cayuga County

Office Building, the Human Services Department, the Office for the Aging, the County Clerk, County Records Retention, the County District Attorney, the County Courthouse, and the County Office of Tourism (located in the NYS Equal Rights Heritage Center).

Art, Cultural, and Educational Institutions

Auburn’s historical and cultural resources are unparalleled, making it a destination for local, regional, national, and even international visitors. Several artistic, cultural, and educational institutions are concentrated within the DRI area, providing a source of enrichment and pride for local residents.

Wegmans

Centrally located in the DRI area, Wegmans is a full-service grocery store open 24 hours that provides access to healthy, affordable food, a pharmacy, and Wi-Fi. Wegmans is also a major employer in the DRI area, employing approximately 320 people.

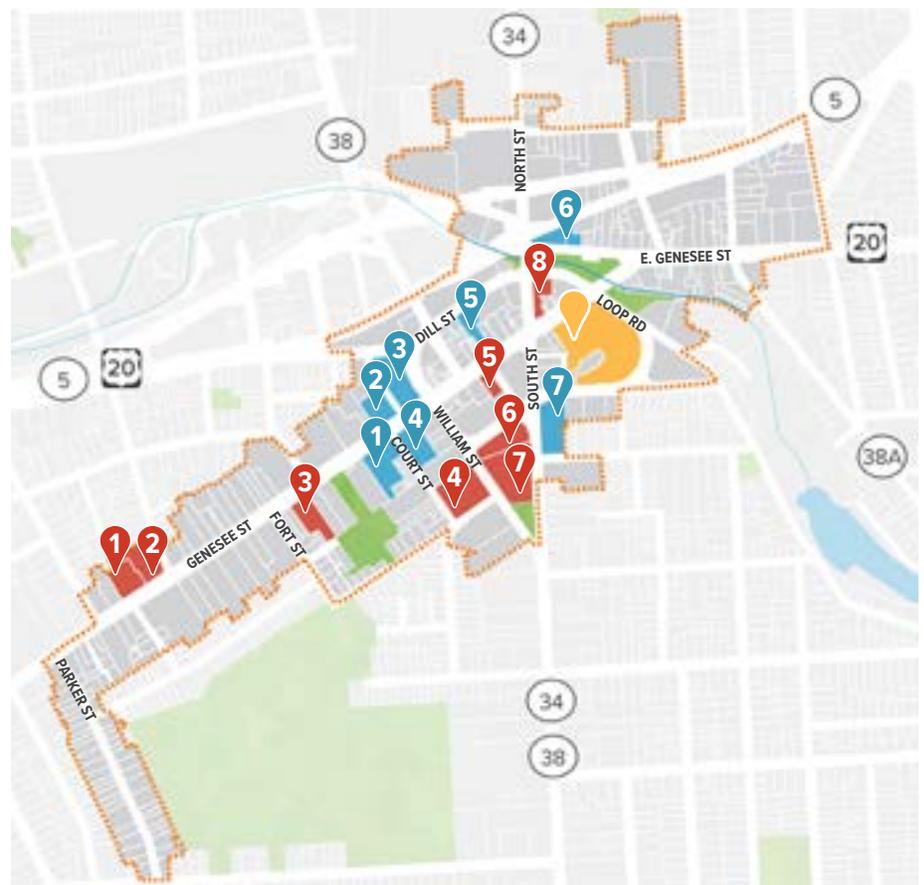
CITY + COUNTY BUILDINGS

1. Cayuga County Office Building
2. Auburn City Court
3. RSVP Offices
4. Cayuga County Courthouse
5. Cayuga County District Attorney
6. Auburn Police + Fire Departments
7. Auburn City Hall

ARTS, CULTURE, + EDUCATION

1. Schweinfurth Art Center
2. Cayuga Museum + Case Research Lab
3. Seymour Library
4. Auburn YMCA
5. Auburn Public Theater
6. Equal Rights Heritage Center
7. Seward House Museum
8. Play Space ABC Cayuga

WEGMANS



ANCHOR EMPLOYERS

Auburn is home to 75% of Cayuga County's major employers. Auburn also has a solid base of large-scale manufacturing businesses that are dedicated to their workforce and local community.

NYS Department of Corrections

The New York State Department of Corrections and Community Supervision is the second largest employer in Auburn, employing 700 people. The correctional facility is located less than a half-mile north of downtown Auburn.

Auburn Enlarged City School District

The Auburn City School District is the third largest employer in Auburn, employing 444 people. The School District includes several preschools, five elementary schools, Auburn Junior High School, and Auburn High School. The School District's main office is located approximately two miles southwest of downtown Auburn.

Cayuga Onondaga BOCES

The Cayuga Onondaga BOCES is the fourth largest employer in Auburn, employing 400 people. Not only is it an important anchor for employment, BOCES provides critical workforce development for all ages

through its many career development, technical, educational, and literacy programs. The Cayuga Onondaga BOCES is located three miles west of downtown Auburn.

Anchor Employers in the Manufacturing Sector

Manufacturing has a long and deep-rooted history in Auburn. Today, Auburn's manufacturing industries are predominantly comprised of plastics, agribusiness, and traditional manufacturing. Combined, these industries employ over 1,200 people.

Key manufacturing employers include:

- AAI Power Flow Technologies
- Bimbo Bakeries
- Bo-Mer Plastics
- Cayuga Milk Ingredients
- Currier Plastics
- Em-Com, Inc.
- Grober Nutrition
- MEDENT medical software
- NUCOR Steel
- Tessy Plastics
- Xylem, Inc.

AUBURN'S LARGEST EMPLOYERS

EMPLOYER	LOCATION	NUMBER OF EMPLOYEES
Auburn Community Hospital	1/2 mile north of DRI area	767
NYS Department of Corrections	1/4 mile north of DRI area	700
Auburn Enlarged City School District	1 mile south of DRI area	444
Cayuga Onondaga BOCES	2 miles west of DRI area	400
Walmart	1.5 miles north of DRI area	400
Xylem, Inc.	1 mile west of DRI area	338
Wegmans	Inside DRI area	320
Cayuga Community College	1.5 miles east of DRI area	300
NUCOR Steel	1.5 miles north of DRI area	290
Cayuga Centers	3/4 mile south of DRI area	275

data from the Cayuga Economic Development Agency



Carriage House Theater @ the Cayuga Museum

SECTION 1.7

CULTURAL + HISTORIC RESOURCES

Cultural and historic resources are essential components of a healthy local economy, as they help strengthen and sustain a community's shared identity. These assets also bring numerous economic benefits, including jobs, tax revenue, and tourism.

As "History's Hometown", the City of Auburn and the DRI area offer a wealth of social, cultural and historical resources. Each of these resources plays an important role in defining Auburn's unique identity.

WHERE MANY FOUND A BETTER FUTURE

The City of Auburn is home to several places of significance related to African-American history and the equal rights movement. During the late 18th-century, the Underground Railroad grew and marked a new chapter toward the liberation of slaves in the South. Underground Railroad stops were distributed throughout New York State, including numerous locations within the City of Auburn.

Local figures who played an important role in the Underground Railroad and later in the equal rights movement include Harriet Tubman and William H. Seward. These individuals put their lives and reputations at risk to fight for a nation where everyone was accepted and afforded the same rights. The City of Auburn and the DRI area offer a variety of amenities associated with the nation's equal rights heritage, allowing visitors to step back in time and learn about the City's important role in shaping American history.

DRI AREA CULTURAL SITES

Cayuga Museum of History and Art

The Cayuga Museum of History and Art was founded in 1936. The Museum operates 3 buildings: the Mansion, the Case Research Laboratory, and the Carriage House Theater. The Dr. Sylvester Willard Mansion, listed on the National Register of Historic Places, is home to several changing exhibits each year. The Case Research Laboratory is the home of talking movies where Theodore Case invented the first successful system of sound on film. The Carriage House Theater is a renovated multi-purpose space used for museum and community space.

Seward House Museum

The William H. Seward House is both a National Historic Landmark and on the National Register of Historic Places. The house was once home to William H. Seward, one of the most influential figures in 19th-century American politics. He and his wife played an important role in both the anti-slavery and women's rights movements and hid runaway slaves in their basement. The museum includes period rooms, rotating exhibitions, and a collection of political and travel souvenirs.

NYS Equal Rights Heritage Center

Opened in November 2018, the Heritage Center is the premiere, state-wide center for visitor services interpreting the abolitionist, prison-reform, and women's rights movements.

Schweinfurth Art Center

The Schweinfurth Art Center is a non-profit gallery and multi-arts facility located within the DRI area. The Art Center offers art classes and workshops, quilting and fiber arts workshops, and numerous art exhibitions throughout the year.

The Art Center encourages the work of emerging artists and promotes public participation in and the appreciation of the arts through exhibitions, educational programs, and other events designed to reach a diverse audience.

Auburn Public Theater

The Auburn Public Theater is a non-profit community center that produces and presents live music, comedy, theater, cinema, arts classes, and more. Its goal is to enrich the social, cultural and economic growth of the City of Auburn and the Finger Lakes Region by bringing people together through affordable access to live performances, cinema, arts education and community events.

Important Cultural + Historic Sites Adjacent to the Auburn DRI

- Harriet Tubman National Historical Park (1.5 miles south of DRI area)
- Fort Hill Cemetery, including Harriet Tubman's Grave Site



NYS Equal Rights Heritage Center (photo credit: WAER Syracuse Public Media)

Thompson AME Zion Church

Located in the DRI area on Parker Street, the Thompson African Methodist Episcopal (AME) Zion Church and the adjacent rectory are part of the Harriet Tubman National Historical Park. The Church is listed on the National Register of Historic Places and has long symbolized freedom and equal rights; speeches were delivered by Fredrick Douglas from its pulpit, and it was the location of Harriet Tubman's funeral service in 1913.

The National Park Service (NPS) is currently undertaking emergency stabilization of the Church and conducting a Historic Structures and Finishes Study to ensure the future rehabilitation of this iconic building is historically appropriate. Once renovations are complete, the Church and rectory will provide the NPS with administrative and visitor contact spaces.

DRI AREA HISTORIC SITES

The DRI area includes a portion of the South Street Historic District, as well as nine sites that are on the National Register of Historic Places. These places are unique community assets that define the City of Auburn. Old, historic buildings and sites are often places where people share a common space, a common experience, and a sense of identity and pride in a place.

A community rich with historic assets also benefits from cultural heritage tourism opportunities. Cultural heritage tourism refers to traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past. According to a 2014 report commissioned by Americans for the Arts, cultural heritage tourists often visit longer and spend more money within a community. For example, the Willard Memorial Chapel, which is located in the DRI area and is a National Historic Landmark, features the only unaltered Tiffany Glass interior in the world and is a major tourist destination, wedding venue, and concert hall.



Thompson AME Zion Church (photo credit: WRVO SUNY Oswego Public Media)

Cultural + Historic Sites In and Around the Auburn DRI Area



CULTURAL SITES

1. Thompson AME Zion Church
2. Cayuga Museum of History and Art
3. Schweinfurth Art Center
4. Auburn Public Theater
5. NYS Equal Rights Heritage Center
6. Seward House Museum

NATIONAL REGISTER OF HISTORIC PLACES

1. Thompson AME Zion Church
2. Dr. Sylvester Willard Mansion
3. Case Memorial-Seymour Library
4. St. Peter's Episcopal Church Complex
5. Auburn City Court (former U.S. Post Office)
6. William H. Seward House
7. Cayuga County Courthouse
8. Schines Theater
9. William Memorial Chapel - Welch Memorial Hall



Seward Park

SECTION 1.8 RECREATION

Parks, open space and recreational resources play a major role in economic development and contribute to a strong, stable community. Convenient access to parks, playgrounds, and open spaces also plays a critical role in improving and maintaining the quality of life and health of a community.

In 2016, the City of Auburn developed a Parks Master Plan which outlined the importance of parks for the City. The City has prioritized improving parks and open spaces to create places of beauty, where all people feel welcome and comfortable. There are six parks located within the DRI area, as well as the partially completed Owasco River Greenway Trail.

The Benefits of Parks + Trails

Parks and trails are an integral part of the City and the DRI area's landscape. Increasing the number of parks and improving the quality of existing parks can have positive, long-term impacts on the community, including:

- Improving community health by increasing opportunities for exercise and regular activity
- Increasing the value of neighboring residential properties
- Providing recreational opportunities for youth, including low-income and at-risk children
- Serving as an engine for economic revitalization and investment
- Increasing residents' sense of community ownership and stewardship

PARKS

Accessibility to parks, playgrounds, and open spaces is important for children's development, serves as a catalyst for active living, and positively contributes to a community's overall quality of life. A 1/4-mile is considered a comfortable distance that people will walk to an amenity or service and serves as the basis to determine the availability of parks within the DRI area.

Six parks are located within the DRI area, servicing almost the entire DRI population. However, these parks are generally small, focus on passive recreation, and do not serve the southwest portion of the DRI area. Future improvements to the existing park system, including the addition of new park space, active recreational opportunities, and programming, will make living in downtown Auburn healthier and more enjoyable for current residents and more attractive to future residents.

Buonocore Park

Buonocore Park is a small pocket park (0.7 acres) located across the street from Wegmans. It features a bench, small picnic area, and a covered pavilion.

Freedom Park

Freedom Park is a 0.15-acre pocket park. It was built in 1992 to celebrate individuals from Auburn who helped advance the equal rights movement nationwide, and is dedicated to Harriet Tubman and William H. Seward.

Market Street Park

Market Street Park is centrally located in the Downtown Business Improvement District and overlooks the Owasco River. The 1.3-acre park was redesigned and renovated in 2010 and is a popular destination in the summer for community festivals and concerts.

Pomeroy Park

Pomeroy Park is a 2-acre park that includes a linear pathway system, which provides connections between downtown and surrounding neighborhoods.

Seward Park

Located south of the Seward House Museum, the Seward Park was named after William H. Seward. The 0.25-acre park is frequented by residents and tourists of the South Street Historic District. The park features a 9-foot statue of Seward when he addressed the U.S. Senate on March 11, 1850 in opposition to the Fugitive Slave Act.

Veterans Memorial Park

Veterans Memorial Park is located adjacent to Pomeroy Park and is accessible from Genesee Street. This memorial park, which honors all veterans, was built in 2007 by Korean War veterans. It features a steel entrance arch, memorial benches and plaques, and engraved pavers.



Market Street Park (photo credit: Cayuga County Office of Tourism)

The Five Minute Walk

The five-minute walk, or 1/4 mile walk, is a standard representing the average distance a pedestrian is willing to walk before opting to drive. When parks and open spaces are not easily accessible to all members of the community, residents' ability to participate in outdoor activities and socially engage with the community is significantly reduced.

- 1 Pomeroy Park
- 2 Veterans Memorial Park
- 3 Seward Park
- 4 Freedom Park
- 5 Market Street Park
- 6 Buonocore Park



TRAILS

Owasco River Greenway Trail

The Owasco River Greenway Trail is a partially completed linear transportation, recreation, and green infrastructure corridor that generally follows the Owasco River between Wadsworth Street and Emerson Park, located on the northern shore of Owasco Lake. The trail is intended to connect neighborhoods throughout the City and provides the only direct, non-motorized connection between downtown Auburn and Owasco Lake. Once complete, the trail will connect the City’s residential neighborhoods to the City’s Central Business District, employment centers, passive and active recreational opportunities, and Owasco Lake.

The 12-mile path has been in the works since 2012, with Phase I completed in Summer 2018. Phase I is a two-mile stretch that runs directly through the DRI area, from State Street to Mill Street. Benefits associated with the completion of the trail include increased mobility, improved safety, improved accessibility, improved visibility of the Owasco River, and potential for economic opportunities and investment.



— Completed Greenway Trail - - Proposed Greenway Trail ○ Access Points



Photo credit: **New York Dept. of Economic Development**

SECTION 1.9

HEALTHY + AFFORDABLE FOOD ACCESS

Healthy food retailers - grocery stores, farmers' markets, and specialized food stores such as bakeries, meat and seafood markets, dairy stores, and produce markets - are critical components of healthy, thriving communities. Throughout the United States, millions of people live in neighborhoods with poor access to healthy food retailers. These areas, known as food deserts, are often low-income or located in small towns, where population losses and economic changes have diminished food retail options.

Not only do healthy food retailers contribute to better eating habits and positive health outcomes, but they also can serve as economic anchors in a community, generating new income, creating jobs, and attracting complementary stores and services such as banks, pharmacies and restaurants.

What is a Food Desert?

A food desert is an area where residents' access to affordable, healthy food options is restricted or nonexistent due to the absence of grocery stores within convenient traveling distance. Often many communities with food deserts become over-saturated with fast-food restaurants, liquor stores, and other sources of inexpensive, processed food with little to no nutritional value. Without access to healthy foods, a nutritious diet and good health are out of reach.

FOOD ACCESSIBILITY

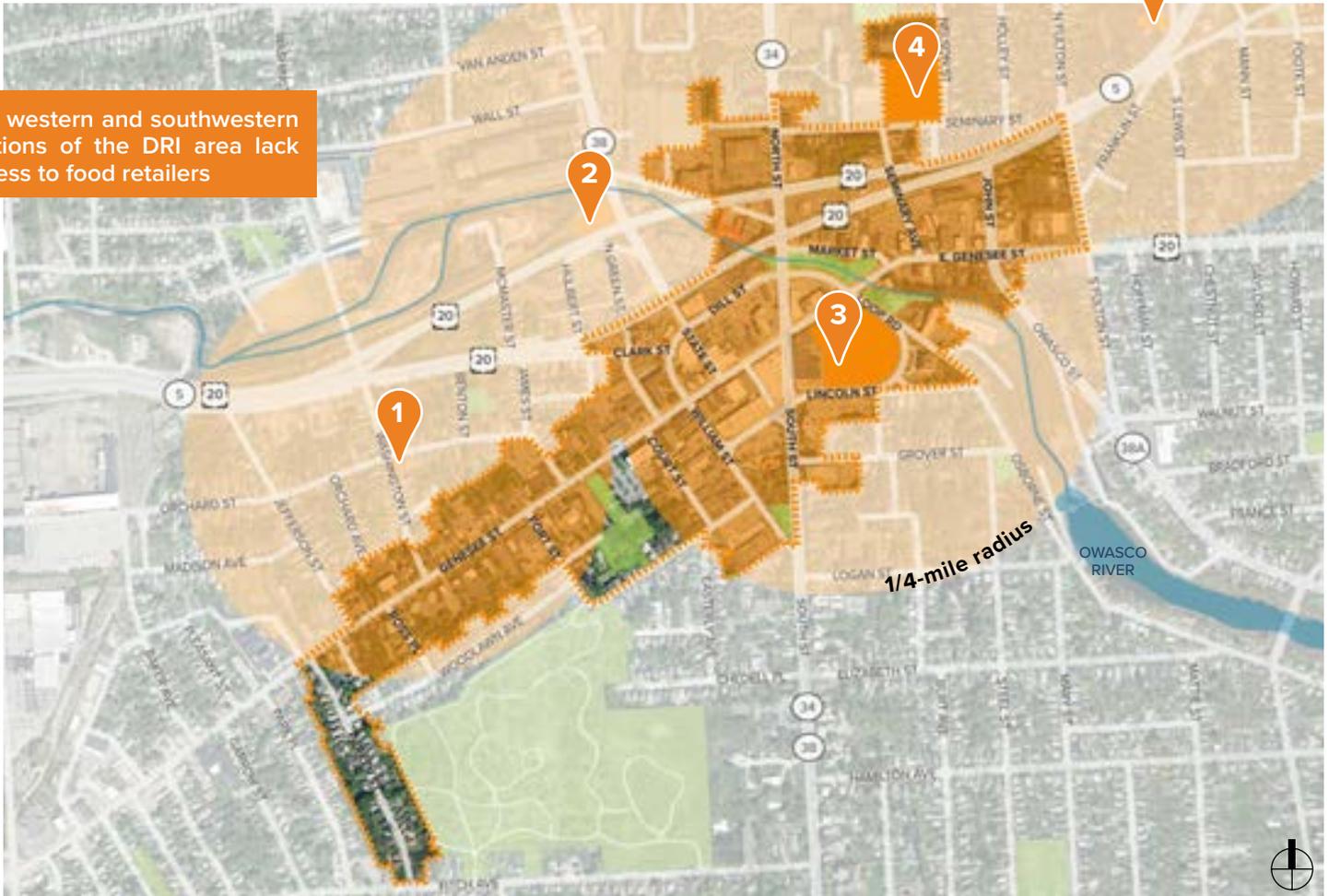
While many communities throughout the United States are met with the challenges of food deserts, the DRI area has a high concentration of food retailers located within the boundary or just outside of it. With two retailers located within the boundary and three located just outside of it, a majority of the DRI population has access to a healthy food retailers within a 1/4 mile radius, or approximately a 5 minute walk.

Although food accessibility is important, food affordability also plays a major role in a community's health. The variety of food retailers within the DRI area combined with affordable housing stock indicates that most residents have access to affordable, healthy food options. However, there is an opportunity to continue expanding healthy, affordable food options, particularly to the west of downtown.

FOOD RETAILERS

- 1 **Dom's Grocery:** Family-owned grocery store; limited grocery options.
- 2 **Auburn Farmer's Market Co-op:** Open three days a week from June - October and features vendors selling vegetables, fruits, and baked goods.
- 3 **Wegmans:** Supermarket chain with a wide diversity of food options.
- 4 **Save a Lot:** Supermarket chain.
- 5 **Maxwell's Food Store:** Family-owned and operated grocery store and florist.

The western and southwestern portions of the DRI area lack access to food retailers



LOCAL FOOD PRODUCTION

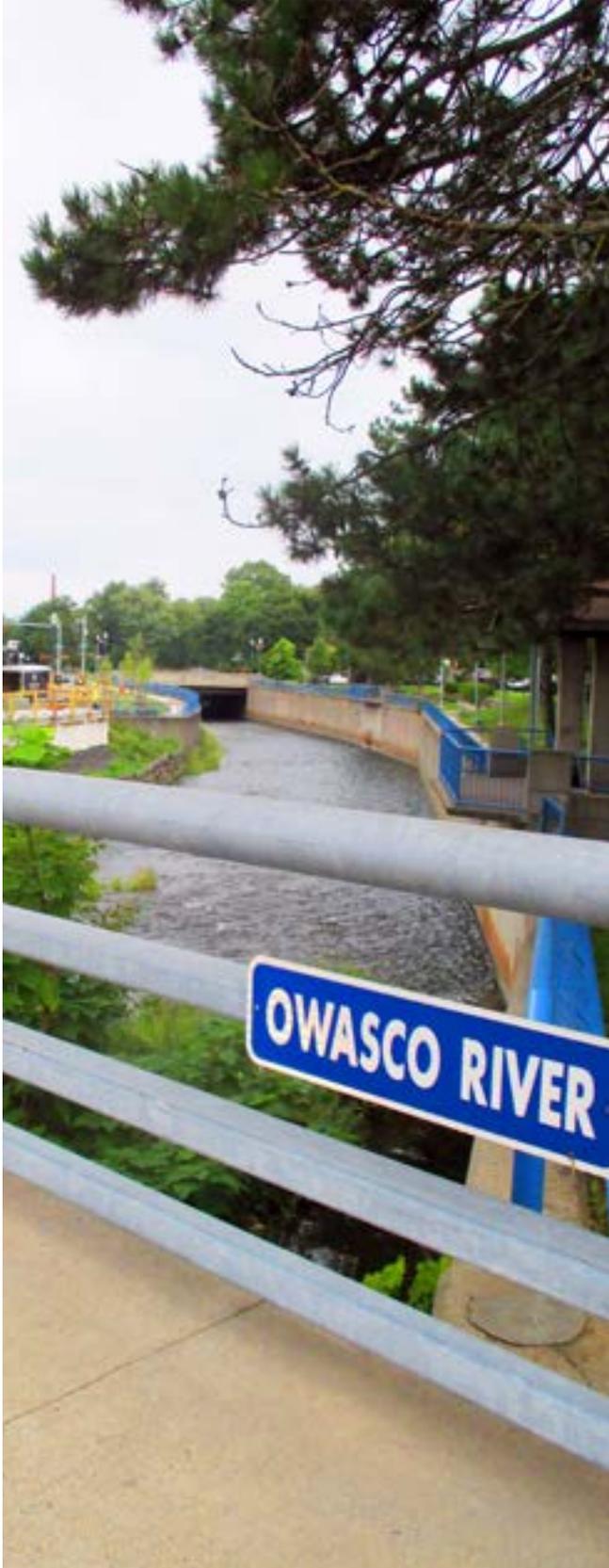
According to U.S. Department of Agriculture's 2012 Census of Agriculture, Cayuga County is home to nearly 900 farms and over 230,000 acres of farm land. Major agricultural products include soybeans, grains, oilseeds, dry beans, cow's milk, and livestock. Access to the County's abundant food production is provided by the Auburn Farmer's Market, which is open every Tuesday, Thursday, and Saturday between June and October. The new Equal Rights Heritage Center also features a Taste NY store that sells homegrown products and sells locally-made foods.

CULINARY TRAINING

Located approximately 2 miles west of the DRI area, Cayuga-Onondaga BOCES provides the Auburn community with workforce training opportunities in the restaurant and hospitality industry. The BOCES Culinary Arts program offers non-credit courses in cooking, baking, catering/production techniques, and food service management. While the Culinary Arts program does not offer a degree, it provides an affordable option for students to develop the skills necessary for employment in the restaurant industry, and it provides a solid foundation for those interested in pursuing a degree elsewhere.



Cayuga-Onondaga BOCES Culinary Arts Program (photo credit: The Auburn Citizen)



Owasco River in Downtown Auburn

SECTION 1.10

ENVIRONMENTAL CONSTRAINTS

Evaluating environmental constraints and associated regulations within the DRI area, such as flood hazards and the presence of contaminated sites, is a critical part of the DRI planning process. Understanding potential environmental hazards and associated mitigation costs is an important component of developing realistic cost estimates and viable projects.

A small portion of the DRI area falls within the FEMA-designated floodway and 100-year floodplain. One brownfield site that has not yet been remediated is also located in the DRI area.

What is a Brownfield?

The Environmental Protection Agency (EPA) defines a brownfield as “real property, the expansion, redevelopment, or reuse of which may be complicated by the presences or potential presence of a hazardous substance, pollutant, or contaminant.” The presence of brownfield sites in a community often has negative impacts, including depreciation of property values and the discouragement of investment in surrounding areas. While the redevelopment of brownfield sites can be complicated, they also provide opportunities to address long-standing environmental issues and return sites to beneficial uses.

BROWNFIELDS

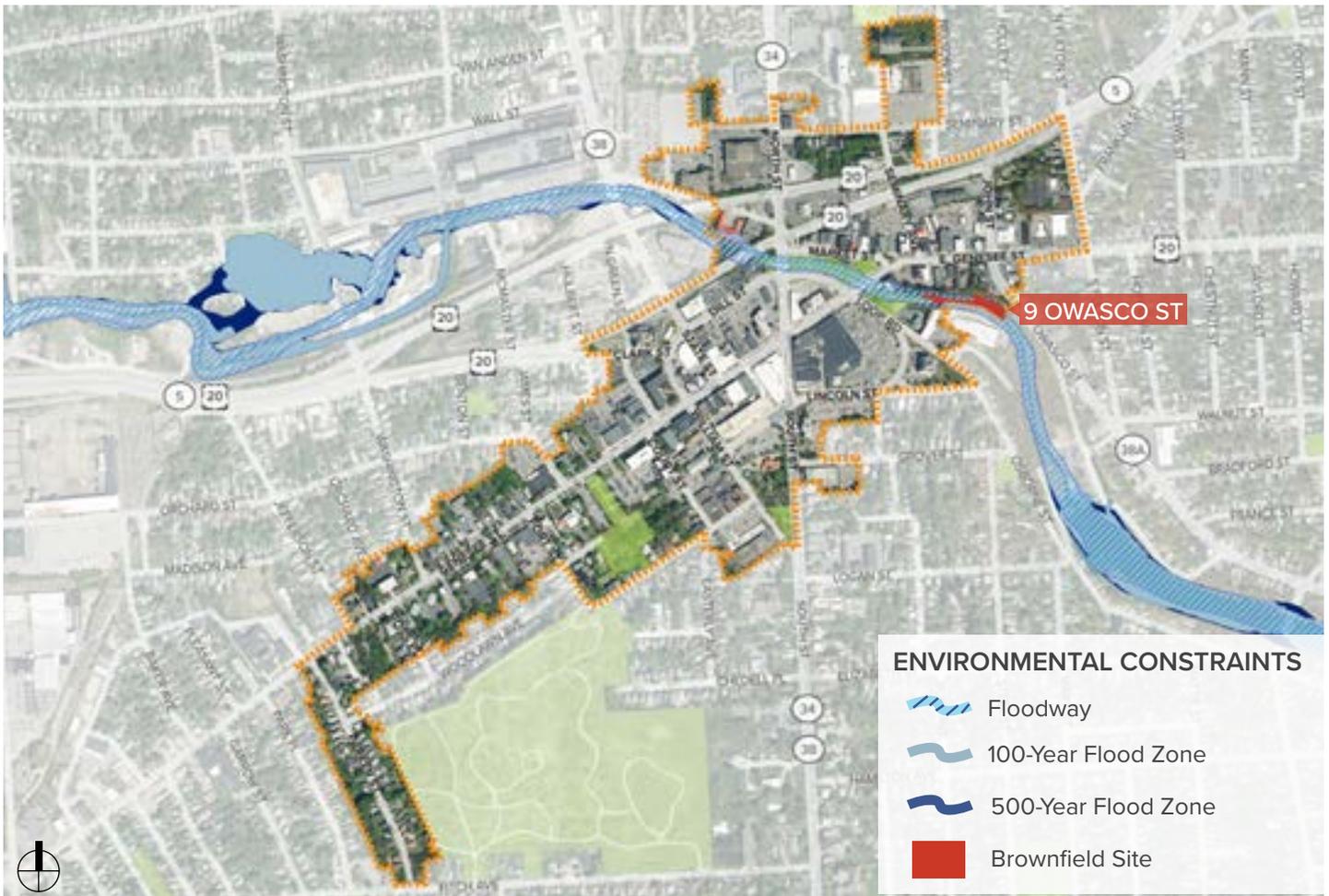
Due to Auburn’s industrial history dating back to the 1800s, numerous sites throughout the City have been contaminated and abandoned. However, the only brownfield site within the DRI area that has not yet been remediated is 9 Owasco Street, which resides almost entirely in the floodway. This brownfield was formerly the site of several different factories and suspected contaminants include coal tar, heavy metals, and solvents.

The City of Auburn was designated as a Brownfield Opportunity Area (BOA) on June 15, 2018 by New York State and recently completed the Auburn Sparks BOA Step 2 Nomination Study, an economically feasible plan for revitalizing brownfields. While the redevelopment of brownfield sites can be complicated, they provide opportunities to remediate long-standing environmental issues and return sites to beneficial and productive uses. For example, 10 Genesee Street, formerly the

Auburn Floors building and a brownfield site, was recently remediated and redeveloped into market-rate apartments. The Schines Theater is another example of a former brownfield site in downtown Auburn (16 South Street); the Theater was recently remediated and sold to a private developer for rehabilitation and transformation into a multi-use center.

FLOOD HAZARDS AREAS

Flood hazards in the DRI area do not constrain downtown development due to the engineered channelization of the Owasco River and the Mill Street Dam. The Mill Street Dam controls the flow of the Owasco River, and the FEMA-designated floodway is confined to the concrete channel through which the Owasco River flows. Rather than a constraint, the Owasco River provides an opportunity to connect downtown Auburn to the City’s recreational and natural assets.



SECTION 1.11

MARKET ANALYSIS

This market analysis focuses on the housing, retail, and tourism markets in three different geographies - the Auburn DRI area, the City of Auburn, and Cayuga County - in order to examine local and regional trends and achieve the following goals:

1. Determine market opportunities in the Auburn DRI area;
2. Define the region's competitive advantages; and,
3. Identify project types that will inject economic vitality, create jobs, and build a diverse downtown environment for residents and visitors.

The findings and recommendations in this section are based on an analysis of demographic, economic, and real estate market data, and interviews with local stakeholders knowledgeable with the region, including: developers, City staff, tourism organizations, realtors, and non-profit organizations.

Building a Sense of Place

'Sense of Place' refers to the feeling of belonging brought about by an area's unique social, cultural, and environmental features. Towns and cities with a strong sense of place have their own distinctive qualities that make residents feel like they couldn't see themselves anywhere else.

Across the country, people are returning to urban environments that offer a close-knit community feel, unique amenities, walkable streetscapes and an authentic sense of place. Auburn continues to build each of these elements; the interplay between housing, amenities, entertainment, art, history, culture, and diversity will create an environment that is attractive to a multi-generational cohort.



W. Genesee Street in Downtown Auburn

OVERVIEW OF MARKET TRENDS AND OPPORTUNITIES

CURRENT TREND ●> FUTURE OPPORTUNITY
-----------------------	---------------------------

The residential market is driving activity downtown. Redeveloped multi-family residential options are performing strongly, and in particular, 1-2-bedroom units with high end amenities have high occupancy rates.

Leveraging the proven commitment of local/regional developers and the City to create a dynamic, revitalized downtown, continue to expand high quality housing options (market-rate and affordable) to attract individuals and families to downtown.

Commercial spaces are performing unevenly across the DRI area. Small businesses are performing well in the East Hill neighborhood, but in other locations retail demand is weak and storefronts remain empty.

Filling ground floor commercial units and storefronts should be a priority in order to activate the streetscape, generate property tax and attract visitors. When storefronts are unoccupied, they should be used to display the work of community groups, announce upcoming city events or demonstrate otherwise productive uses while awaiting a full-time tenant.

While some of downtown’s large, prominent buildings have been, or are currently being, renovated, there are many smaller properties that require renovation to reduce vacancies downtown and increase residential and commercial opportunities.

Where redevelopment of historic properties into residential units is too costly for the average property owner, explore opportunities for the conversion of upper floors into professional office space or flex office space for various medical purposes, catering to the aging demographic’s health needs.

Entertainment offerings and restaurants are driving economic activity downtown. In particular, breweries are performing well and attracting visitors to the downtown.

Diversify entertainment and restaurant options to include family-friendly amenities and international cuisine options to appeal to a wider range of customers, increase the city’s inclusivity for residents and visitors, and capture additional spending dollars.

Auburn is expected to experience an increase in the age cohorts of 35-44 year olds and 55-74 year olds. Anecdotal evidence also suggests that young professionals are moving into the area as of recently, demonstrating a shift in local demographics. Identifying the uses that match the needs of each cohort, and the uses that overlap among all cohorts, will help to increase retail density downtown.

Recognizing the local shift in demographics and the changing nature of retail needs, explore opportunities to offer more experiential opportunities, services, and recreation and connect with customers via online platforms. This approach should also provide opportunities to increase diverse cultural representation, practical workforce learning, and entrepreneurship.

HOUSING MARKET

RESIDENTIAL DEMAND

Between 2018 and 2023 the Auburn DRI area is projected to experience a decline in households with residents between the ages of 25 and 34. Conversely, the DRI area can expect to see net increases in households with residents between the ages of 35 and 44 and ages 65 and 74.

By income, the Auburn DRI is projected to gain the greatest number of households earning between \$100,00 and \$149,999 (13 households) over the next 5 years. The lowest and mid-range income brackets are expected to decline dramatically, contributing to the overall net population reduction in the area.

Market data indicate that young adults (25-34 years old) tend to leave locations in Central New York because they are not able to find the right housing to accommodate their desires or the amenities they consider essential to a high quality of life. However, recent stakeholder interviews indicate that this trend may be changing, as young professionals represent the demographic filling recent rental housing projects in downtown Auburn.

As the City considers projects that spur economic growth and enhance residents' quality of life, projects that retain and attract a diversity of households will help to build a vibrant downtown environment. Several interviewees mentioned the need for family friendly activities, events and additional childcare downtown. While the ABC Cayuga Play Space has opened in the former HSBC bank building, corresponding amenities like playgrounds, greenspace, and kid-friendly restaurants (with family friendly price points) will make Auburn a destination for young families. It was also noted that childcare is lacking county-wide and that Auburn could use the DRI as an opportunity to meet the demand for early childhood care in the region.

60 the approximate number of new, market rate residential rental units that could be absorbed by downtown Auburn in the next 5 years*

Auburn DRI Change in Households by Income and Age of Householder, 2018 - 2023

	<25	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 +	TOTAL
<\$15,000	(1)	(8)	(1)	(6)	(7)	(1)	(13)	(37)
\$15,000 - \$24,999	(1)	(3)	0	(1)	(2)	2	(4)	(9)
\$25,000 - \$34,999	1	1	2	0	1	3	2	10
\$35,000 - \$49,999	(1)	(1)	(1)	0	0	1	(1)	(3)
\$50,000 - \$74,999	0	(7)	0	(1)	(4)	1	0	(11)
\$75,000 - \$99,999	0	(1)	2	2	1	1	2	7
\$100,000 - \$149,999	1	1	3	4	2	2	0	13
\$150,000 - \$199,999	0	0	0	1	1	1	1	4
\$200,000 +	0	0	0	0	0	0	0	0
TOTAL	(1)	(18)	5	(1)	(8)	10	(13)	(26)

*This conservative estimate assumes that one quarter of the households within the income brackets (\$75,000-\$150,000) and age ranges (25-34 and 55-74) that generate the highest demand for market rate multifamily units could be attracted to live in downtown Auburn, if the rental stock matched the demands of these cohorts.

1.11 MARKET ANALYSIS

Recent graduates of Cayuga Community College (CCC) represent a promising market of young professionals that could be attracted to downtown Auburn. Previous market research on the student housing market around Auburn indicates that much of the student demand for housing is already captured by housing developed by the college; however, the City could actively work to retain recent CCC graduates by advertising housing and job opportunities. It is likely that college graduates have already built a community network within Auburn and may utilize those connections to start a small business, work-from-home, or otherwise contribute to the local community and economy. While newer units coming online are targeted towards professionals that have greater disposable incomes than recent college grads, monitoring the spending capacity of recent graduates and aligning housing options with that population will add to downtown's vibrancy.

ANNUAL MIGRATION

Annual migration data for Cayuga County collected between 2011 and 2015 was used to help define housing opportunities for the DRI area. The majority of domestic annual migration to Cayuga County comes from within New York State (82.2% of in-

migrants). Onondaga County is the most common county of origin for Cayuga County in-migrants, accounting for 18.0% of total in-migration. Essex County accounts for 6.6% of in-migrants, followed by 5.9% for Tompkins County, 5.5% for Chemung County, and 2.4% for Seneca County.

To better understand the individuals who are moving into Cayuga County, a tapestry segmentation analysis was conducted for the top five counties (Onondaga, Essex, Tompkins, Chemung, and Seneca). Tapestry segmentation is a tool used by retail site selectors and decision makers to understand the consumer characteristics of an area by classifying consumers according to demographic, socioeconomic, housing and lifestyle characteristics.

The tapestry segmentations of the primary migration locations suggest that individuals moving to Cayuga County are generally older professionals transitioning or planning for retirement. In general, they earn a comfortable living and have above average net worth. In terms of lifestyle, country out paces urban, and they prefer to buy American and natural products. They often opt for convenience and comfort over the latest trends. Additionally, they are generally active in outdoor activities and have do-it-yourself attitudes.



Auburn Floors and Piccirillo Buildings. Located on a former brownfield site, these buildings in downtown Auburn were recently redeveloped into upscale apartments that have achieved high occupancy rates.

RETAIL MARKET

To attract residents to the downtown, a variety of amenities, such as small food markets, restaurant options, coffee shops, and a range of other specialty stores, should be conveniently located. Therefore, this analysis focuses on identifying retail opportunities within a 10-minute walk from the DRI area.

DOWNTOWN RETAIL TRADE GAP

Finding the right retail mix and density is essential for a community that seeks to create a sense of place, provide services to residents, and offer interesting destinations to attract visitors.

A Retail Gap Analysis was conducted, which indicated that many residents were leaving the DRI area to purchase goods from elsewhere. Retail categories that would meet local demand and have the greatest potential for success in the DRI area include:

- General Merchandise Stores
- Clothing & Clothing Accessory Stores
- Sporting Goods, Hobby and Book Stores

While the Auburn DRI cannot support a full business in any one retail category, additional retail space could be supported—approximately 8,100 square feet in total.

The size of the retail space offered on the market is important to the success of a small business. Where 1,000 SF of retail in a downtown may have been an industry standard 15 or 20 years ago, today's retail stores, depending on the type of business, perform better within a more compact space, ranging from 600-900 SF. These spaces are more affordable for startup businesses and allow stores to test certain products on their shelves before investing in additional inventory. Small business owners are not typically able to invest in any general building upgrades aside from any specialty material they may need, so landlords that can provide business-ready spaces that are clean, safe and customizable will perform well.

What Does Successful Retail Look like in 2018?



IT PROVIDES A SENSORY EXPERIENCE.

Brick and mortar can still be desirable for customers by adding an experience that cannot be replicated online. Tasting rooms for wines, olive oils, and cheeses provide a unique experience and support the local food movement and local producers in the surrounding area. Visitors need to be able to taste, touch, and feel products in-store.



IT EMBRACES TECHNOLOGY.

This means that including mobile pay options, maintaining a presence on social media, and keeping customers informed of new products and sales is increasingly essential.



IT LEVERAGES THE SHARING ECONOMY.

New and small businesses can get a leg up with the creation of shared kitchens, co-working spaces, tool libraries, and pop-up retail space. Each of these provide low-cost ways to share otherwise costly resources among small businesses.



IT MATCHES THE DOWNTOWN'S SCALE.

Chain retailers typically want a space with a larger footprint, whereas Auburn's downtown is more suited to boutique-style retail that goes beyond fulfilling a to-do list and instead offers a distinct community space.

THE SHIFTING NATURE OF RETAIL

The new era of successful retail strategies will include:

1. Reaching out to a global audience
2. Selling both online and at brick-and-mortar stores
3. Carefully catering to segments of the population
4. Providing an authentic local experience through products and services
5. Embracing the sharing economy.

The City of Auburn has embraced a modern approach to retail that encourages innovative ways to bring people downtown. The Auburn Business Improvement District (BID) promotes downtown's mix of businesses and hosts a range of networking and community events. The downtown is alive with events, experiential opportunities, services, and recreation in addition to storefronts that are connected via online platforms. This provides opportunities for culture and neighborhood vibrancy, practical workforce learning, and entrepreneurship.

Another tactic to promote local retailers and foster the creativity of local artisans in a community is hosting pop-up events. These serve the smallest end of the retail spectrum and act as a marketing opportunity, a venue to test out products and services, and an incubator for potential business growth.

In Auburn there are demographic indicators that suggest that encouraging events where small-scale retailers and creatives can promote and sell their goods would grow the economy:

- Many city residents travel outside of Auburn for work, about 66%.
- The number of jobs in Auburn has decreased by just under 1,000 in the last five years.
- The majority of businesses have less than 10 employees (64%).

Pop-Up Shops...

- Exploit underutilized assets, such as storefront vacancies, spaces within existing stores, stand-alone kiosks, or vehicles
- Go where the demand is instead of letting the demand come to them
- Emphasize the marketing of goods and services.
- Strive to create unique, high-quality, and visually appealing experiences
- Focus on exclusivity by creating a limited, time-bound experience, which in turn triggers a perception of scarcity and increased value.

These commuting patterns, decrease in job availability, and typical small-scale businesses reflect an atmosphere where people may be inclined to create their own opportunities for employment. By creating a business-friendly environment in Auburn that aligns with market trends and encourages entrepreneurs to build off each other's momentum, the City has the potential to decrease the reliance on out-commuting and increase local job opportunities that lead to economic prosperity.

The population of the DRI indicates a relatively high concentration of individuals between 19-34 years old (30%) and 35-50 years old (24%) - the cohorts most likely to support pop-up retail. The DRI's median household income is \$20,000 below that of the city, indicating limited disposable income. Yet, pop-ups afford the opportunity to tailor retail offerings specific to the community and can match the spending habits of residents, while also attracting visitors with items that have an authentic Auburn flair. Given that Auburn is ripe with entrepreneurship and small business resources, it is well-positioned to nurture entrepreneurs and support creative potential.

ENTREPRENEURSHIP + CO-WORKING OPPORTUNITIES

Existing efforts, like downtown events sponsored by the Auburn BID, provide a “jumping off” point to expand micro-retail opportunities. These events are pop-ups in themselves and provide an opportunity to build partnerships between organizations and launch small businesses. Since community members are attending these events, additional micro-retail can further engage and meet people where they are already gathering. Events like First Fridays, Music on the Mall, and Founder’s Day all could offer additional opportunities.

Looking forward, a broader approach to integrate technology is imperative to successful downtown businesses. The creative class (those scientists, engineers, artists, entrepreneurs, and/or computer programmers who engage in innovation and problem solving) are looking for flexible co-working spaces with access to the resources they need, such as high-speed internet, meeting rooms, printers and other business resources.

Co-working spaces are often attractive for individuals or small business who want to be around like-minded and similarly focused individuals; this helps drive innovation and provides an atmosphere of knowledge exchange and constant learning.

Maker spaces, another iteration of a shared work space, are facilities where individuals or groups can actually produce goods and materials. These facilities can host a range of activities, including advanced manufacturing companies who produce delicate computer chips or artisans creating hand woven clothing. These spaces continually evolve with the development of technology, the retail sector, and local market demand.

Co-working spaces can be successful in small to medium sized cities in proximity to larger cities that also have creative class resources. For example, Portsmouth, New Hampshire (population 22,000) is in proximity to Boston (like Auburn to Syracuse), and has four co-working facilities.

MICRO-RETAIL refers to the small-scale, targeted distribution of goods, which are typically sold directly by individual artisans at markets, online, at pop-ups, or in local retail stores.



Existing Community Events, like Founders Day and First Fridays, Create Opportunities for Micro-Retail and Pop-Ups. Photo credit: Auburn Downtown BID

TOURISM MARKET

Cayuga County’s central location, density of scenic resources - including Lake Ontario and three Finger Lakes - and burgeoning craft beverage industry create significant tourism opportunities across the county. The Cayuga County Office of Tourism has identified several ways that the organization can promote, manage, and develop Cayuga County as a tourism destination. The purpose of this analysis is not to duplicate its work, but to point to its strategic plan as a resource and support its strategy with information on national trends and data on the tourism industry within the county.

In 2017, tourists spent an estimated \$101.7 million on lodging, recreation, food and beverages, retail and service stations, transport and secondary homes in the county, which represents a 0.2% increase in spending compared to 2016. This spending has supported 1,649 direct jobs and generated over \$7

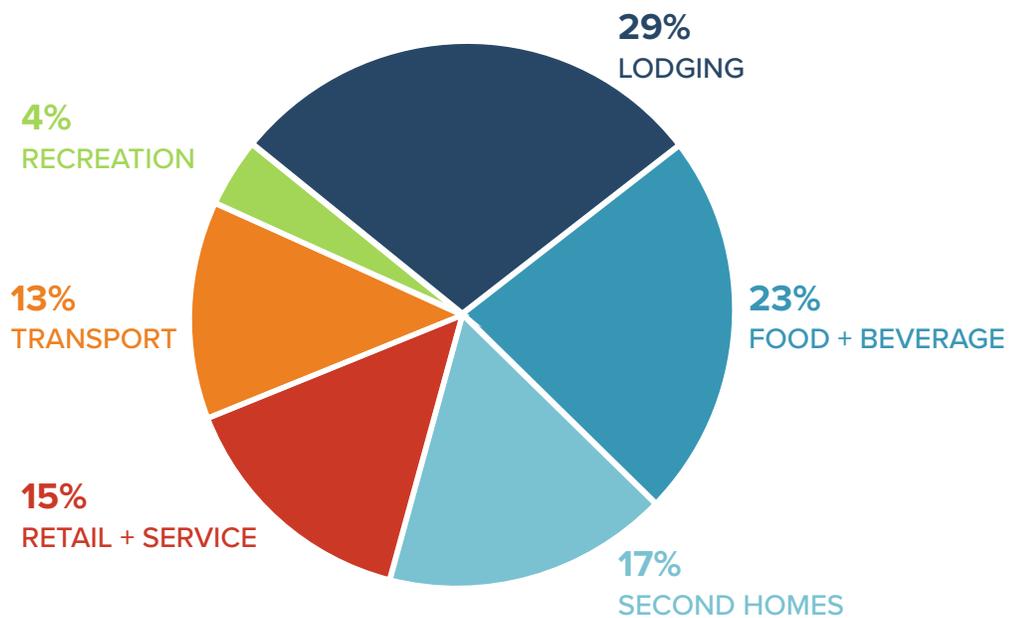
million in taxes for municipalities and \$5.6 million in state taxes. Due to the positive impact of tourism on local taxes, Cayuga County households benefit from a tax savings of \$407 per year.

Traveler spending in the county can be broken down into six categories: lodging, recreation, retail, transportation, second homes, and food and beverage. Visitors to Cayuga County allocate the majority of their spending to lodging (29%) and food and beverage (23%). They spend the least on recreation (4%).

Between 2018 and 2023, a 9% decrease in tourism jobs is expected. The only two industries in which tourism jobs are expected to increase are Travel Arrangement and Reservation Services (26% job increase) and Miscellaneous Store Retailer (8% job increase).

DISTRIBUTION OF TRAVELER SPENDING IN CAYUGA COUNTY

DATA SOURCE: THE ECONOMIC IMPACT OF TOURISM IN NY, 2017



TRENDS IN TOURISM AND OPPORTUNITIES FOR AUBURN

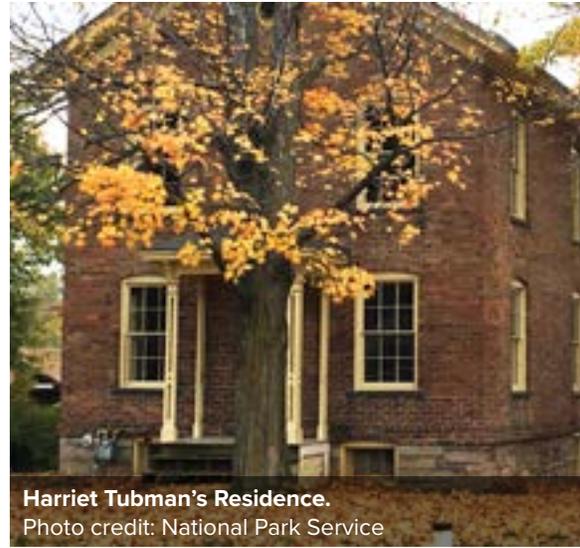
The following regional and national tourism trends are aligned with the strategies that the Cayuga County Office of Tourism is implementing and provide opportunities to increase tourism participation within the Auburn DRI area.

Historic Tourism | As an area rich in historical assets and resources like the Seward House Museum and historic South Street, Auburn is well positioned to draw tourist activity to its DRI area. Creating new activities around the area's unique history and heritage has been the Cayuga County Office of Tourism goal and aligns with trends seen elsewhere. The opening of Harriet Tubman National Historical Park is also an opportunity to pursue accompanying services, sites and amenities that will appeal to visitors of the park. Partnering with the City of Auburn's Historic & Cultural Sites Commission is one place to start a conversation about how good historic preservation can also be good economic development.

Parks and Trails | Building on existing recreational amenities in and around Auburn, such as Emerson Park, Owasco Lake, the Auburn-Fleming Trail (part of the Cayuga County Trail), the Owasco River Greenway Trail, and Casey Park/Falcon Park, Auburn's DRI area can take steps to draw visitors that are recreating in adjacent areas to the downtown.

The ability of any given park/trail to drive visitor spending depends on a few factors:

- **Proximity.** How close is the park/trail to downtown businesses and amenities?
- **Programming and Events.** Are there events like races, downtown festivals, and demonstrations that draw in visitors? Is there adequate parking?
- **Marketing and Communications.** Are there internal and external marketing campaigns to promote the park/trail and facilitate wayfinding?
- **Rental Equipment.** Do users have access to rental equipment for use on or near the park/trail (bikes, cross-country skis, kayaks, snow shoes, etc.)?



Harriet Tubman's Residence.
Photo credit: National Park Service



Emerson Park on the Shoreline of Owasco Lake.
Photo credit: Tour Cayuga



Recently Completed Section of the Owasco River Greenway Trail in Downtown Auburn.
Photo credit: Kevin Rivoli, The Citizen

Craft Beverage Industry | In 2017, New York's craft breweries generated \$3.4 billion of economic impacts statewide. By 2021, there will be a 19% increase in breweries in the State, which will add about 495 jobs. The craft alcohol industry has been recognized for its ability to rehabilitate abandoned spaces, sparking urban revitalization. Breweries and other craft alcohol producers also attract residents and tourists who may not visit the area otherwise, leading to the opportunity to establish complementary businesses in the area.

The City of Auburn's breweries have flourished over the last five years and not only serve local residents but also attract visitors from across the region. For example, Prison City Pub & Brewery's New England-style IPA was ranked number 1 in the nation in 2016 - an accolade that continues to draw people to Prison City, which is centrally located in the DRI area on State Street. In addition to Prison City, three

other craft beer businesses are located in the DRI area: Good Shepherds Brewing Company, Next Chapter Brewpub, and the Thirsty Pug. Interviewees noted that while there are a number of breweries in downtown Auburn, all of them offer different styles of beers, food, and environments, creating an environment of positive synergy instead of competition.

If growing the craft beverage industry continues to be a priority in the City of Auburn, it will be important for each new business to provide differentiating services to create a diverse mix of complementary downtown destinations.

Diversifying offerings and partnering with Finger Lakes wineries, local cideries, and bespoke non-alcoholic options are all ways to appeal to a greater audience and draw on regional assets.

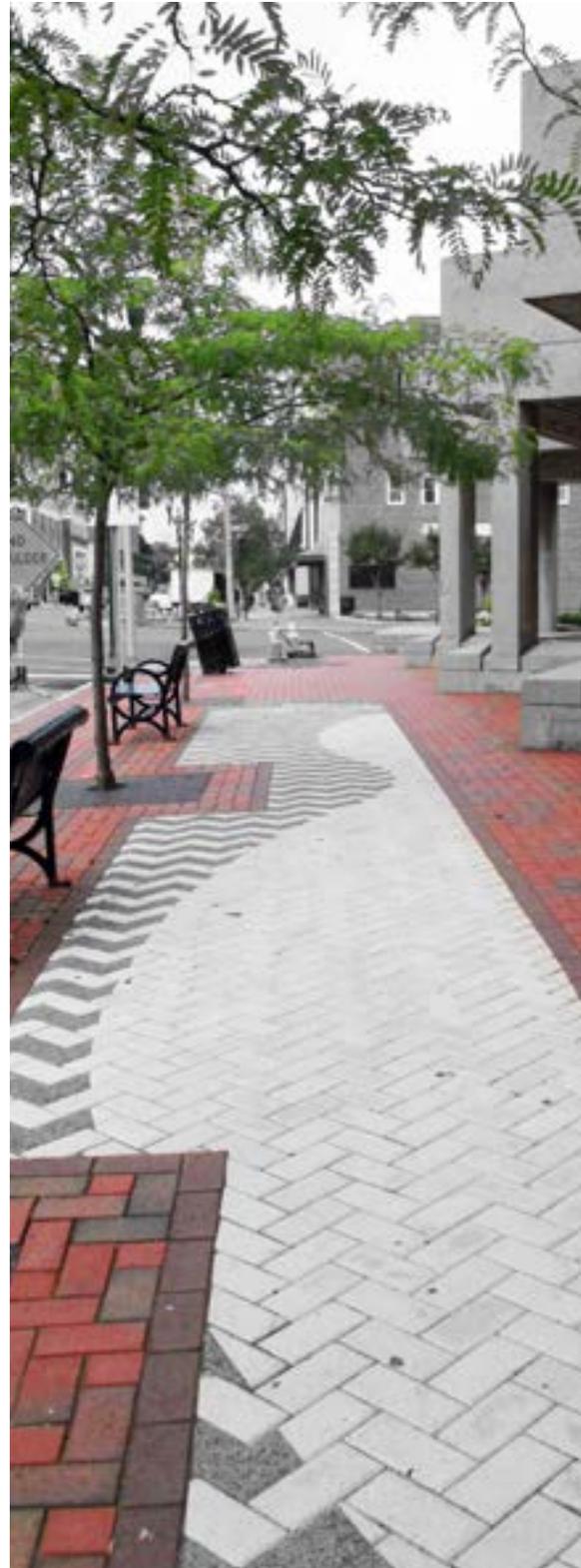


Hops Splash Community Mural at The Good Shepherds Brewing Company. Photo credit: The Auburn Citizen

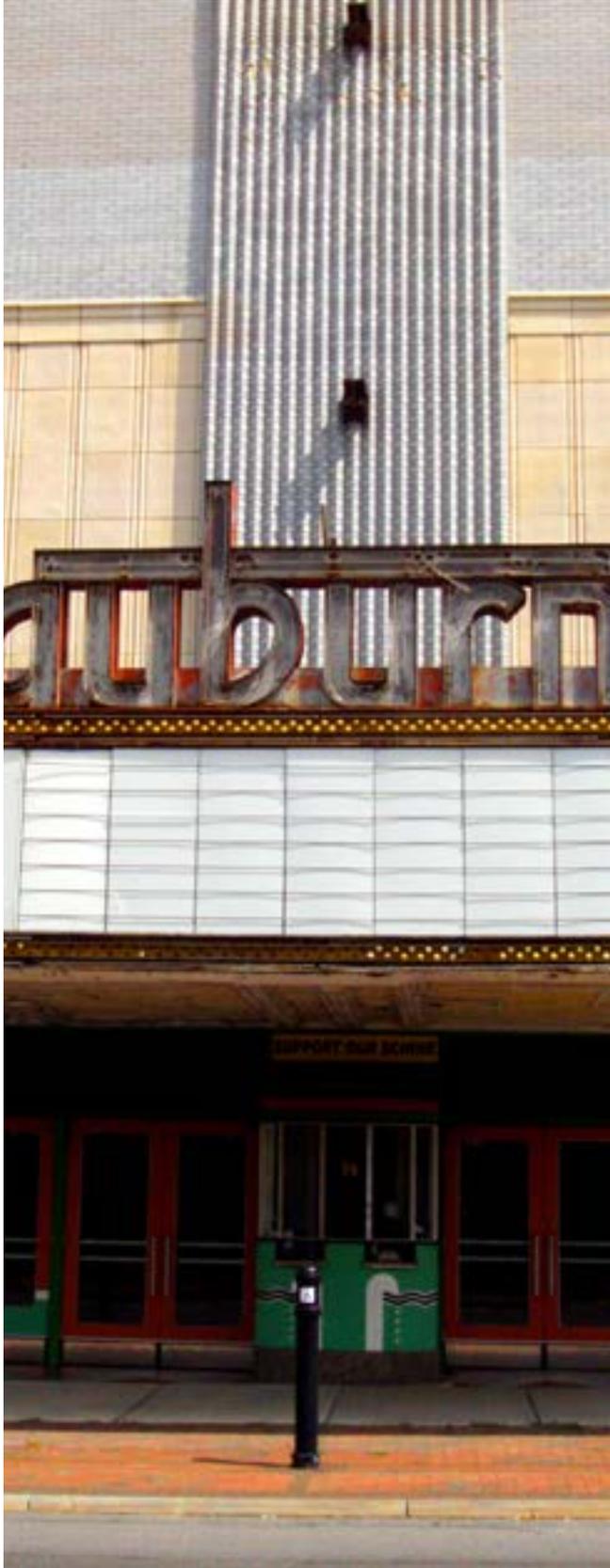
Recreation and Entertainment | Gyms and fitness clubs have been increasing in popularity due in part to increasing disposable incomes and a trend toward healthy living. In particular, there has been a growing preference toward easily accessible, small gyms that fit within a downtown footprint, as opposed all-encompassing and expensive facilities. As with gyms and fitness centers, a rise in new and unique offerings coupled with increased disposable incomes have driven the demand for active recreation opportunities that promote physical activity and healthy lifestyle choices. Studio spaces offering one or a mix of yoga, Pilates, dance, boxing or other physical activities are often community drivers. These types of activities often fit well in downtown retail spaces, both on the ground floor and upper floors. Fitness and wellness facilities currently located within the DRI area include: Auburn YMCA, Flow Brazilian Jiu Jitsu, Zen Den, and Down to Earth Yoga.

Wayfinding | A visitor's experience in any city can greatly depend on their ability to easily navigate to and between destinations. Connecting different visitor experiences through signage, public art, lights or other means is crucial to telling Auburn's story. This applies to multiple modes of transportation, including: pedestrians, cyclists, transit riders, and motorists. Increasing signage aimed at pedestrians will encourage feet on the street and drive business to downtown retailers.

Accommodations | Four hotels are located within a short walk from downtown: Holiday Inn, Inn at the Finger Lakes, Days Inn, and the Hilton Garden Inn. Auburn also features a growing sector of bed & breakfasts. A successful hotel in downtown Auburn would need to be highly specialized and complement the architectural and cultural aesthetic of Auburn's urban fabric. While regional hotels generally perform well in the busy season, low occupancy in the winters can be a challenge for smaller scale hotels. Specific events during the off-season would be necessary to attract visitors to the area on a consistent basis and ensure adequate demand. This could be demand generated through cultural festivals partnering with Auburn Public Theater, the restored Schines Theater, and other arts organizations.



Sidewalk Along Genesee Street. Unique paving patterns can be used to facilitate wayfinding and foster a sense of place.



Auburn's Schines Theater on South Street

SECTION 1.12

CHALLENGES + OPPORTUNITIES

Informed by the preceding sections of the Downtown Profile, this section distills the key challenges and opportunities for the DRI area. These challenges and opportunities lay the foundation for identifying DRI projects that have the potential to significantly improve the quality of life and catalyze new development in downtown Auburn.

CHALLENGES + OPPORTUNITIES IN THE AUBURN DRI AREA

CURRENT CHALLENGE	FUTURE OPPORTUNITY
Declining population	Expand downtown amenities and services to meet the needs of Auburn’s diverse community and attract new residents
Aging population looking for alternatives to home ownership and access to amenities	Improve accessibility within Auburn’s compact and walkable downtown and offer high quality rental housing options
High unemployment rate, low median income	Leverage the high concentration of anchor institutions and employers in and around the DRI area to increase employment and workforce development opportunities
Limited residential options downtown	Expand high quality housing options (market-rate and affordable) to attract individuals and families to downtown
Aging housing stock	Renovate existing properties to round out the residential housing stock and maintain the historic character of Auburn’s urban fabric
Several vacant and underutilized buildings and properties	Re-purpose centrally located, underutilized spaces to foster entrepreneurial growth and diversify downtown amenities
Limited access to parks and healthy food retailers in the West End	Expand access to public spaces; increase connectivity between downtown destinations; diversify downtown amenities; improve public transit systems
Disconnected tourism assets	Promote Auburn’s unique cultural, historical, artistic, and natural resources; improve connections to regional destinations; build out complementary amenities and services to keep tourists in town for a longer period of time

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SECTION 2

DOWNTOWN VISION, GOALS, + STRATEGIES

SECTION 2.1

COMMUNITY VISION

The vision statement was originally drafted by the City of Auburn as part of the City's Downtown Revitalization Initiative (DRI) application process and served as a starting point for discussions among the Local Planning Committee (LPC) members and the public. Refined over the course of multiple LPC meetings, the community vision is intended to be both ambitious and illustrative of the future Auburn can achieve through the implementation of DRI projects. This vision statement also provided the framework for the development of the Strategic Investment Plan, guiding decision-making about future development and investment in the DRI area.

“ THIS PLACE MATTERS.

The City of Auburn is committed to building on the interconnected relationships between its many natural, multicultural, educational, and historic assets, serving as a meeting place for civic engagement, and sustaining its unparalleled quality of life supported by a strong local economy, diversity, and restored vibrancy for all in the Auburn Business Improvement District and West End Arts District.



View East Along Genesee Street, Auburn's Downtown Corridor

SECTION 2.2

GOALS + STRATEGIES

Informed by public feedback, the LPC developed goals and strategies to support the community vision and provide detailed, action-oriented guidance for project development. Each project proposed for DRI funding achieves at least one of these goals and implements multiple strategies.

GOAL 01 Reinvent Downtown as a vibrant center for living, working, learning, entertaining, and civic engagement.

- STRATEGY 1.** Increase the availability of housing options
- STRATEGY 2.** Support mixed-use development, prioritizing retail/commercial uses on the ground level
- STRATEGY 3.** Expand educational and workforce development opportunities
- STRATEGY 4.** Increase the diversity of downtown activities to include more youth and family-friendly options

GOAL 1 SUPPORTS THE COMMUNITY VISION by encouraging the diversification of amenities and services in the downtown area to serve the needs of all residents and visitors. Introducing new retail and family-friendly uses, increasing access to housing, and creating workforce development opportunities will improve the quality of life for all in downtown Auburn.

GOAL 02 Promote Auburn and engage, educate, and welcome residents and visitors.

- STRATEGY 1.** Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place
- STRATEGY 2.** Provide workforce training and create diverse entrepreneurial opportunities
- STRATEGY 3.** Diversify downtown amenities to serve the needs of all residents

GOAL 2 SUPPORTS THE COMMUNITY VISION by building upon Auburn's many natural, multicultural, educational, and historic assets, which were consistently referenced by the public as downtown Auburn's greatest strengths, to make downtown an attractive, vibrant place for all residents and visitors.

GOAL 03 Beautify the City’s streetscapes, public spaces, and gateways.

- STRATEGY 1.** Improve pedestrian, bike, and transit infrastructure to create a more walkable and bikeable downtown.
- STRATEGY 2.** Foster a sense of place through the integration of landscaping, green infrastructure, site furnishings, public art, and wayfinding elements.
- STRATEGY 3.** Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.
- STRATEGY 4.** Establish gateways into the City that convey a unique sense of place.

GOAL 3 SUPPORTS THE COMMUNITY VISION by improving connectivity between local and regional destinations and providing diverse public spaces to meet the needs of residents and visitors and ensure downtown Auburn serves as a meeting place for civic engagement.

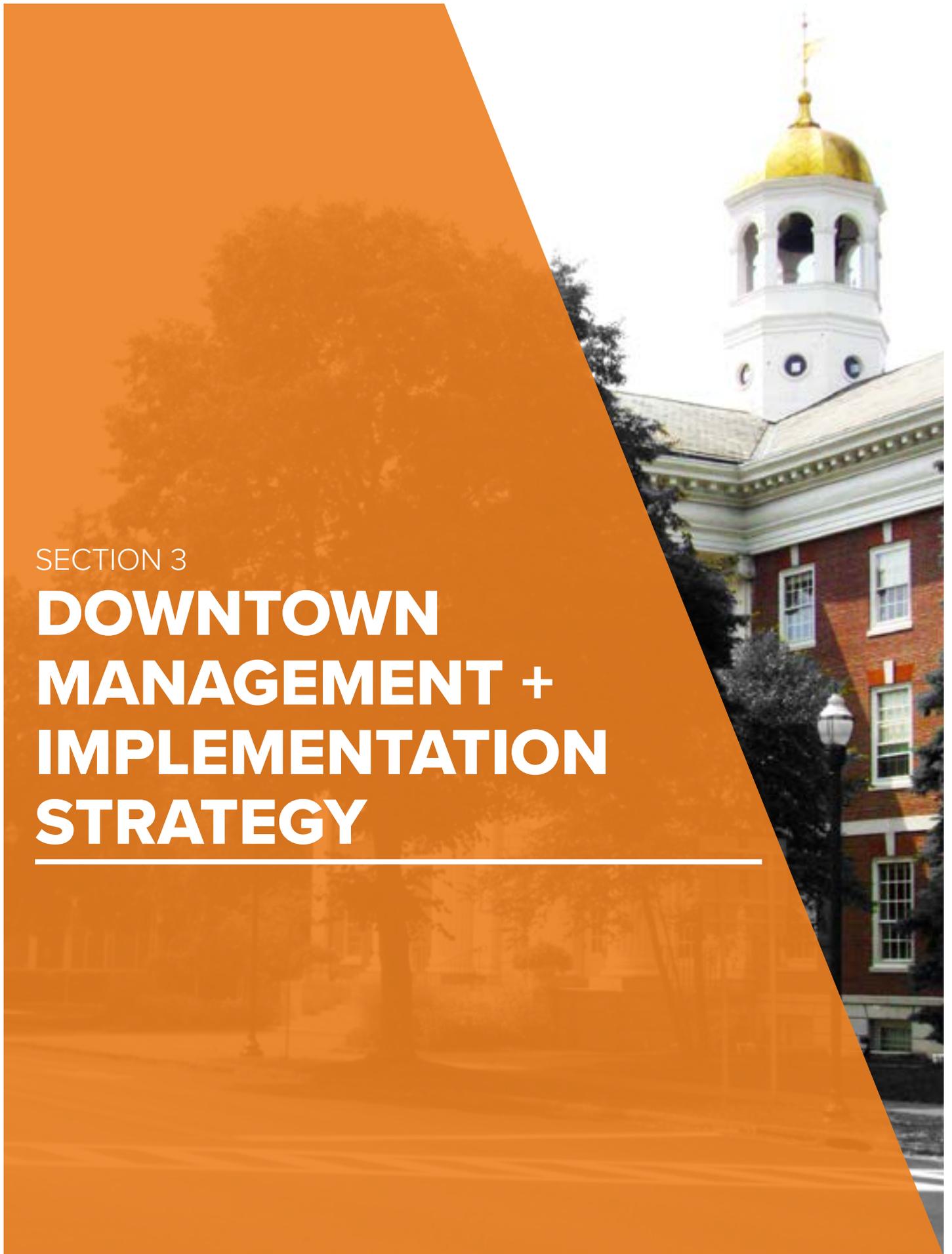
GOAL 04 Enhance, preserve, and activate the City’s architecture and urban fabric.

- STRATEGY 1.** Preserve and rehabilitate historic structures to maintain the City’s rich architectural resources
- STRATEGY 2.** Promote infill and the redevelopment of vacant and underutilized sites
- STRATEGY 3.** Encourage development that reflects the character of downtown and engages with and activates the streetscape
- STRATEGY 4.** Integrate the Owasco River into downtown’s urban fabric

GOAL 4 SUPPORTS THE COMMUNITY VISION by encouraging development that preserves the character of Auburn’s historic architectural resources, restores vibrancy to the downtown streetscape by re-purposing vacant and underutilized spaces, embraces one of Auburn’s major natural assets, and catalyzes additional investment.

SECTION 3

DOWNTOWN MANAGEMENT + IMPLEMENTATION STRATEGY



OVERVIEW

Local capacity is fundamental to the successful implementation and long-term success of the projects proposed for DRI funding. This section defines the management structure for implementing and maintaining public and private projects, as well as key project partners, to ensure each proposed project can move forward in a manner that is consistent with this Strategic Investment Plan.

PUBLIC

City of Auburn

The City's Director of Capital Projects and Grants (housed within the Office of the City Manager) will be the project lead for the following City-sponsored projects: "Transform a Vacant Lot into an Urban Public Plaza" and "Redevelop an Underutilized Strip Mall to Create a Shared Services Public Safety Building." On March 21, 2019, Auburn's City Council passed a resolution supporting these two priority projects for the City. The Director of Capital Projects and Grants will work closely with the Mayor, who serves as the co-chair of the Local Planning Committee, and other City departments to ensure the successful implementation of these projects.

The City's Director of Capital Project and Grants currently serves as the project manager for Auburn's DRI and led the development of the City's DRI application. The Director has been an active leader throughout the entire DRI planning process and will continue to work closely with the City's Common Council and other departments to coordinate and manage the implementation of all proposed projects across the DRI area.

The City's Director of Capital Project and Grants will be supported by the Department of Public Works, the Office of Planning & Economic Development, the Code Enforcement Office, as well as relevant public safety departments (police and fire), as needed. The Department of Public Works manages and maintains all City parks and has the capacity and experience to conduct routine park maintenance, as well as specialized maintenance to meet the needs of the proposed public plaza. The Department of Planning & Economic Development is staffed by 5

employees and will provide technical assistance to all DRI project sponsors related to City permitting requirements, such as site plan review and approval. Code Enforcement is staffed by 7 employees and will provide technical assistance related to code compliance and building and sign permits.

Auburn Downtown Business Improvement District (BID)

The Auburn Downtown BID will be the project lead for the Install Public Art to Create a Sense of Place and Beautify Downtown Auburn project. The BID is a membership organization of residents (750+), businesses and organizations (350), property owners (110), non-profit organizations, and government entities (45) that is committed to enhancing the appearance, economic viability, and quality of life in downtown Auburn. The BID is staffed by four employees and led by its Board of Directors, comprised of local business owners and organizations. In addition to dedicated staff, the BID regularly partners with other organizations to promote and fund public art and beautification projects, such as the Auburn Beautification Commission and Art for Auburn. In particular, Art for Auburn has overseen and successfully completed 15 public art projects in downtown Auburn since 2010.

Auburn Local Development Corporation (ALDC)

The ALDC will be the project lead for the Small Project Grant Fund (Establish a Downtown Auburn Fund to Support the Establishment and Growth of Small Businesses and Improve the Built Environment). The ALDC is a public benefit corporation whose mission is to plan and promote, and if necessary, to coordinate and execute programs in the City of Auburn aimed at improving the quality of life of its residents. ALDC has experience administering grant programs and overseeing capital projects. It is led by a Board of Directors (9 members) and staffed by three employees.

PRIVATE

Projects that involve new development, redevelopment, rehabilitation, and/or site improvements on privately owned property will be managed by the project sponsor, the City of Auburn, or a relevant local entity (e.g., ALDC). Fifteen of the projects proposed for DRI funding occur on private property, and of these projects, seven will be led by non-profit organizations. State agencies, such as Empire State Development, Homes and Community Renewal, and the Department of State will contract with project sponsors, the City, or a relevant local entity. All private projects will be required to meet local regulations and obtain any necessary permits. The City of Auburn may also provide assistance to project sponsors to ensure local permitting requirements are met.

TIMEFRAME FOR IMPLEMENTATION

Each project has a different timeline for implementation; however, all projects are ready to begin within one to six months of being awarded funding. Please refer to the table on page 3-4 for an implementation timeframe for each project.



LPC Co-Chairs, City and State Staff, and the Consultant Team Touring the Auburn DRI Area

Project Management and Implementation Timeframe

Project Name	Project Sponsor	Sponsor Type	Project Partners	Start Date	End Date
Create the West End Arts Campus	Cayuga Museum of History and Art and the Schweinfurth Art Center	Non-Profit	City of Auburn Public Art Commission; Historic and Cultural Sites Commission; NYS Equal Rights Heritage Center	Fall 2019	Winter 2021
Rehabilitate Metcalf Plaza	East Hill Family Medical, Inc.	Non-Profit	N/A	Fall 2019	Summer 2021
Redevelop an Underutilized Strip Mall to Create a Shared Services Public Safety Building	City of Auburn	Public	Auburn Local Development Corporation; City of Auburn; Mitchell Associates; Washington St. Partners	Fall 2019	Spring 2022
Construct New Multi-Family Residential Buildings on Vacant Land	R&M Associates, LLC	Private	N/A	Fall 2019	Winter 2021
Transform a Vacant Lot into an Urban Public Plaza	City of Auburn	Public	N/A	Fall 2019	Summer 2020
Establish a New Facility to Expand Services Provided by Nick's Ride 4 Friends	Nick's Ride 4 Friends	Non-Profit	Bouley Associates; Grounded; Good Vibes Neighborhood House; East Hill Family Medical, Inc.; HEAL; Life Works of Cayuga County	Fall 2019	Winter 2020
Rehabilitate the Seward House Museum's Carriage House and Barn	Seward House Museum	Non-Profit	N/A	Fall 2019	Fall 2021
Establish a Facility for CCC's Culinary Arts Program in Downtown Auburn	Cayuga Community College	Non-Profit	Soules and Dunn Development Group; Cayuga-Onondaga BOCES	Fall 2019	Summer 2020
Renovate Auburn Public Theater with a Cafe and Large Event Space	Auburn Public Theater	Non-Profit	GAC7; CINSYR; G.R.A.C.E. House	Fall 2019	Fall 2020
Convert a Vacant Structure into Six Apartments and a Ground Floor Retail Space	R&M Associates, LLC	Private	N/A	Fall 2019	Spring 2021
Establish a Downtown Auburn Fund to Support the Growth of Small Businesses and Improve the Built Environment	Auburn Local Development Corporation	Public	Cayuga Economic Development Agency; City of Auburn	Fall 2019	Fall 2022
Renovate Health Central to Provide New Specialty Health Services in a Walkable, Downtown Location	Central Building, LLC	Private	Undisclosed Potential Tenant	Fall 2019	Summer 2020
Install Public Art to Create a Sense of Place and Beautify Downtown Auburn	Auburn Downtown BID	Public	Auburn Public Theater; Christopher Community, Inc.; City of Auburn; local artists; Nash's Art Supply	Fall 2019	Spring 2021
Renovate and Restore the Willard Memorial Chapel	Community Preservation Committee, Inc.	Non-Profit	City of Auburn	Fall 2019	Winter 2020
Redevelop the Vacant Rudolph Building into Mixed-Use	Schulz Properties, Inc.	Private	N/A	Fall 2019	Fall 2020
Rehabilitate the Phoenix Building, a Prominent Landmark in Downtown Auburn	Andrew and Elizabeth Simkin	Private	N/A	Fall 2019	Spring 2020
Renovate an Affordable Housing Building	Borsa Apartments, LLC	Private	N/A	Fall 2019	Winter 2020
Create a Vibrant, Interactive, and Multi-Generational Destination in Downtown Auburn	63 Genesee Street LLC	Private	N/A	Fall 2019	Summer 2020



SECTION 4

PUBLIC INVOLVEMENT



Public Workshop #1 @ the Holiday Inn

SECTION 4.1

OVERVIEW

Community engagement is an integral part of Auburn's journey towards meaningful downtown revitalization. Engaging residents, landowners, elected officials, and local organizations throughout the planning process creates a shared vision for the future, builds critical partnerships, and develops local stewards committed to the long-term success of the projects included in this Strategic Investment Plan. To maximize community involvement, a flexible community engagement strategy was implemented that provided multiple opportunities for public feedback, idea development, and collaboration.

Engagement Opportunities

- 6** Local Planning Committee Meetings
- 4** Public Workshops
- 2** Opportunities for Submitting Project Ideas
- 1** Project Website



LPC Meeting #1 @ the Auburn Public Theater

SECTION 4.2

LOCAL PLANNING COMMITTEE

The Local Planning Committee (LPC) serves as the advisory group for Auburn’s DRI planning process, guiding decision-making related to project identification, development, and recommendations. The LPC met monthly in public venues to discuss and resolve public feedback, review proposed projects, and provide guidance to the consultant team regarding draft documents and project development. The LPC is comprised of stakeholders with a diversity of perspectives and experiences, including: local and regional government officials, business owners, educational institutions, local development corporations, and social, cultural, and public service organizations.

Who are the LPC members?

The LPC members are local stakeholders who represent different community perspectives and have a unique understanding of downtown Auburn. The LPC is comprised of individuals from local government and regional economic development organizations, Auburn Public Theater, Cayuga Community College, Currier Plastics, East Hill Family Medical, Lyons National Bank, the NAACP, Nick’s Ride 4 Friends, and Westminster Presbyterian Church.

LPC MEETING #1

SEPTEMBER 25, 2018

The first LPC meeting was held at the Auburn Public Theater and served as the DRI project kick-off. The first half of the meeting focused on introducing the project team, defining roles and responsibilities, and describing the DRI program scope, the planning process, key milestones, and Auburn's recent revitalization efforts.

The second half of the meeting consisted of an interactive visioning activity where LPC members were asked to answer the following questions with only one word:

- What is Auburn's greatest asset?
- What is the greatest challenge facing downtown today?
- How would you like to be able to describe Auburn in 5 years?

This visioning activity served as a starting point for refining the community vision, defining the LPC's priorities, and providing direction for the development of the Strategic Investment Plan. The LPC responses to the visioning activity are summarized below.

LPC MEETING #2

OCTOBER 23, 2018

The second LPC meeting was held at the Holiday Inn in Auburn. The meeting provided an overview of the key findings from the Downtown Profile and facilitated discussions related to drafts of the public engagement strategy, the community vision, and goals. During these discussions, the LPC emphasized the need to celebrate Auburn's multicultural and educational resources (in addition to its many cultural and historic assets), to strive for restored vibrancy and prosperity for all residents, and to identify strategies for engaging historically marginalized communities in the planning process. The meeting concluded with a review of all proposed projects (22 total) identified in the City's original DRI application.

Describing Downtown Auburn in One Word:

GREATEST ASSET

- **History** (4 responses)
- **People** (2 responses)
- Activity
- Boutiques
- Buildings
- Location
- River
- Size
- Vibrancy
- Youth

GREATEST CHALLENGE

- **Demographics** (2 responses)
- **Parking** (2 responses)
- Age
- Attitude
- Bars
- Citizens
- Emptiness
- Marginalization
- Money
- Retail
- Self-Esteem
- Uniqueness

IN 5 YEARS

- **Diverse** (2 responses)
- **Vibrant** (2 responses)
- Busy
- Comfortable
- Destination
- Exciting
- Fabulous!
- Fun
- Healthy
- Safe
- Shalom
- Welcoming

LPC MEETING #3

NOVEMBER 27, 2018

The third LPC meeting was held at the Cayuga Museum's Carriage House and focused primarily on the new project proposals received through the Open Call for Project Proposals ("Open Call"). Twenty-one proposals were received in response to the Open Call, of which one was a branding and marketing project, 14 were development or rehabilitation projects, and six were public improvement projects. The LPC discussed each project proposal and recommended 11 projects for further development. Two projects were recommended for the Small Project Grant Fund due to their focus on exterior improvements and a relatively low DRI funding request (less than \$100,000). Seven projects were removed from consideration for DRI funding. These projects either required significant DRI boundary amendments or were public improvement projects proposed by private citizens on behalf of the City.

The LPC also reviewed boundary amendment requests and approved four amendments. Boundary amendments were only approved for parcels that shared an edge with the DRI area.

Decisions regarding Open Call projects and boundary amendments are summarized in the panel to the right.

OPEN CALL PROJECT PROPOSALS

Recommended for Further Development:

1. Beeline Apartments
2. Cayuga Counseling Renovations
3. Good Vibes Neighborhood House
4. Harriet Tubman Center for the Arts!
5. 63 Genesee Public Art
6. Downtown BID Public Art
7. Seward House Museum Climate Regulation
8. Seward House Museum Building Repair
9. Talking Movies
10. Veteran's Health Services @ Health Central
11. Willard Memorial Chapel Rehabilitation
12. Women's Health Services @ Health Central

Recommended for Small Project Grant Fund:

1. 123-125 Genesee Street
2. 39 Genesee Street

Removed from DRI Funding Consideration:

1. 41-55 Washington Street
2. Osborne Library
3. Tinker's Guild
4. Genesee Street Mall
5. Light Up Auburn
6. Urban Forest
7. Pollinator Path

BOUNDARY AMENDMENTS

Approved:

1. Health Central projects located at 37 W. Garden Street
2. Nick's Ride 4 Friends project location at 13 Chapel Street (included in the City's original DRI application)
3. Parker Street Enhancements (included in the City's original DRI application)
4. Willard Memorial Chapel located at 17 Nelson Street

LPC MEETING #4

DECEMBER 18, 2018

The fourth LPC meeting was held at the Holiday Inn in Auburn and was comprised of two parts: review of all proposed projects and a DRI Dollars Activity to gauge initial project recommendations.

After several follow-ups with project sponsors between LPC meeting #3 and #4, five projects were removed from consideration or merged with other projects, including:

1. **Talking Movies:** removed due to lack of project readiness and lack of interest from property owner
2. **Good Vibes Neighborhood House:** merged with Nick's Ride 4 Friends project at 13 Chapel Street
3. **Downtown Wayfinding:** removed by project sponsor (City of Auburn) in an effort to prioritize the sponsor's DRI funding requests
4. **Marketing Auburn:** removed by project sponsor (City of Auburn) as a result of funding awarded through the Consolidated Funding Application
5. **Parker Street Enhancements:** removed by project sponsor (City of Auburn) in an effort to prioritize the sponsor's DRI funding requests

Twenty-nine proposed projects were presented to the LPC, including each project's proposed scope, total estimated cost, and the DRI funding request. Of the 29 projects, one was a branding and marketing projects, 24 were development or rehabilitation projects, three were public improvement projects, and one was the small project grant fund.

Following the presentation of the proposed projects, each LPC member received \$10 million in DRI Dollars and was asked to allocate her/his money among the 29 proposed projects that she/he most wanted to see funded through the DRI program. This same DRI Dollar Activity was repeated at Public Workshop #2 and Public Workshop #3. For a summary of the DRI Dollar Activity results from the LPC meeting and Public Workshops, please see page 4-12.



DRI Dollar Activity at LPC Meeting #4

LPC MEETING #5

JANUARY 22, 2019

The fifth LPC meeting was held at City Hall in the Council Chambers. This meeting focused on reviewing three new project ideas submitted for LPC consideration and recommending an initial slate of projects for inclusion in this Strategic Investment Plan.

As a result of Public Workshop #3, three new concept proposals were submitted to the LPC. These projects included:

1. Jamaican food restaurant (downtown location TBD)
2. aaduna House: a retreat learning center (70 South Street)
3. Foundation for Urban Repair (77 South Street)

The two concept proposals located on South Street are outside of the DRI boundary. The LPC decided to postpone a boundary amendment discussion until they had time to fully review each application.

The remainder of the meeting was dedicated to reviewing the 29 proposed projects and preparing a tentative list of projects recommended for inclusion in the Strategic Investment Plan (priority), projects that were a better fit under other funding streams (pipeline), and projects where more information was desired (parking lot).

The tentative list of **priority** projects included:

1. West End Arts Campus
2. East Hill Family Medical Mixed-Use Development
3. Shared Public Services Building
4. East Hill Park Neighborhood
5. State Street Event Plaza
6. Nick's Ride 4 Friends
7. Seward House Museum Building Repair
8. Cayuga Culinary Center
9. Auburn Public Theater Cafe & Performance Space
10. Small Project Grant Fund
11. Downtown BID Public Art
12. Willard Memorial Chapel Rehabilitation
13. 99 Genesee Street Mixed-Use Development
14. Phoenix Building Rehabilitation
15. 55 Market Street Affordable Housing
16. 63 Genesee Public Art

\$12.5M DRI FUNDING REQUEST



LPC Meeting #5 @ Council Chambers in City Hall (photo credit: Dan Orzechowski, The Auburn Citizen)

LPC MEETING #6

FEBRUARY 26, 2019

The sixth LPC meeting was held at the Hilton Garden Inn in Auburn and focused on identifying projects recommended for inclusion in this Strategic Investment Plan.

The LPC confirmed that the 16 priority projects identified at LPC Meeting #5 should be recommended for DRI funding and included in the Strategic Investment Plan. The Committee also confirmed that the six pipeline projects identified during LPC Meeting #5 should not be recommended for DRI funding, but should be included in the Strategic Investment Plan as projects important to downtown's revitalization.

A majority of the meeting focused on discussing the three concept proposals and the seven "parking lot" projects. The Committee did not approve a boundary amendment, making two of the concept proposals ineligible for DRI funding (Foundation for Urban Repair and the aaduna House). The Committee agreed that the Jamaican Restaurant was an important project, but decided it would be best suited for the small project grant fund.

Of the seven parking lot projects, the Committee determined that two should be recommended for DRI funding (22 E. Genesee Street redevelopment and Health Central renovation of a 10,000 SF space) and the remaining five should be included in the Strategic Investment Plan as pipeline projects.

PROJECTS RECOMMENDED FOR DRI FUNDING

1. West End Arts Campus
2. East Hill Family Medical Mixed-Use Development
3. Shared Public Services Building
4. East Hill Park Neighborhood
5. State Street Event Plaza
6. Nick's Ride 4 Friends
7. Seward House Museum Building Repair
8. Cayuga Culinary Center
9. Auburn Public Theater Cafe & Performance Space
10. 22 E. Genesee Street
11. Small Project Grant Fund
12. Renovate a 10,000 SF space @ Health Central
13. Downtown BID Public Art
14. Willard Chapel Rehabilitation
15. 99 Genesee Street Mixed-Use Development
16. Phoenix Building Rehabilitation
17. 55 Market Street Affordable Housing
18. 63 Genesee Public Art

\$13.5M DRI FUNDING REQUEST



Visioning During Public Workshop #1

SECTION 4.3

PUBLIC WORKSHOPS

Meaningful engagement of community members is critical to the success of this planning effort, as the implementation of this Plan will directly impact Auburn residents, business-owners, and visitors. Understanding and responding to the needs of the local community is one of the primary responsibilities of the LPC, and public workshops provided an interactive forum for the public to share their local knowledge and insights, articulate their concerns, and participate in a process that has the ability to fundamentally improve the quality of life in downtown Auburn.

Workshops vs. Meetings

Workshops use innovative strategies to encourage public participation in an engaging, interactive, and inviting environment. As opposed to traditional public meetings that focus on presenting information to an audience with limited opportunities for information exchange and dialogue, workshops recognize residents and business owners as the local experts and provide them with a forum to educate the meeting facilitators and their peers by sharing their unique knowledge about their community.

PUBLIC WORKSHOP #1

OCTOBER 23, 2018

The first public workshop was held at the Holiday Inn in Auburn immediately following the second LPC meeting. After a brief overview of the DRI program, approximately 80 attendees participated in activities focused on defining Auburn's strengths and weaknesses, envisioning the future of downtown, and identifying potential projects important to revitalization. The results of these activities are summarized in the panel to the right and in the graphics below.

The current state of downtown Auburn was frequently described as historic, progressing, vibrant, growing, and full of potential. Building on these positive attributes, the public envisioned the future of downtown Auburn as diverse, a destination, inclusive, fun, progressive, safe, sustainable, vibrant, walkable, and welcoming.

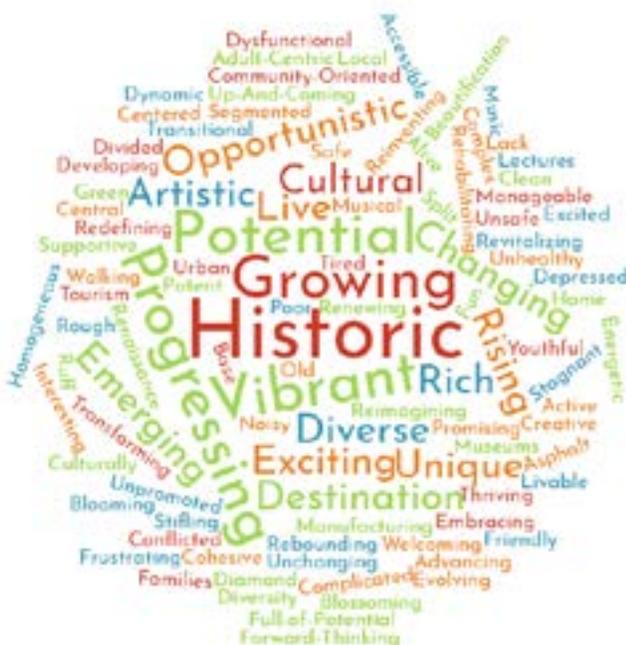


PUBLIC WORKSHOP #1 PROJECT IDEAS

During public workshop #1, participants were asked to identify projects that would contribute to Auburn's downtown revitalization. Below is a list of the key themes identified by the public:

- Affordable housing
- Aging in place opportunities (affordability + quality)
- Arts + Entertainment District establishment
- Cooperative spaces
- Entrepreneurial development opportunities
- Gateways into the City
- Public space expansion + improvements (lighting, art, bike racks, benches, etc.)
- Redevelopment of underutilized spaces
- Restoration of historic/iconic buildings
- Retail and mixed-use development
- Streetscape improvements + amenities
- Transit improvements
- Wayfinding
- Youth leadership opportunities

AUBURN TODAY



ENVISIONING AUBURN'S FUTURE



PUBLIC WORKSHOP #2

DECEMBER 18, 2018

The second public workshop was also held at the Holiday Inn and immediately followed the fourth LPC meeting. The workshop was well attended by the public - over 100 people were present. Following a brief presentation summarizing the key findings from the Downtown Profile and describing the 29 proposed projects, \$10 million in DRI Dollars was distributed to each attendee. Similar to the DRI Dollar Activity at LPC meeting #4, each workshop participant allocated her/his \$10 million to the projects she/he felt were most important to Auburn's downtown revitalization. For a summary of the DRI Dollar Activity results from the LPC meeting and Public Workshops #2 and #3, please see page 4-12.

PUBLIC WORKSHOP #3

JANUARY 8, 2019

In an effort to better engage historically marginalized communities in the DRI planning process, a third public workshop was held at the Booker T. Washington Community Center. This meeting combined information and activities from public workshops #1 and #2 into a two-part event. An open house provided general information regarding Auburn's DRI program and several interactive boards prompting the public to identify Auburn's strengths and challenges, suggest ways to improve downtown Auburn, and share potential project ideas. Following the open house, a public workshop introduced participants to the 29 proposed projects, and the consultant team facilitated a group discussion about which projects would have the greatest positive impact on downtown and which types of projects were missing from the preliminary project list. All participants who had not attended public workshop #2 were then invited to participate in the DRI Dollar Activity.



Public Workshop #2. Over 100 people attended the second public workshop, which provided an overview of key findings from the Downtown Profile, introduced the proposed projects, and gave the participants the opportunity to allocate \$10 million in DRI Dollars to the projects they felt were most important to Auburn's downtown revitalization.



PUBLIC WORKSHOP #3 PROJECT IDEAS

During public workshop #3, participants identified additional projects that would contribute to Auburn’s downtown revitalization and better meet the needs of all community members. Below is a list of the key themes identified by the public:

- Ethnic eateries + food trailers
- Group fitness
- Incubation + technical assistance for minority-owned start-ups
- Integration of watershed management
- Interpretive signage, with a focus on stormwater and the Owasco River
- Recovery services
- Teen-centered resources/activities
- Youth entrepreneurship and workforce development

DRI DOLLAR ACTIVITY RESULTS

Eleven projects received consistent and strong support at the three meetings where the DRI Dollar Activity was conducted. These projects are listed below and total approximately \$8 million in DRI funding requests.

1. East Hill Family Medical Mixed-Use Development
2. Shared Public Services Building
3. State St. Event Plaza
4. Nick’s Ride 4 Friends
5. Willard Memorial Chapel Rehabilitation
6. Auburn Public Theater Cafe & Performance Space
7. Small Project Grant Fund
8. Downtown BID Public Art
9. 99 Genesee St. Mixed-Use Development
10. 55 Market Street Affordable Housing
11. 63 Genesee St. Public Art



Public Workshop #3. Approximately 50 people attended an open house and public workshop at the Booker T. Washington Community Center to learn about Auburn’s DRI, share new project ideas, and collaborate with fellow community members..

PUBLIC WORKSHOP #4

MARCH 6, 2019

The final public workshop was held at the Hilton Garden Inn in Auburn. The purpose of this workshop was to share the projects recommended by the LPC for inclusion in this Strategic Investment Plan with the community - many of whom were actively engaged throughout the entire DRI planning process.

The meeting provided an overview of Auburn's DRI journey and community engagement over the past six months. A majority of the presentation focused on describing the eighteen priority projects recommended by the LPC for DRI funding. The eleven pipeline projects were also presented. After the presentation, a majority of the public discussion focused on project selection, the development of cost estimates, and the State contracting process once project awards are announced.



Public Workshop #4. Approximately 30 people attended the final public workshop, which provided an overview of Auburn's DRI journey and presented the eighteen priority projects recommended by the LPC for DRI funding.



The Owasco River Tucked Behind E. Genesee Street

SECTION 4.4

ADDITIONAL ENGAGEMENT

The project team offered additional engagement opportunities to ensure as many community members as possible could learn about the DRI program, provide feedback, share ideas, and respond to project proposals. A project website provided access to DRI meeting information and included a mechanism for submitting comments, allowing those unable to attend meetings in person to stay up-to-date with and contribute to the planning process. Public opportunities to submit project proposals and ideas for the LPC's consideration were created. And, the project team attended established community events to present information related to Auburn's DRI.

PROJECT WEBSITE

Webpages dedicated to the Auburn DRI planning process were created on the Auburn Sparks website. The project website provided general information about the DRI program, advertised all LPC meeting and public workshops, and provided access to presentations and video recordings of all meetings and workshops. The website also included a comment form that allowed the public to submit feedback, which was compiled and provided to the LPC each month.

OPEN CALL FOR PROJECT PROPOSALS

An Open Call for Project Proposals was made publicly available on October 2, 2018 via the project website and the City of Auburn website. Hard-copies of the Open Call were also made available at City Hall. The deadline for project proposals was November 2, 2019. Twenty-one proposals were received in response to the Open Call. Of those proposals, five have been developed into full project profiles and are included in this Strategic Investment Plan.

CONCEPT PROPOSAL IDEAS

The LPC reserved the right to review and consider new project proposals through the entire DRI planning process. To facilitate the screening and review of additional project ideas, a separate Concept Proposal Idea form was developed and distributed at Public Workshop #3. Three concept proposals were submitted to the LPC for their consideration:

1. Foundation for Urban Repair (outside of DRI boundary)
2. aaduna House Retreat Learning Center (outside of DRI boundary)
3. Jamaican Restaurant (location TBD)

The LPC did not approve a boundary amendment to include the concept proposals located outside of the DRI boundary, and the LPC recommended the Jamaican Restaurant be considered for the proposed small project grant fund.

PARTICIPATION IN OTHER COMMUNITY EVENTS

WEDNESDAY MORNING ROUNDTABLE

The LPC co-chairs, the City's Director of Capital Project and Grants, and a representative of the consultant team participated in the February Wednesday Morning Roundtable and presented the status of Auburn's DRI. The Wednesday Morning Roundtable is a public event hosted by the Auburn YMCA-WEIU and provides a platform to bring citizens together to discuss community issues and serves as a catalyst for community dialogue and improvement.

CEDA 101 FOR LENDERS

The Cayuga Economic Development Agency (CEDA) hosted a "Bankers Breakfast" the morning of February 26, 2019 to convene local lending institutions and provide an overview of available grant and loan resources. One of the four presentations focused on Auburn's DRI, including an overview of the DRI grant program, proposed projects, and the State contracting process. Multiple lending institutions expressed a willingness to work with project sponsors to provide bridge financing, if awarded DRI funding.

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SECTION 5

PROJECTS PROPOSED FOR DRI FUNDING



Proposed State Street Event Plaza

SECTION 5.1

SUMMARY OF PROJECTS

The LPC identified 18 priority projects for DRI funding. Concentrated in downtown Auburn, these priority projects are diverse in scope, and when considered together, have the potential to transform downtown Auburn. The LPC identified 11 pipeline projects, which are also important to downtown revitalization, but will be pursued through other funding sources and partnerships (see Section 5.3). All priority and pipeline projects are aligned with the community vision, advance the goals and strategies defined in this Plan, and are expected to spur additional public and private investment within the DRI area.

Project Synergy

The priority projects are concentrated in the heart of downtown Auburn along Genesee Street. This close geographic proximity combined with the diversity of project types - cultural, historic preservation, recreation, healthcare, education, mixed-use, and residential - fosters cooperation, enables projects to leverage one another's momentum and benefits, and results in a comprehensive revitalization approach that will help sustain Auburn in the long-term.

PRIORITY PROJECTS

PROJECTS RECOMMENDED FOR DRI FUNDING BY THE LPC

The LPC, guided by public input, recommends 18 projects for DRI funding. Combined, these projects are expected to have a significant, positive effect on Auburn's downtown revitalization, transforming the DRI area into a vibrant community where people will want to live, work and raise families. In identifying these projects, the LPC considered the following criteria:

- Alignment with DRI goals and existing local and regional plans
- Catalytic potential - the ability to spur other private and public investment
- Community and economic benefits
- Impact on job growth and retention
- Market demand and economic feasibility
- Project sponsor capacity to implement and sustain the project
- Public support
- Transformative potential - the ability to fundamentally improve downtown
- Workforce development opportunities

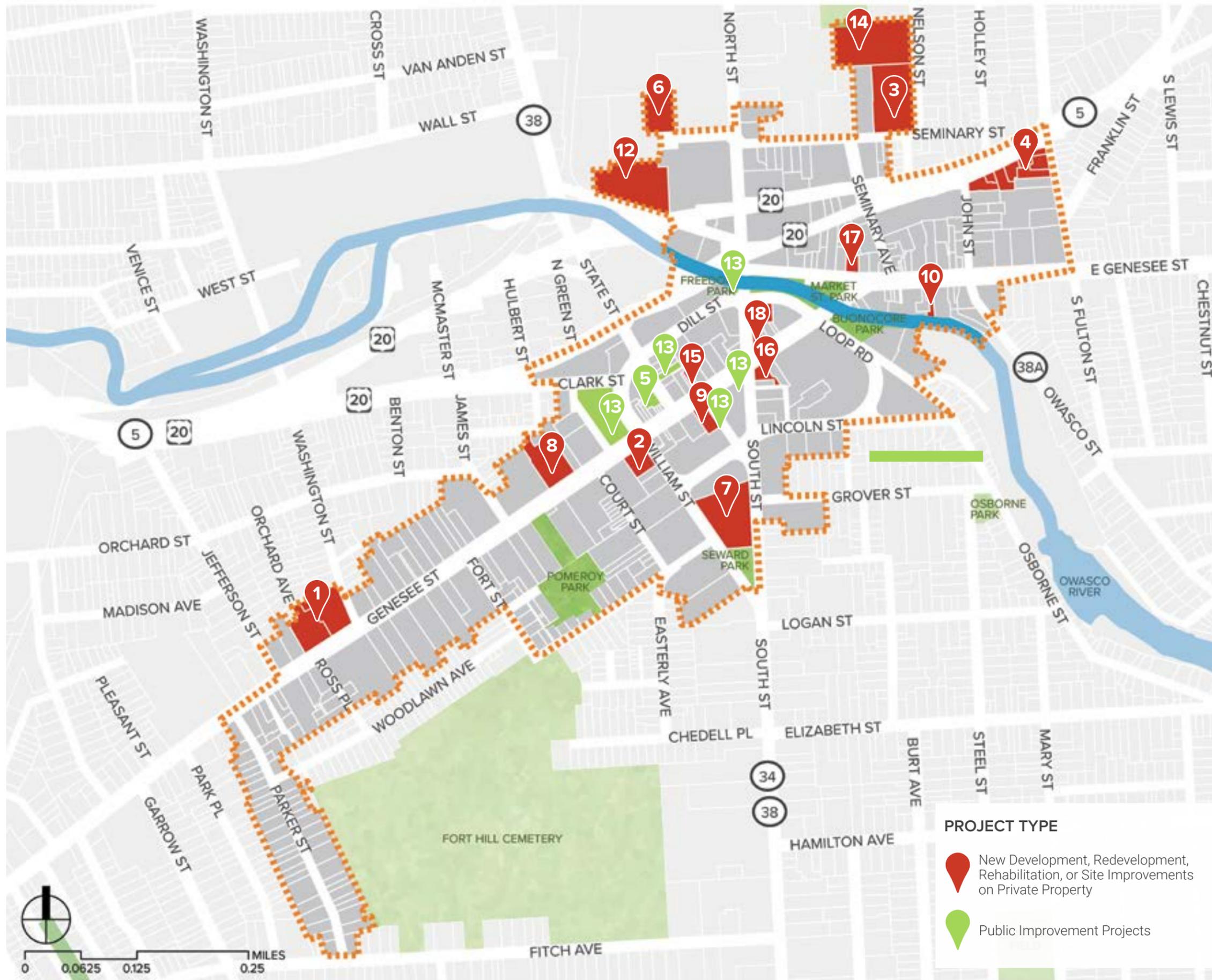
Priority projects are summarized in the Table on page 5-4, and detailed project profiles for each priority project recommended for DRI funding are in Section 5.2, which begins on page 5-7.



Proposed Transformation of a Vacant Site into the State Street Event Plaza, an Urban Public Plaza

Priority Project Summary Table

Project Name	Estimated Total Project Cost	DRI Funding Request	Page Number
Create the West End Arts Campus	\$3,750,000	\$2,230,000	5-10
Rehabilitate Metcalf Plaza	\$2,500,212	\$2,000,000	5-21
Redevelop an Underutilized Strip Mall to Create a Shared Services Public Safety Building	\$10,038,350	\$1,200,000	5-30
Construct New Multi-Family Residential Buildings on Vacant Land	\$4,204,873	\$1,100,000	5-39
Transform a Vacant Lot into an Urban Public Plaza	\$1,600,000	\$1,000,000	5-46
Establish a New Facility to Expand Services Provided by Nick's Ride 4 Friends	\$1,331,801	\$931,801	5-54
Rehabilitate the Seward House Museum's Carriage House and Barn	\$1,232,000	\$863,925	5-63
Establish a Downtown Facility for Cayuga Community College's Culinary Arts Program	\$1,465,000	\$800,000	5-70
Renovate Auburn Public Theater with a Cafe and Large Event Space	\$1,976,000	\$700,000	5-78
Convert a Vacant Structure into Six Apartments and a Ground Floor Retail Space	\$1,610,627	\$625,000	5-87
Establish a Downtown Auburn Fund to Support the Growth of Small Businesses and Improve the Built Environment	\$772,800	\$600,000	5-94
Renovate Health Central to Provide New Specialty Health Services in a Walkable, Downtown Location	\$950,000	\$385,000	5-101
Install Public Art to Create a Sense of Place and Beautify Downtown Auburn	\$300,000	\$285,000	5-110
Renovate and Restore the Willard Memorial Chapel	\$535,000	\$267,500	5-120
Redevelop the Vacant Rudolph Building into Mixed-Use	\$432,000	\$172,800	5-127
Rehabilitate the Phoenix Building, a Prominent Landmark in Downtown Auburn	\$160,000	\$120,000	5-134
Renovate an Affordable Housing Building	\$192,000	\$120,000	5-141
Create a Vibrant, Interactive and Multi-Generational Destination in Downtown Auburn	\$150,000	\$100,000	5-147
TOTAL	\$33,050,813	\$13,501,026	



PRIORITY PROJECTS

1. Create the West End Arts Campus
2. Rehabilitate Metcalf Plaza
3. Redevelop an Underutilized Strip Mall to Create a Shared Services Public Safety Building
4. Construct New Multi-Family Residential Buildings on Vacant Land
5. Transform a Vacant Lot into an Urban Public Plaza
6. Establish a New Facility to Expand Services Provided by Nick's Ride 4 Friends
7. Rehabilitate the Seward House Museum's Carriage House and Barn
8. Establish a Downtown Facility for Cayuga Community College's Culinary Arts Program
9. Renovate Auburn Public Theater with a Cafe and Large Event Space
10. Convert a Vacant Structure into Six Apartments and a Ground Floor Retail Space
11. Establish a Downtown Auburn Fund to Support the Growth of Small Businesses and Improve the Built Environment (DRI-wide; not mapped)
12. Renovate Health Central to Provide New Specialty Health Services in a Walkable, Downtown Location
13. Install Public Art to Create a Sense of Place and Beautify Downtown Auburn
14. Renovate and Restore the Willard Memorial Chapel
15. Redevelop the Vacant Rudolph Building into Mixed-Use
16. Rehabilitate the Phoenix Building, a Prominent Landmark in Downtown Auburn
17. Renovate an Affordable Housing Building
18. Create a Vibrant, Interactive and Multi-Generational Destination in Downtown Auburn

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Proposed West End Arts Campus

SECTION 5.2

PRIORITY PROJECT PROFILES

The LPC recommends 18 projects for DRI funding consideration. Identification of these projects was informed by public input, alignment of each project with the vision, goals, and strategies defined in this Plan, and the combined ability of these projects to jump start revitalization and leverage additional investment in downtown Auburn. The following section provides detailed project information, demonstrating the benefits, feasibility, readiness, sustainability, and transformative potential of each of these recommended projects.

Priority Projects

Project #	Project Name	Project Description	Responsible Party	Est. Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1	Create the West End Arts Campus	Site and architectural improvements to create a unified campus that serves as the West End gateway	Schweinfurth Art Center and Cayuga Museum of History and Art	\$3,750,000	\$2,230,000	Donations from major foundations and private donors	Fall 2019	Winter 2021	2 full-time; 2 part-time
2	Rehabilitate Metcalf Plaza	Renovations to create a mixed-use development with 13 market rate apartments and an updated healthcare center	East Hill Family Medical, Inc.	\$2,500,212	\$2,000,000	Sponsor equity	Fall 2019	Summer 2021	Several new jobs expected
3	Redevelop an Underutilized Strip Mall to Create a Shared Services Public Safety Building	Redevelopment of underutilized building to create a new public safety complex	City of Auburn	\$10,038,350	\$1,200,000	DEC Climate Smart Communities Grant; Civic Facility Bond	Fall 2019	Spring 2022	2 full-time; 1 part-time
4	Construct New Multi-Family Residential Buildings on Vacant Land	Redevelopment of vacant lots to create 5 new apartment houses with 4 market rate units per building	R&M Associates, LLC	\$4,204,873	\$1,100,000	Sponsor in-kind contribution; sponsor equity; construction loan	Fall 2019	Winter 2021	2 part-time
5	Transform a Vacant Lot into an Urban Public Plaza	Conversion of the former Kalet lot into an urban, public plaza along the State Street Creative Corridor	City of Auburn	\$1,600,000	\$1,000,000	Donations from major foundations and private donors; civic facility bond	Fall 2019	Summer 2020	Short-term contract employment for artists
6	Establish a New Facility to Expand Services Provided by Nick's Ride 4 Friends	Environmental remediation; interior renovations and MEP upgrades; 1st and 2nd floors for NPOs; 3rd floor for Nick's Ride 4 Friends	Nick's Ride 4 Friends	\$1,331,800	\$931,800	Allyn Foundation; private donors	Fall 2019	Winter 2020	2 full-time; 1 part-time
7	Rehabilitate the Seward House Museum's Carriage House and Barn	Structural repairs to barn and carriage house; accessibility improvements	Seward House Museum	\$1,232,000	\$863,925	Seward House assets; private donors	Fall 2019	Fall 2021	0
8	Establish a Downtown Facility for Cayuga Community College's Culinary Arts Program	Interior renovations to create 2 teaching kitchens and classroom space	Cayuga Community College (CCC)	\$1,465,000	\$800,000	Cayuga Community College (CCC) operating budget	Fall 2019	Summer 2020	1 full-time; several adjunct instructor positions
9	Renovate Auburn Public Theater with a Cafe and Large Event Space	Interior, exterior, and site improvements to create black box theater, Music Hall of Fame, and Sun Cafe	Auburn Public Theater	\$1,900,000	\$700,000	Several grants; private donors and foundations	Fall 2019	Fall 2020	20

Priority Projects, Continued

Project #	Project Name	Project Description	Responsible Party	Est. Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
10	Convert a Vacant Structure into Six Apartments and a Ground Floor Retail Space	Redevelopment of a vacant building into mixed-use with 6 market rate apartments and 1st floor retail	R&M Associates, LLC	\$1,610,627	\$625,000	Sponsor in-kind contribution; construction loan	Fall 2019	Spring 2021	1 full-time; 4 part-time
11	Establish a Downtown Auburn Fund to Support the Growth of Small Businesses and Improve the Built Environment	Small project grant fund	Auburn Local Development Corporation	\$772,800	\$600,000	Project applicant match	Fall 2019	Fall 2022	0
12	Renovate Health Central to Provide New Specialty Health Services in a Walkable, Downtown Location	Renovations to a 10,000 SF space at Health Central to create a Specialty Health Services Suite	Central Building, LLC	\$950,000	\$385,000	Sponsor equity	Fall 2019	Summer 2020	44
13	Install Public Art to Create a Sense of Place and Beautify Downtown Auburn	Design and installation of 2 murals, 3 sculptures, light pole banners, and green space improvements	Downtown Auburn BID	\$300,000	\$285,000	Donations	Fall 2019	Spring 2021	Short-term contract employment for artists
14	Renovate and Restore the Willard Memorial Chapel	Interior renovations, lighting restoration, and site improvements	Community Preservation Committee, Inc.	\$535,000	\$267,500	Sponsor equity; in-kind match by various parties	Fall 2019	Winter 2020	0
15	Redevelop the Vacant Rudolph Building into Mixed-Use	Redevelopment of a vacant building into mixed-use with 3 market rate apartments and 1st floor retail	Schulz Properties, Inc.	\$432,000	\$172,800	Bank Loan	Fall 2019	Fall 2020	2 full-time; 4 part-time
16	Rehabilitate the Phoenix Building, a Prominent Landmark in Downtown Auburn	Exterior rehabilitation of cornice and window frames	Andrew and Elizabeth Simkin	\$160,000	\$120,000	Sponsor Equity	Fall 2019	Spring 2020	0
17	Renovate an Affordable Housing Building	Restoration of the façade and east wall; brick and roof repairs; upgrades to common areas and commercial space	Borsa Apartments, LLC	\$192,000	\$120,000	Sponsor Equity	Fall 2019	Winter 2020	0
18	Create a Vibrant, Interactive and Multi-Generational Destination in Downtown Auburn	Installation of a mural, interactive sculptures, musical equipment; architectural lighting; hardscape improvements	63 Genesee Street LLC	\$150,000	\$100,000	Sponsor Equity	Fall 2019	Summer 2020	Short-term contract employment for artists

Create the West End Arts Campus

FUNDING REQUEST

DRI Funding Request: **\$2,230,000**

Estimated Total Project Cost: **\$3,750,000**

PROJECT DESCRIPTION

The Cayuga Museum of History and Art (“Cayuga Museum”) and the Schweinfurth Art Center (“Schweinfurth”) propose site and architectural improvements to their respective, adjacent properties to establish a unified campus serving as the West End gateway to downtown and the future Auburn Arts and Entertainment District. In addition to the several public amenities the two museums already offer (e.g., art galleries, history exhibits, classes, performing arts events, and space for community events), the proposed project would provide an attractive cultural destination of local, regional, and national significance, improve access for all, and build community through expanded programming and access to open space in an area that is currently underserved.

Proposed site improvements include:

- A continuous outdoor walkway, providing an accessible connection between all buildings on the Schweinfurth and Cayuga Museum properties, parking areas, and the streetscape
- Parking lot and driveway upgrades, including full depth reconstruction, restriping, provision of handicap accessible parking spaces, and planting areas, on both properties
- Site amenities, including lighting, signage, interpretive panels, bike racks, and benches on both properties and an outdoor play sculpture at the Schweinfurth
- New plaza spaces to provide space for community gatherings and neighborhood events on both properties and an exterior gallery and outdoor classroom at the Schweinfurth

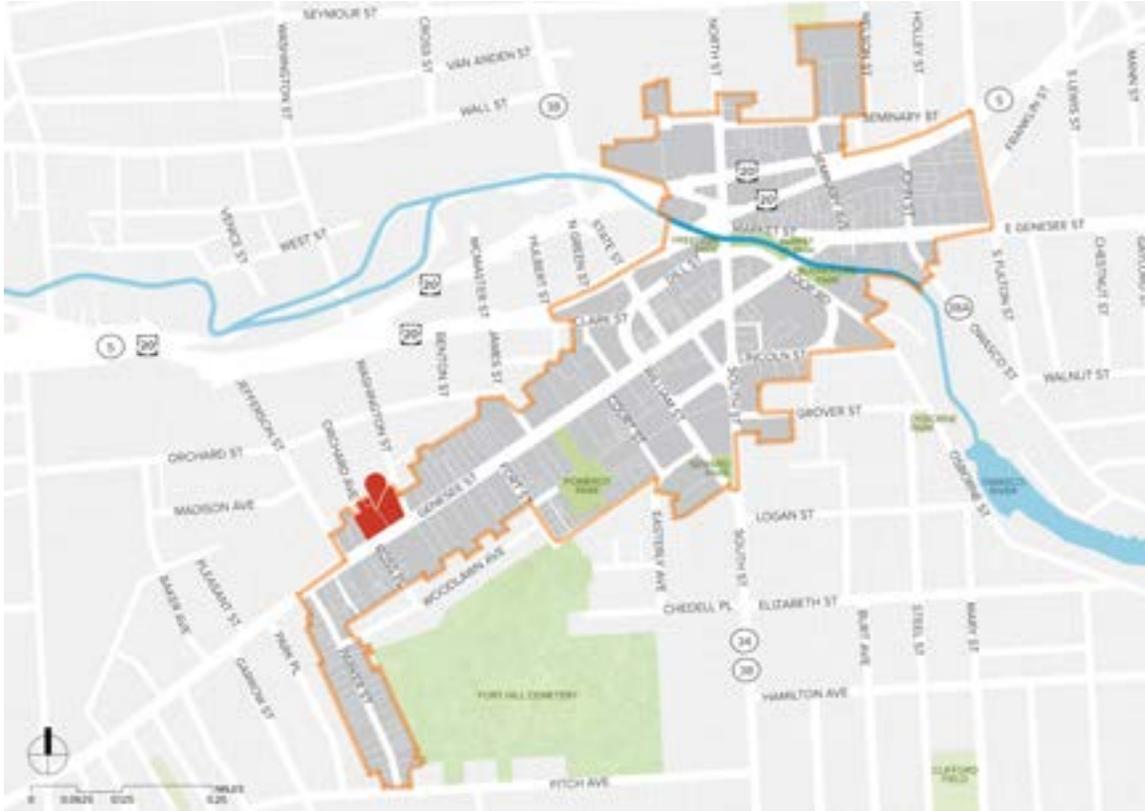
Architectural improvements are also proposed to complement and enhance the campus experience, including:

- A new building addition and accessible entry sequence at the Schweinfurth to create a welcoming gateway into the Art Center from both the north and south sides of the building
- A new accessible public entrance at the Cayuga Museum, providing direct access to handicap parking areas and establishing a “front door” on both the north and south sides of the building

While the two institutions will be independently responsible for implementing the proposed improvements on their respective properties, they will closely coordinate on the overall design, construction, maintenance, and programming of the proposed project to ensure the vision of a unified campus is achieved.

LOCATION

The West End Arts Campus will be located on the properties of the Schweinfurth (205 Genesee Street) and the Cayuga Museum (203 Genesee Street).



PROJECT OWNER + SPONSOR

The Schweinfurth and the Cayuga Museum are the sponsors of the proposed project. The Schweinfurth owns the property located at 205 Genesee Street, and the Cayuga Museum owns the property located at 203 Genesee Street. The Schweinfurth will serve as the project manager for all proposed improvements at 205 Genesee Street, and the Cayuga Museum will serve as the project manager for all proposed improvements at 203 Genesee Street.

CAPACITY

The Schweinfurth and the Cayuga Museum will be independently responsible for funding and implementing the proposed improvements on their respective properties; however, the two institutions are committed to working together to ensure the long-term maintenance of the site improvements, including outdoor programming, sharing services (e.g., snow removal, trash and recycling, landscaping), and coordinating repairs and future expansions of campus features. Both institutions have long histories of successfully managing fundraising campaigns and implementing capital projects. Examples of successfully implemented capital projects will be submitted as supporting documentation.

PROJECT PARTNERS

- **Cayuga Museum.** Property owner and project sponsor
- **Schweinfurth.** Property owner and project sponsor
- **City Public Art Commission, Historic and Cultural Sites Commission, and NYS Equal Rights Heritage Center.** These three organizations are dedicated to promoting tourism in Auburn and the Central New York Region, with a particular emphasis on arts, culture, and history. The Schweinfurth and Cayuga Museum consistently coordinate marketing and programming activities, and the proposed project will create additional opportunities for collaboration. Donna Lamb, the Executive Director of the Schweinfurth, is also the current President of the Historic and Cultural Sites Commission.

STRATEGIES

DRI Strategies

- **Increase the diversity of downtown activities to include more youth and family-friendly options.** The proposed improvements will enable both institutions to expand available programming. For example, the proposed outdoor classroom at the Schweinfurth will create several new opportunities for youth programming.
- **Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.** Both institutions are significant cultural, historical, and artistic resources for the Auburn community. The proposed project will enhance these resources, making them more accessible to all and more attractive to tourists.
- **Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.** The proposed site improvements will be accessible to the public and will introduce valuable open space and year-round programming in a neighborhood that has been historically underserved.
- **Establish gateways into the City that convey a unique sense of place.** This project will establish a gateway at the west end of Auburn and will also serve as the primary gateway for Auburn's planned Arts and Entertainment District.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** The proposed improvements will rehabilitate the historic Cayuga Museum by creating new fire escape stairs and a new handicap accessible entrance that ties into an accessible walkway connecting all buildings and spaces on the campus.

CNY REDC Strategies

- **Rethink our urban redevelopment by leveraging the region's exemplar anchor institutions in education, health and medicine, arts and culture, and philanthropy.** This project leverages and enhances the Schweinfurth and Cayuga Museum's cultural, historical, and artistic assets to expand educational programming and ensure these valuable assets are accessible to all.

Other Local Plans / Initiatives

The West End Arts Campus proposed project also aligns with several of the goals in the City of Auburn's Comprehensive Plan (2009), including:

- **Boosting Downtown, Goal 1.** Enhance downtown as a walkable, vibrant urban place.
- **Boosting Downtown, Goal 3.** Improve the marketing of downtown.
- **Boosting Downtown, Goal 4.** Develop Auburn as a center for arts and entertainment.
- **Revitalizing Neighborhoods, Goal 3.** Improve the quality of life of existing neighborhoods.
- **Creating a Welcoming Community, Goal 1.** Create a more welcoming environment for visitors and improve the experience of arriving in Auburn.

ANTICIPATED BENEFITS

Short-Term Benefits

- Establishes a safe, accessible, and unified campus, connecting the many historic, cultural, and artistic amenities provided by the Schweinfurth and Cayuga Museum
- Improves parking in order to accommodate more visitors and events, increase access to campus buildings, and provide access to other downtown destinations within an easy walking distance
- Creates new public spaces that will expand programming and provide local residents with access to passive outdoor recreation
- Creates a gateway to the West End, welcoming residents, visitors, and tourists to downtown Auburn
- Establishes a formal entrance to the museum campus from Orchard Avenue, which will integrate the Schweinfurth and Cayuga Museum into the Orchard Avenue neighborhood

Middle-Term Benefits

- Increases attendance, events, and programming at the Schweinfurth and Cayuga Museum
- Creates employment opportunities
- Serves as a hub for Auburn's planned Arts and Entertainment District
- Attracts more tourists to downtown Auburn and Central New York

Long-Term Benefits

- Sets the stage for future campus development and expansion, including a café at the Cayuga Museum, a rooftop event space at the Schweinfurth, and artist-in-residence housing in the Orchard Avenue neighborhood
- Encourages infill and redevelopment along W. Genesee, between the West End Arts Campus and downtown
- Positively impacts neighboring property values

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and the public. Additionally, both the Schweinfurth and Cayuga Museum have long-standing partnerships that will benefit from the expanded programming enabled by this project, including:

- **Finger Lakes Musical Theater Festival.** Each summer, the Finger Lakes Musical Theater Festival hosts events at the Cayuga Museum’s Carriage House. The proposed project will provide much-needed parking, improved access, and a welcoming experience for festival goers.
- **Genesee Elementary School.** Both the Schweinfurth and Cayuga Museum have a long-standing relationship with the nearby Genesee Elementary School. The proposed project will enable the Schweinfurth and Cayuga Museum to expand educational and art programming and will provide additional opportunities for engagement with the Genesee Elementary students.
- **Cayuga County Tourism Office.** The proposed project will greatly enhance the experience for participants on group tours, and in turn, is expected to increase tour attendance.
- **Orchard Avenue Neighborhood.** The proposed project is located within the Orchard Avenue Neighborhood. Proposed improvements include streetscape improvements along Orchard Avenue that would directly benefit residents, as well as create a welcoming “front door” to the Schweinfurth and Cayuga Museum for neighborhood residents.
- **ABC Cayuga Play Space and Other Community Groups.** The Schweinfurth and Cayuga Museum have well-established relationships with several community groups, including the Play Space. The proposed project will enable the two museums to expand their educational and art programming, providing additional opportunities for collaboration and engagement with local community groups.

JOBS CREATED

- 1 full-time site manager for the entire campus (jointly funded by the Schweinfurth and Cayuga Museum)
- 1 full-time programming position at the Schweinfurth
- 1 part-time management position at the Cayuga Museum’s Carriage House
- 1 part-time programming position at the Cayuga Museum

The Schweinfurth also employs many artists on a contractual basis. The proposed project will enable the Schweinfurth to expand programming, and in turn, increase the number of artists with which the museum contracts.

ACQUISITION OF REAL PROPERTY

The project sponsors are the property owners; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

The total estimated project cost is \$3,750,000 and the total DRI funding request is \$2,230,000. Project sponsor match is comprised of donations for major foundations and private donors, as well as bridge financing from a local bank. Letters of support from major foundations and private donors will be submitted to the State as supporting documentation.

The Schweinfurth's portion of the project is part of a larger \$4.5 million multi-year facility plan for capital improvements. In preparation for this proposed DRI project, the Schweinfurth has hired a consultant to run a capital fundraising campaign and has developed a detailed fundraising plan, which will be submitted to the State as supporting documentation.

The following tables provide a breakdown of the cost estimates for each institution.

Proposed Improvements on the Schweinfurth Property

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Walkways, Parking Lots, and Internal Drives	Donations from major foundations and private donors (anticipated)	\$150,000
	DRI (proposed)	\$150,000
Landscaping	Donations from major foundations and private donors (anticipated)	\$50,000
Site Amenities modular benches, bike racks, trash and recycling receptacles, glass railing for outdoor gallery, awning structure, screen wall, interactive play sculpture	Donations from major foundations and private donors (anticipated)	\$375,000
Lighting	Donations from major foundations and private donors (anticipated)	\$130,000
Signage	Donations from major foundations and private donors (anticipated)	\$10,000
Building Addition new elevator, new entry sequence and lobby upgrades, ADA accessible entrance providing access to the parking area and proposed pathway system	DRI (proposed)	\$1,500,000
Soft Costs traffic control, mobilization, survey, erosion and sediment control, and design and construction contingencies	Donations from major foundations and private donors (anticipated)	\$385,000
TOTAL DRI FUNDS REQUESTED		\$1,650,000
TOTAL FUNDING FROM OTHER SOURCES		\$1,100,000
TOTAL PROJECT COST		\$2,750,000

Proposed Improvements on the Cayuga Museum Property

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Walkways, Parking Lots, and Internal Drives	DRI (proposed)	\$240,000
Sidewalk and Crossing Improvements in the Public Right-of-Way	City of Auburn (anticipated)	\$20,000
Landscaping	DRI (proposed)	\$60,000
Site Amenities benches, seat wall, bike racks, trash and recycling receptacles	Donations from major foundations and private donors (anticipated)	\$50,000
Lighting	DRI (proposed)	\$120,000
Signage	Donations from major foundations and private donors (anticipated)	\$35,000
Building Addition new stair tower, new ADA accessible public entrance	DRI (proposed)	\$160,000
Soft Costs traffic control, mobilization, survey, erosion and sediment control, and design and construction contingencies	Donations from major foundations and private donors (anticipated)	\$315,000
TOTAL DRI FUNDS REQUESTED		\$580,000
TOTAL FUNDING FROM OTHER SOURCES		\$420,000
TOTAL PROJECT COST		\$1,000,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate for site improvements was prepared by a licensed landscape architect. The cost estimates for the architectural additions were prepared by licensed architects. These cost estimates are based on standard construction estimating methods, as well as coordination with manufacturers for new equipment. The Schweinfurth and Cayuga Museum are important cultural destinations for the Auburn community and tourists from across the region, state, and nation. These institutions also have decades of experience implementing successful capital projects to maintain, expand, and preserve the historical, cultural, and artistic resources they provide. This proposed project is justified based on its anticipated benefits related to economic development, accessibility, and downtown revitalization.

- **Economic Development.** The market analysis recommends pursuing opportunities to enhance and expand historic tourism in Auburn, and creating new activities centered on the area's unique history and heritage is a primary goal of the Cayuga County Office of Tourism. This project would create a unique destination that makes several artistic, cultural, and historic sites and resources accessible in a single trip. Furthermore, the proposed West End Arts Campus will increase connectivity between downtown, the west end neighborhood, and Harriet Tubman historic sites on Parker Street (one block from the West End Arts Campus), increasing cohesion and interconnectivity between Auburn's many historic destinations.
- **Accessibility.** Establishing an accessible walkway that connects all buildings (4), parking areas, and open spaces on the West End Arts Campus will improve public access and facilitate new programming. Each institution's proposed building additions will provide ADA accessible entrances that connect the buildings to the parking areas, walkway system, and exterior spaces. Furthermore, the proposed site amenities, landscaping, lighting, and signage improvements will increase safety, security, and comfort campus-wide.
- **Downtown Revitalization.** The proposed site and architectural improvements will not only improve access, but will enable the two institutions to undertake more collaborative indoor and outdoor programming. The combination of improved site access and additional programming will attract more cultural and historical tourists, create opportunities to serve a broader segment of the local population, and establish a community destination for events, festivals, and passive recreation.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits. The proposed project would also need to comply with the State Environmental Quality Review Act, the State Historic Preservation Act, and the National Historic Preservation Act (Cayuga Museum is listed on the State and National Register of Historic Places), as well as obtain a Stormwater Permit for Construction Activity from the NYS Department of Environmental Conservation (over one acre of soil disturbance is anticipated).

EXISTING + PROPOSED CONDITIONS



Photo Credit: WAER, Syracuse University



EXISTING

Photo Credit: Finger Lakes Summer Blog



PROPOSED

IMPLEMENTATION TIMEFRAME

PHASE 1 – Site Improvements

1. Design Phase (8 months) – Fall 2019 to Spring 2020

- Issue RFP and execute contract for final design services for site improvements on both properties
- Develop construction documents and specifications for site improvements
- Obtain permits and approvals
- Issue bid documents
- Award bid to contractor

2. Construction Phase (6 months) – Summer 2020 to Fall 2020

PHASE 2 – Architectural Additions (to begin after site improvements are complete)

3. Design Phase (6 months) – Fall 2020 to Spring 2021

- Issue RFP and execute contract for architectural design services for the Schweinfurth
- Issue RFP and execute contract for architectural design services for the Cayuga Museum
- Develop construction documents and specifications for architectural improvements at each property
- Obtain necessary permits and approvals for each property
- Issue bid documents for architectural improvements on each property
- Award bids to contractor(s)

4. Construction Phase (6 - 9 months) – Spring 2021 to Winter 2021

PROJECT REPORTING

The Schweinfurth and Cayuga Museum will share the responsibility of monitoring the project during and after project implementation. A landscape architect will be hired by the two institutions to oversee the design, permitting, and construction of the site improvements for the entire campus. The Schweinfurth and Cayuga Museum will individually hire architects to oversee the design, permitting, and construction of their respective building additions. Once construction is complete, the two institutions will hire and share the cost of a full-time site manager to oversee the long-term operations and maintenance of the entire campus. Further, the Schweinfurth and Cayuga Museum will share snow removal and trash and recycling services. Each institution, however, will take responsibility for maintaining all structures and funding any necessary repairs or replacements of site features and amenities on their respective properties. The following metrics will be used to track project performance and impact on downtown revitalization over time:

- Number of visitors attending both the Cayuga Museum and the Schweinfurth in a single trip
- Increase in out-of-town visitors to the campus
- Number of additional programs offered per year
- Number of community partners served through expanded programming
- Number of new community partnerships established
- Number of community events per year and attendance at the events

Rehabilitate Metcalf Plaza

FUNDING REQUEST

DRI Funding Request: **\$2,000,000**

Estimated Total Project Cost: **\$2,500,212**

PROJECT DESCRIPTION

Constructed in 1967, Metcalf Plaza is a structurally sound 52,000 square foot five-story building that has aging infrastructure and needs substantial renovations to make the space usable, including asbestos abatement and the rehabilitation of the elevators and HVAC system. East Hill Family Medical, Inc., a community healthcare center that provides essential access to comprehensive primary care regardless of one's ability to pay, owns the building and occupies portions of the second, third, fourth and fifth floors with clinical spaces on the third and fourth floors. In addition to the healthcare center, the first floor of the building has five street-level retailers with sidewalk access.

The proposed renovations to this prominent downtown building will enable the healthcare center to improve and expand the services it provides the community in a central downtown location, enhance the visual impact of the building on the downtown, and set the stage for developing mixed-income residential apartments on the upper floors. Specific improvements include:

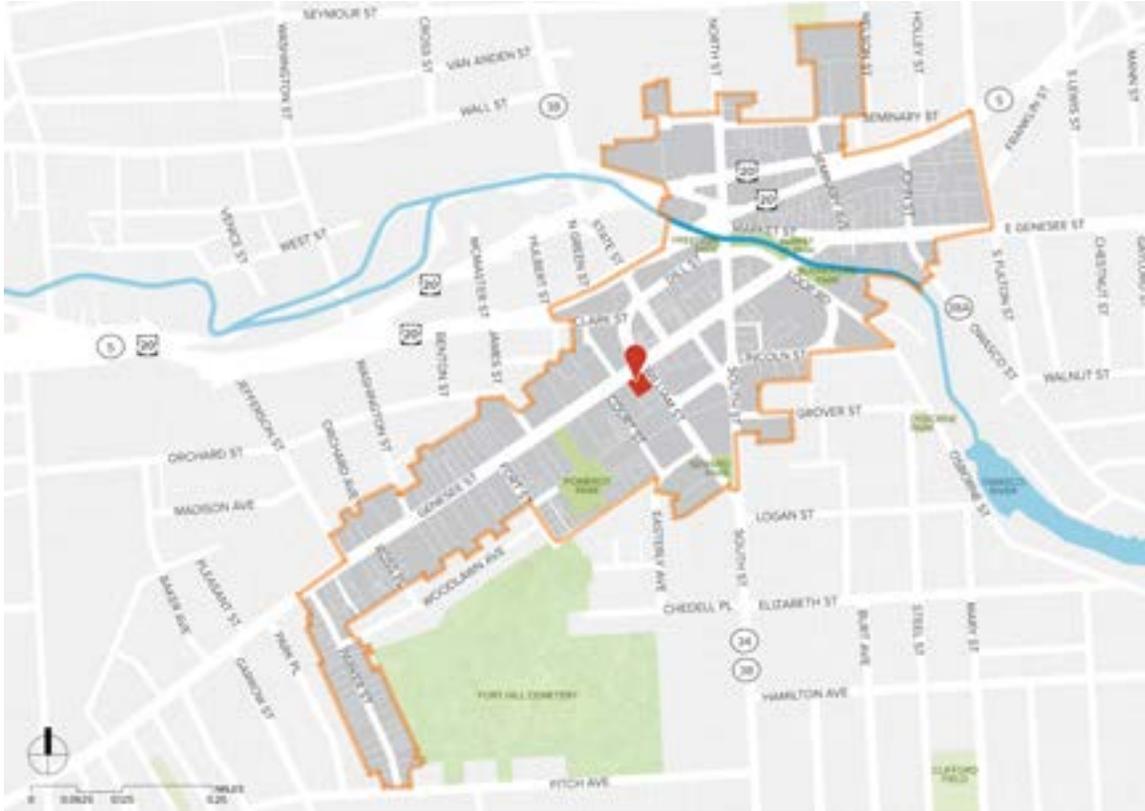
- New exterior cladding and first floor concrete rehabilitation with exterior lighting, entrance canopy and signage
- Modernization of the building lobby, complete with wayfinding, elevator rehabilitation and local public art installations
- Renovations to the second floor, including demolition, abatement, and upgrades to the HVAC systems, to prepare this floor for the full build-out of a modernized healthcare center

This proposed project is the first phase of a much larger effort to completely transform the second and third floors of this building into a modernized healthcare center and redevelop the fourth and fifth floors into mixed-income apartment units. The second phase of this project, which is not included for DRI funding consideration, will occur immediately upon complete of Phase 1 and includes the following proposed improvements:

- Build-out of the second floor to create a fully-functional, modernized healthcare center featuring new exam rooms, private patient consultation spaces and office spaces, bathrooms, a centralized reception function, a laboratory draw station, and x-ray and imaging rooms
- Redevelopment of the third floor to create additional administrative space and clinical space for East Hill Family Medical
- Redevelopment of the fourth and fifth floors to create 13 residential apartment units and a fitness facility in the basement for residents to utilize

LOCATION

The Metcalf Plaza building is located at 144 Genesee Street, occupying half a city block in Auburn's Downtown Business Improvement District (BID).



PROJECT OWNER + SPONSOR

The project sponsor, East Hill Family Medical, Inc., is the owner of Metcalf Plaza. East Hill Family Medical, Inc., is a registered 501(c)3 non-profit organization.

CAPACITY

East Hill Family Medical, Inc., will be responsible for the long-term implementation of the project. As a well-established organization that has successfully managed large grant funding, East Hill Family Medical, Inc., has the capacity to undertake the long-term implementation of this project. The organization began in 1971 as the Family Planning Center of Cayuga County, providing contraceptive care, pregnancy testing, and counseling and outreach education services. Expanded in the 1990s to provide a wide array of healthcare services, the organization was renamed East Hill Family Medical. In 2012, providing access to quality primary medical care and dental care, including adult medicine and reproductive health care, East Hill Family Medical was approved as a fully funded Federally Qualified Health Center (FQHC) and was awarded \$1.2

million in grant funds to carry out this designation and to increase adult medicine services. Continuing to grow its services, the organization was recently awarded a \$285,000 grant to further expand the integration of behavioral health and addiction medicine into primary care services.

With its primary location in the Metcalf Plaza building, East Hill Family Medical provided services to over 9,000 patients and yielded 30,629 total patient visits in 2017. Of these patients, 68 percent reside within the City of Auburn and 86 percent are at or below 200 percent of the federal poverty level, showing that East Hill Family Medical is a key component in the City and regional health care system.

PROJECT PARTNERS

- **East Hill Family Medical.** Property owner and project sponsor

STRATEGIES

DRI Strategies

- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** The proposed renovations will enhance the existing uses ground floor retail spaces and lay the groundwork for the creation of a mixed-use building complete with a fully-functional clinical space on the second floor, administrative space and additional clinical space on the third floor, mixed-income residential units on the fourth and fifth floors and a fitness facility in the basement for resident use.
- **Foster a sense of place through the integration of landscaping, green infrastructure, site furnishings, public art, and wayfinding elements.** The new entrances to the building and renovated lobby with public art displays and wayfinding elements will engage and invite the community to utilize the space as an indoor extension of the streetscape, connecting the downtown to Metcalf Plaza's ground-level retail space and second and third floor healthcare center.
- **Establish gateways into the City that convey a unique sense of place.** The façade improvements at Metcalf Plaza will transform this unremarkable corner lot building into a modern downtown building that complements the historic infrastructure and welcomes residents and visitors at a key intersection in downtown Auburn.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** Metcalf Plaza is a large downtown building that is part of the fabric of the streetscape, this project will make renovations that are necessary to maintain and expand its active use, preserving this structurally-sound mixed-use building.
- **Promote infill and the redevelopment of vacant and underutilized sites.** East Hill Family Medical currently occupies only 55 percent of the usable space in the building, leaving a substantial amount of space underutilized. This project will enable the redevelopment of underutilized space by consolidating the healthcare center to the second and third floors, making the fourth and fifth floors available for future redevelopment into mixed-income rental apartment units.

- **Encourage development that reflects the character of downtown and engages with and activates the streetscape.** The project promotes the redevelopment of the building as an inviting community space, better showcasing the ground-floor retail and connecting the interior lobby to the streetscape.

CNY REDC Strategies

- **Invest in Existing Regional Industry Concentrations and Businesses.** This project invests in the largest employment sector in the DRI, Health and Social Assistance, by redeveloping underutilized portions of the building to create new clinical space for an improved patient and practitioner experience.
- **Rethink our urban redevelopment efforts by leveraging the Region’s exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy.** This project allows East Hill Family Medical to maintain its prominent walkable location that provides access to healthcare in downtown Auburn and enables the organization to continue to be a partner in downtown revitalization efforts. As a champion for health in the community, East Hill Family Medical intends to grow and emerge into a hub of employment, innovation and medical expertise.
- **Repurpose Existing Infrastructure to Recreate Density in Development.** Renovations to Metcalf Plaza achieve the infrastructure improvements needed to maintain and enhance the use of an existing building, offering diverse mixed-uses (retail and medical) that increase the amount of people living in downtown and attract people throughout the day during both weekdays and weekends. The project directly relates to the REDC Strategic Plan statement, “Rather than destroy our older buildings, our strategy demands to repurpose them with mixed-use investments that preserve our heritage and unique architectural character.”

ANTICIPATED BENEFITS

Short-Term Benefits

- Improves the appearance of a key downtown building
- Welcomes people into a modernized lobby at Metcalf Plaza and provides an indoor space that connects to the community through public art and wayfinding
- Recognizes the healthcare center, which provides essential access to comprehensive primary care regardless of one’s ability to pay, as a critical component of healthy living and enables it to maintain its prominent downtown location

Middle-Term Benefits

- Provides high quality clinical space for an improved patient and practitioner experience
- Enables the redevelopment of the upper floors to increase residential occupancy in downtown
- Attracts new retail and restaurant uses to the renovated building, helping to create a vibrant destination for all
- Continues to provide walkable downtown access to primary care and dental services, regardless of socio-economic status

Long-Term Benefits

- Promotes a healthy lifestyle by maintaining critical services in the downtown as part of a walkable community
- Attracts new residents to live downtown for a vibrant community environment
- Attracts high caliber medical professionals and supports the growing healthcare industry
- Improves the quality of patient care
- Enriches the surrounding community by transforming a massive uninviting corner building into a hub of community activity
- Ensures that the building can continue to be productive and usable downtown infrastructure
- Reduces sprawl by concentrating services in downtown Auburn

PUBLIC SUPPORT

This project has received strong support from both the LPC and the public throughout the DRI process. This support reflects a community focus on ensuring equity and affordability, which has been discussed throughout the DRI planning process. East Hill Family Medical, as a Federally Qualified Health Center (FQHC), provides essential access to comprehensive primary care regardless of one's ability to pay. Its current downtown site is highly accessible and provides health care that is centrally located near other services and businesses, along a principal arterial transportation route and three existing bus routes. Unfortunately, Metcalf Plaza, in its current state, can no longer support the provision of these services. The project enables this critical community resource to stay in the downtown, improve its patient experience and optimize the efficiencies of the building and the downtown.

JOBS CREATED

The project will allow East Hill Family Medical to remain in its downtown location, retaining 29 current employees including the East Hill Family Medical's Leadership Team, Family Practice Physician, two Nurse Practitioners, Physicians Assistant, RN Care Manager, three Licensed Practical Nurses, Medical Assistant, two Referral Specialists, Health Program Specialist, two Dentists, two Dental Hygienists, Dental Assistant, and five Receptionists. In addition, the project will enable East Hill Family Medical to grow, increasing the number of patients served and expanding the types of services offered, both of which will create demand for more employees at all levels of employment from entry level positions to licensed professionals (e.g. physicians, nurses, receptionists, skilled support staff, maintenance and facility management staff, administrative staff, etc.).

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
PHASE 1		
Exterior Facade Improvements Metal panel or fiber cement panel system, rain screen attachment system, first floor façade concrete rehab/ resurfacing, entrance canopy and signage, exterior lighting	DRI (proposed)	\$536,000
Lobby Renovations Demolition and preparation, flooring (exterior entrances), flooring (interior terrazzo rehab), wall finishes, ceiling reconfiguration and lighting, exterior doors and hardware, elevator rehabilitation	DRI (proposed)	\$350,000
2nd Floor Renovations Demolition, abatement, heating/air conditioning	DRI (proposed)	\$571,000
Design Contingency (10%)	DRI (proposed)	\$145,700
General Conditions Mobilization, bonds, permits, insurance, overhead	DRI (proposed)	\$320,540
Construction Contingency (10%)	DRI (proposed)	\$76,760
	Private Equity (pending DRI grant)	\$115,564
Soft Costs (20%)	Private Equity (pending DRI grant)	\$384,648
TOTAL DRI FUNDS REQUESTED		\$2,000,000
TOTAL FUNDING FROM OTHER SOURCES		\$500,212
TOTAL PROJECT COST		\$2,500,212
PHASE 2 - Not Included for DRI Funding Consideration		
2nd Floor Renovations Build-out	NYS Healthcare Facilities Transformation Grant (pending)	\$990,000
3rd, 4th, and 5th Floor Renovations Demolition, abatement, HVAC, renovations	NYS Healthcare Facilities Transformation Grant (pending)	\$3,825,000
Design Contingency (10%)	NYS Healthcare Facilities Transformation Grant (pending)	\$481,500
Construction Contingency (10%)	Private Equity	\$529,650
TOTAL PROJECT COST		\$5,826,150

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by a licensed architect and is based on standard construction estimating methods, as well as build out costs for clinical space. The proposed project will rehabilitate and renovate a prominent downtown building to set the stage for the future redevelopment of the Metcalf Plaza into a mixed-use building with ground floor retail, a modern healthcare center, and residential apartment units. It is anticipated that this project will catalyze economic development and revitalization in downtown Auburn by providing the following benefits:

- **Economic Development.** This project rehabilitates outdated infrastructure for downtown retention of a unique component of the region's existing employment concentration, a Federally Qualified Health Center (FQHC). The healthcare center is part of the largest employment sector in the DRI, health care and social assistance, which comprises 33 percent of total employment. Compounding the significance of this sector are the national statistics from the Bureau of Labor Statistics (BLS) that identifies the healthcare and social assistance sector as projected to grow the fastest among all sectors during a projection period from 2016 to 2026. According to BLS projections, the healthcare and social assistance sector will account for more than one-third of the jobs added between 2016 and 2026. Expanding on the national potential for growth in the largest DRI employment sector, as a FQHC, East Hill Family Medical has the opportunity to access federal funding that can further investment in the project and in the downtown.
- **Downtown Revitalization.** In addition to the development of new clinical space, the proposed project lays the groundwork for the redevelopment of the fourth and fifth floors to create 13 new residential apartment units and the creation of a new fitness center for residents on the basement level. The DRI market analysis shows that multi-family residential options are performing strongly. It's estimated that 60 new households could be attracted to live in downtown Auburn, based on conservative estimates of cohort preference to live in rental units over single family homes or some other housing alternatives. These estimates show that there is enough demand for the new residential units in the Metcalf Plaza building. Coupled with a trend that shows gym, health, and fitness clubs increasing in popularity, these new residential units with access to a fitness facility provide the opportunity to make Metcalf Plaza an attractive place to live.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits, as well as detailed review from the NYS Department of Health for the development of clinical space.

EXISTING + PROPOSED CONDITIONS

Facade Improvements



Lobby Improvements



IMPLEMENTATION TIMEFRAME

The project is ready for implementation, and the project sponsor is prepared to begin work as soon as grant awards are announced. Clinical spaces are currently located on the third and fourth floors, and the second floor renovations can occur without interrupting operations. The timeline for implementing Phase 2 is not included below; however, Phase 2 will begin immediately upon completion of Phase 1.

1. Immediate Next Steps (1 month) – Fall 2019

- Completion of conceptual design

2. Design Phase (6 months) – Winter 2019 to Spring 2020

- Completion of construction documents
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor
- Conduct review by the NYS Department of Health for second floor clinical space

3. Construction Phase (1 year) – Summer 2020 to Summer 2021

- Façade and lobby renovations
- Partial second floor (clinical space) renovations

PROJECT REPORTING

East Hill Family Medical will be responsible for project oversight and monitoring of project advancement. Metrics to determine project success after implementation include:

- Increases in the number of patient visits
- Increases in the number of health service employees
- Retail vacancy rate
- Increases in the number of visitors that enter Metcalf Plaza during the week and/or weekend

Redevelop an Underutilized Strip Mall to Create a Shared Services Public Safety Building

FUNDING REQUEST

DRI Funding Request: **\$1,200,000**

Estimated Total Project Cost: **\$10,038,350**

PROJECT DESCRIPTION

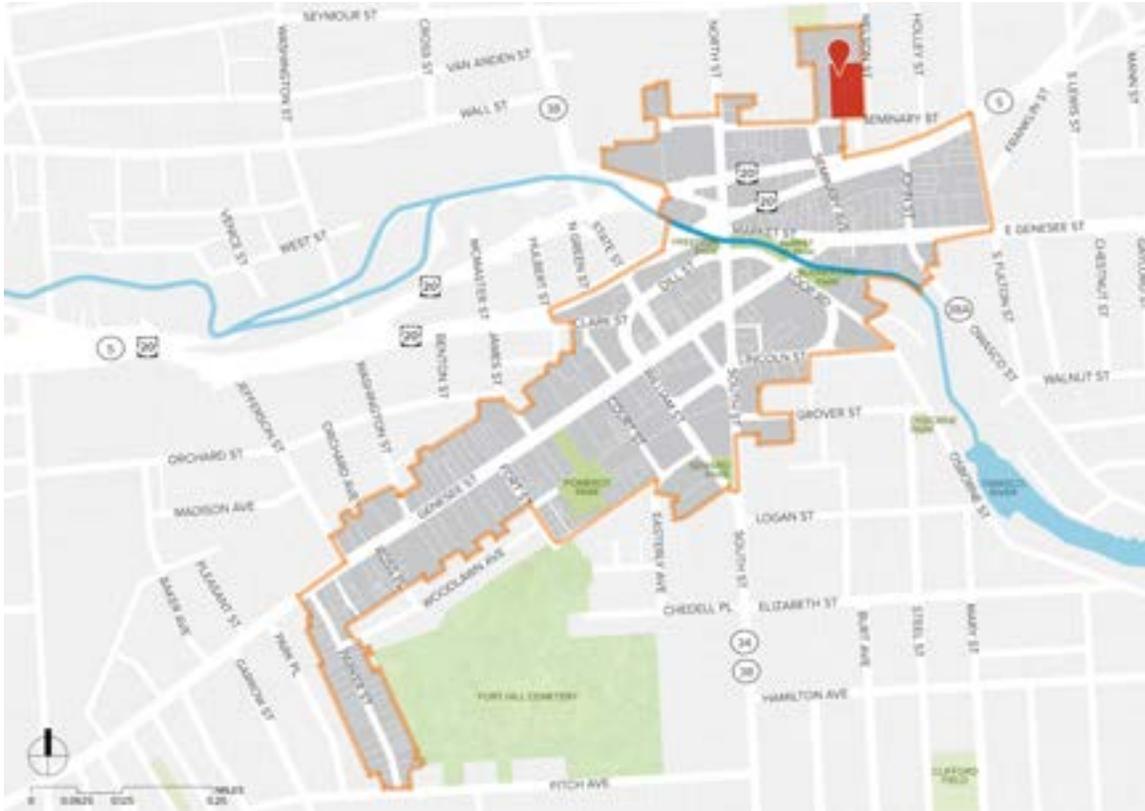
The Public Safety Building Project is a shared services facility that will relocate the City of Auburn Fire Department to 23-31 Seminary Street and include much needed office space for the City and Cayuga County's Emergency Operations Center (EOC) and an Emergency Management Office (EMO). The City of Auburn Fire Department, which is currently located in the Mill Street Dam Inundation Zone (23 Market Street), is not adequately served by its existing facility. Due to the size and weight of modern fire engines, the Fire Department's existing facility has begun to deteriorate. Both the EOC and EMO currently have no formal headquarters, but rather reside in the basement of the Cayuga County Office Building. Co-locating EOC and EMO services will help generate efficiencies in emergency service delivery to the people of Auburn.

The proposed site on Seminary Street is about two blocks from the current location, in a 1970's strip mall. The Save-A-Lot grocery store and laundry mat will remain on site and continue normal operations. The rental store that exists on the site will be relocated in a timely manner and is expected to reopen shortly after relocation. The property owner/developer is committed to preventing hardship for the rental store; therefore, relocating the business will be a priority as the project begins. The project will reuse the existing steel infrastructure of the vacant 40,000 SF building on the site, which totals 4.5 acres in size. Relocating emergency services to the property on Seminary Street will catalyze revitalization in this portion of the DRI boundary and free up the existing fire station site, which overlooks the Owasco River, for redevelopment that will contribute to downtown's vibrant mix of uses. The City has already been approached about redeveloping the Market Street site into a mixed used property, which means this project has the potential to spread revitalization efforts across two neighborhoods.

In addition to a total building renovation, the redevelopment plan for the Seminary Street site includes streetscape and parking lot improvements that will also restore the physical appearance of the site. The property is adjacent to one of Auburn's most treasured historical properties, the Willard Memorial Chapel. The redevelopment of this property will serve as an improved gateway to Seminary Street and to Willard Memorial Chapel.

LOCATION

The proposed project is located at 23-31 Seminary Street in downtown Auburn.



PROJECT OWNER + SPONSOR

Seminary Commons, LLC, an affiliate of the project developer, Washington St. Partners, owns the property. The City of Auburn and Washington St. Partners have worked collaboratively to develop the details of this project over several years. The City of Auburn is the project sponsor.

The section "Acquisition of Real Property" contains a more detailed outline of the proposed ownership and financing structure.

CAPACITY

The City of Auburn is a municipal government entity with the Mayor-Council and City Manager form of government since 1920. The City is a full-service municipal entity providing police and fire protection, water and wastewater services, refuse collection and landfill, and highway and parks maintenance as well as general services including engineering, planning, and capital project management. The City manages nearly \$20 million annually in capital improvements. The City Manager's office will be responsible for this proposed project with support from the offices of capital projects, planning, engineering, and public works.

The City of Auburn and Washington St. Partners have a close working relationship, which has been imperative in developing this complex project. The City of Auburn, as the project sponsor, will ultimately oversee the operations and maintenance of the property.

PROJECT PARTNERS

- **Auburn Local Development Corporation (ALDC).** Potential future property owner
- **City of Auburn.** Project sponsor and operator
- **Seminary Commons, LLC.** Property owner
- **Washington St. Partners.** Developer

STRATEGIES

DRI Strategies

- **Promote infill and the redevelopment of vacant and underutilized sites.** This project will redevelop underutilized downtown property.
- **Beautify the City's streetscapes, public spaces and gateways.** This project will enhance the streetscape and public space by redeveloping a blighted, outdated shopping center with public facilities that benefit the surrounding community housed in a building with modern and appealing design.
- **Enhance, preserve, and activate the City's architecture and urban fabric.** This project will utilize the building's existing structure and is designed to complement the historic nature of Auburn's building stock. Additionally, the existing home of the fire department has the potential to be redeveloped into a mixed-use property overlooking the Owasco River. The City has already been approached by developers interested in this project. This is important to note, as the fire department will not be leaving a hole in the neighborhood it leaves, but rather opens up property to be redeveloped to complement downtown revitalization.
- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** This project will diversify the building mix in this neighborhood.
- **Encourage development that reflects the character of downtown and engages with and activates the streetscape.** This project will help catalyze revitalization in this corner of downtown, leading to further investment in streetscapes and renovations to other buildings.

REDC Strategies

- **Repurpose existing infrastructure to recreate density in development and capitalize on regional assets.** This project will repurpose the existing building envelope of the strip mall.
- **Attract outside investment and interest.** This project will help attract investment by eliminating blight on the site and demonstrating positive investment in downtown Auburn.

Other Local Plans / Initiatives

The proposed project is also well-aligned with Cayuga County's All Hazard Mitigation Plan and the Auburn Sparks BOA, as it achieves the following objectives:

- Relocates fire services, which are currently located in a hazard area (Hazard Mitigation Plan)
- Develops a vibrant, safe and culturally diverse downtown (Auburn Sparks BOA). This project will relocate emergency services to a more suitable location, ensuring the fire department can efficiently respond to calls, keeping downtown and the entire city safe.

ANTICIPATED BENEFITS

Short-Term Benefits

- Removes fire and other emergency services from an aging building that is currently in a dam inundation zone
- Eliminates operational, safety, and access constraints facing the fire department in their current home

Middle-Term Benefits

- Creates centralized location of shared services and increases efficiency in emergency response time
- Minimizes risk to community in the event of flooding or other natural disaster
- Repurposes underutilized space in the downtown core
- Opens up property on the Owasco River for redevelopment to contribute to downtown revitalization
- Keeps essential services in downtown Auburn, close to a high rise residential building and high call volume institutions, such as senior centers

Long-Term Benefits

- Connects surrounding neighborhoods with the rest of downtown
- Encourages redevelopment in a portion of Auburn defined as a hardship area, with over 60% of residents being low-to-moderate income

PUBLIC SUPPORT

This project is a priority for the City. The LPC has shown strong commitment to this project since the beginning of the DRI process. During the DRI Dollar exercise, where the public was invited to identify the projects they most supported, the results indicated that the Shared Services Public Safety Building was within the top 10 projects. Public support has also been documented for this project through the City's CFA that was submitted in 2016. Letters of support were received from the ALDC, legislators, the City's Departments of Fire and Police, and the Auburn Downtown Business Improvement District, which will be submitted to the State as supporting documentation.

JOBS CREATED

- 2.5 full-time equivalent (FTE) property maintenance jobs will be created by this project

ACQUISITION OF REAL PROPERTY

The City of Auburn is actively working with Seminary Commons, LLC in exploring two options for real property acquisition.

Option 1

The first, and preferred method, of property acquisition is for the City to acquire the site from the developer and move forward with a traditional municipally-funded, design-bid-build capital project. However, the City has concerns related to long-term borrowing for general funded projects in excess of \$8 million, as this would have a potential effect on the City's debt limits.

Option 2

To address the City's concerns related to its debt limits, in this option the ALDC would acquire the site from Seminary Commons, LLC (an affiliate of Washington St. Partners). Once construction is completed, the City would lease the space and would make rent payments to the ALDC. The proposed property acquisition and project financing for this option is as follows :

- The ALDC enters into an agreement with Washington St. Partners for the construction of the building as the ALDC's agent.
- The ALDC finalizes the terms of the ground lease with the developer, which will dictate the rental payments that the City will pay to the ALDC.
- The ALDC purchases tax-exempt bonds and disperses funds for the project. The ALDC will own the building for the full term of the project bonds, likely 30 years.
- The ALDC leases the building to the City for operations. The City's rent payment will cover the terms of debt service on the bonds.

The City has been coordinating with a commercial lender about this option and has acquired a draft Term Sheet for financing the Shared Services Public Safety Facility, which will be submitted to the State as supporting documentation.

BUDGET + FUNDING SOURCES

The proposed Shared Services Public Safety Building will be covered under the City of Auburn’s existing insurance policy. Estimated project costs are as follows:

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
SOFT COSTS		
Property Acquisition / Leasehold	Civic Facility Bond (proposed)	\$935,300
Fire Specialist Architect	Civic Facility Bond (proposed)	\$110,500
Design Architect	Civic Facility Bond (proposed)	\$175,000
Structural Engineering	Civic Facility Bond (proposed)	\$75,000
MEP Engineering	Civic Facility Bond (proposed)	\$65,000
BOND FINANCING		
Capitalize Interest	Civic Facility Bond (proposed)	\$271,766
Cost Issuance	Civic Facility Bond (proposed)	\$130,500
Underwriter’s Discount	Civic Facility Bond (proposed)	\$95,536
Issuer Fee	Civic Facility Bond (proposed)	\$80,000
Gross Bond Insurance Premium	Civic Facility Bond (proposed)	\$51,437
Misc. Costs, Administration, Title, Closing	Civic Facility Bond (proposed)	\$125,000
CONSTRUCTION		
Site work, concrete, masonry, metals, thermal and moisture protection, ADA compliant doors and hardware, fire protection, plumbing, HVAC, electrical (LED lighting, switchgear, fire alarm, CCTV system, exterior lighting), parking lot improvements, landscaping	DRI (proposed)	\$1,200,000
	DEC Climate Smart Communities Grant (secured)	\$2,000,000
	Civic Facility Bond (proposed)	\$5,923,311
TOTAL DRI FUNDS REQUESTED		\$1,200,000
TOTAL FUNDING FROM OTHER SOURCES		\$10,038,350
TOTAL PROJECT COST		\$11,238,350

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by the City after extensive conversations with project partners including architects, City of Auburn emergency service providers, and the fire department. The cost is based on standard construction estimating methods, as well as coordination to determine the specialized costs of fire department equipment and construction. This project is imperative to creating a safe and efficient home for the City's fire department and is anticipated to provide the following benefits:

- **Economic Development.** The proposed project site lies within the Auburn Sparks BOA boundary, which has similar objectives to the DRI area. This project leverages previous and ongoing planning activities where a downtown focus, sustainable development and neighborhood revitalization have deemed critical components of revitalization. The Fire Department is named a DRI Anchor Institution in the Downtown Profile prepared for the Strategic Investment Plan. It is important that the Fire Department's new home remain within the downtown core in order to allow for quick response times.
- **Streetscape/Parking Lot Improvements.** Another component of this project is streetscape and parking lot improvements. This will help enhance the attractiveness of the plaza, but also serves to improve the practicality of parking on site. Parking will be improved in the lot fronting Seminary Street, but also on the other side of the property behind the proposed building, which abuts the Willard Memorial Chapel. This improved parking on the backside of the building is critical to support Willard Memorial Chapel. The Willard Memorial Chapel will be undergoing its own renovations, which will result in the loss of parking spaces. Parking availability is critical for the many weddings and events the Chapel supports throughout the year. The Chapel has been involved in the development of these plans and looks forward to improved site conditions. Additionally, the City intends to leverage the streetscape improvements made on this portion of Seminary Street for future CDBG monies to further expand physical and roadway improvements.
- **Adaptive Reuse.** This project will promote adaptive reuse by repurposing the existing 1970s steel frame of the 40,000 sq. ft vacant building on the site, conserving existing building materials where possible. The project will also use existing water and sewer infrastructure.
- **Accessibility.** The existing fire headquarters suffers from inaccessibility. The new facility will be federal/NYS ADA compliant.
- **Neighborhood revitalization.** The existing strip mall is blighted and does not contribute to the City's efforts to revitalize all corners of downtown. This level of investment will be transformative to the surrounding neighborhood and encourage additional private investment.
- **Leverage of funding sources.** This project has already garnered funding support from the Department of Environmental Conservation through the 2016 CFA Round. Awarded \$2 million, the DEC funding will help outfit the building with specialized equipment needed for a modern fire station.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits. This includes SEQR/SHPO and approvals from the DEC, such as a Stormwater Pollution Prevention Plan and Notice of Intent (NOI).

EXISTING + PROPOSED CONDITIONS

EXISTING



PROPOSED



PROPOSED



IMPLEMENTATION TIMEFRAME

The redevelopment of 23 Seminary Street has been thoroughly vetted and DRI funding will be the catalyst to advance this project from planning to implementation.

1. Initial Planning (3 months) – Fall to Winter 2019

- The initial planning and preliminary engineering for the project has been underway

2. Design/Engineering Phase (6 - 8 months) - Spring 2020 to Winter 2020

- Advance planning documents and develop construction documents and specifications for building renovation
- Environmental Review – SEQR, SHPO, NYS DEC Stormwater Pollution Prevention Plan and Notice of Intent Forms
- Obtain necessary local building permits and approvals

3. Construction Phase (9 - 12 months) - Spring 2021 through Spring 2022

- Redevelopment of the property is anticipated to last between 9 - 12 months from the date permit approvals are received.

PROJECT REPORTING

The City of Auburn will be responsible for the operations and maintenance of the property. Metrics to determine project success after implementation include:

- Value of investment in surrounding neighborhood (redevelopment, new build)
- Number of jobs created on site
- New investment on surrounding parcels

Construct New Multi-Family Residential Buildings on Vacant Land

FUNDING REQUEST

DRI Funding Request: **\$1,100,000**

Estimated Total Project Cost: **\$4,204,873**

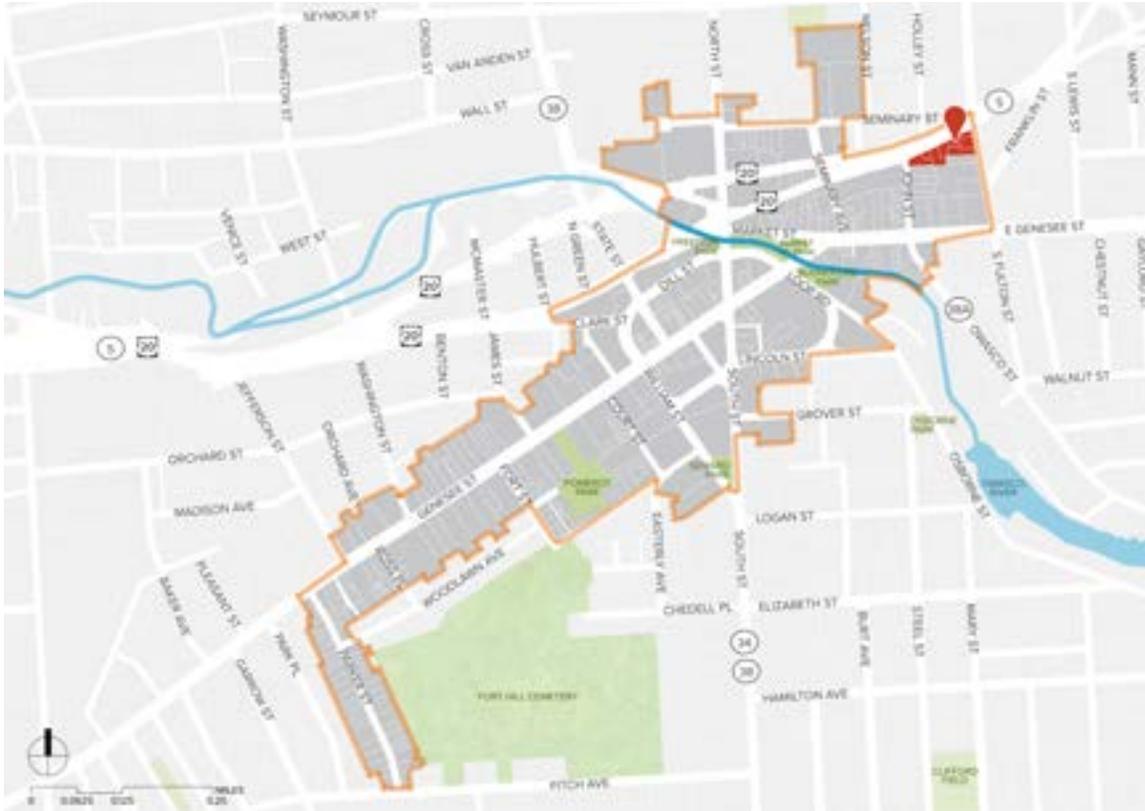
PROJECT DESCRIPTION

Arterials East and West (State Route 5 and 20) serve as main thoroughfares through Auburn, bringing traffic to downtown from the surrounding region. The property along Arterial East, between N. Fulton Street and John Street, is largely vacant, underutilized, and approximately 1.7 acres. R&M Associates, LLC is proposing to develop new multi-family apartment houses along this portion of Arterial East. The development will consist of five apartment houses with four, two-bedroom units each. The apartment houses will be stick built and carefully designed to create an interesting and aesthetically pleasing neighborhood feel. Each unit is approximately 1,000 sf and will be rented at market rate.

The proposed scope of the project consists of the construction of five new buildings and site work. The scope of the new construction includes excavation, construction, and finishing details. The site work includes the development of a shared outdoor space, including parking, walkways, passive open space, and gardens for use by residents.

LOCATION

The proposed project location is 30-38 Arterial East, Auburn, NY.



PROJECT OWNER + SPONSOR

R&M Associates, LLC ("R&M") is the owner of the property and the sponsor of the project.

CAPACITY

R&M will be responsible for the long-term implementation of this project, general contracting, construction management, maintenance and long-term management of the building. In addition, R&M will be responsible for carpentry and woodwork for this project including, but not limited to, framing and cabinetry.

R&M is a family-owned and operated real estate development and management company located in Auburn, New York with a proven track record of successfully developing local residential and mixed-use projects. R&M is committed to quality commercial development and has extensive experience in real estate development, including: evaluating investment opportunities; conducting project feasibility studies; securing financing; coordinating pre-construction planning and design; managing construction renovation projects from start to finish; and, marketing, leasing and managing completed projects.

Since 2009, R&M has successfully renovated over 20 commercial and mixed-use structures in downtown Auburn, placing into service numerous market rate loft apartment complexes and commercial venues. Some of their notable projects include:

- Logan Park Lofts – Conversion of two industrial buildings into 36 luxury loft apartments. The complex is 100% occupied and features a historic renovation and handcrafted woodwork.
- Amory Apartments – Conversion of a former armory into 9 luxury lofts and three successful restaurants (Osteria, Moon Dog Lounge and Prison City Brew Pub)

PROJECT PARTNERS

- **R&M.** Property owner and project sponsor

STRATEGIES

DRI Strategies

- **Promote infill and the redevelopment of vacant and underutilized sites.** The proposed project's scope includes developing 5 market rate apartment buildings with parking on vacant and underutilized parcels.
- **Increase the availability of housing options.** The project adds twenty market rate residential units to the downtown area, activating an underutilized area of East Hill.
- **Establish gateways into the City that convey a unique sense of place.** The project will contribute to a dramatic transformation of John Street and Arterial East, two of the main gateways into the Downtown Auburn.

CNY REDC Strategies

- **Repurpose existing infrastructure to recreate density in development and capitalize on regional assets.** This project repurposes a vacant and underutilized site into a residential development that adds 20 market rate units to the downtown area, helping to maintain the growth of residential development in Auburn's central business district.

ANTICIPATED BENEFITS

Short-Term Benefits

- Converts vacant land into five active residential buildings
- Draws more people to the downtown area
- Activates a struggling corridor

Middle-Term Benefits

- Increases residential density in downtown
- Creates employment opportunities

Long-Term Benefits

- Positively impacts neighboring property values

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and several neighboring businesses have expressed their support for the redevelopment. The project is also receiving strong support from the community due to R&M's previous downtown revitalization efforts, including the development of numerous restaurants, a brewery, and retail shops, all of which have been essential to activating downtown Auburn and making it what it is today.

JOBS CREATED

- 1 part-time property manager position
- 1 part-time maintenance position

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

A detailed cost estimate defining the sources and uses of funding will be provided to the State as supporting documentation. The project sponsor is approved for a construction loan up to \$2,347,000, which accounts for a debt service coverage ratio of 1.20. Based on the expected net operating income generated by the project (provided as supporting documentation), the project sponsor will be able to cover the debt service and maintain positive cash flow from operations. Below is an overview of the estimated costs associated with this proposed project:

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
New Construction Demolition, site preparation, concrete, masonry, roofing, mechanical, electrical, plumbing	DRI (proposed)	\$1,100,000
	Construction Loan	\$581,949
Finishing and Construction Management Woodwork and carpentry, including framing, molding, trim, and cabinets; construction management	Project Sponsor In-Kind Contribution	\$1,100,000
Site Improvements + Soft Costs	Construction Loan	\$1,247,924
	Project Sponsor Equity	\$175,000
TOTAL DRI FUNDS REQUESTED		\$1,100,000
TOTAL FUNDING FROM OTHER SOURCES		\$3,104,873
TOTAL PROJECT COST		\$4,204,873

FEASIBILITY + COST JUSTIFICATION

The anticipated redevelopment cost is based on industry standards for comparable development programs in the City of Auburn, and the construction estimate was developed by an independent certified contractor. This proposed project is expected to provide the following benefits:

- **Downtown Revitalization.** The market study analysis completed for the DRI identified that there is a demand for market rate apartments in downtown Auburn. This project also builds on the momentum created by recent and planned investments in Auburn’s East End, including the rehabilitation of houses along John Street, the planned establishment of a Veteran’s Health Clinic on the site of the former Rite Aid (corner of E. Genesee and N. Fulton Streets), and the introduction of new retail at the corner of E. Genesee and John Streets. Combined with these other projects, this proposed redevelopment will help to promote a vibrant, unique, and desirable place to live in Auburn’s East End.
- **Activation of the City’s Urban Fabric.** Currently the site is vacant and underutilized, negatively impacting the character of downtown Auburn. The proposed redevelopment will create an attractive, new development, representing renewed interest, excitement and investment.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits. The proposed project will also be required to comply with State stormwater regulations and conduct an environmental review per the requirements of the State Environmental Quality Review Act.

EXISTING + PROPOSED CONDITIONS

EXISTING



PROPOSED



IMPLEMENTATION TIMEFRAME

R&M has been planning for the proposed renovations and is prepared to begin work upon DRI grant award announcements.

1. Immediate Next Steps (2 months) – Fall 2019

- Execute contract for design services

2. Design Phase (4 - 6 months) – Winter 2019 to Summer 2020

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor
- Close on construction loan

3. Construction Phase (12 - 18 months) – Summer 2020 to Winter 2021

- Construction of five residential buildings
- Site improvements

PROJECT REPORTING

R&M will be responsible for project oversight, construction management and monitoring of project advancement. R&M will hire an architectural firm to oversee all technical aspects of the design, permitting and approvals. Metrics to determine project success include:

- Additional foot traffic
- Occupant feedback
- Investment in neighboring properties
- Occupancy rates

Transform a Vacant Lot into an Urban Public Plaza

FUNDING REQUEST

DRI Funding Request: **\$1,000,000**

Estimated Total Project Cost: **\$1,600,000**

PROJECT DESCRIPTION

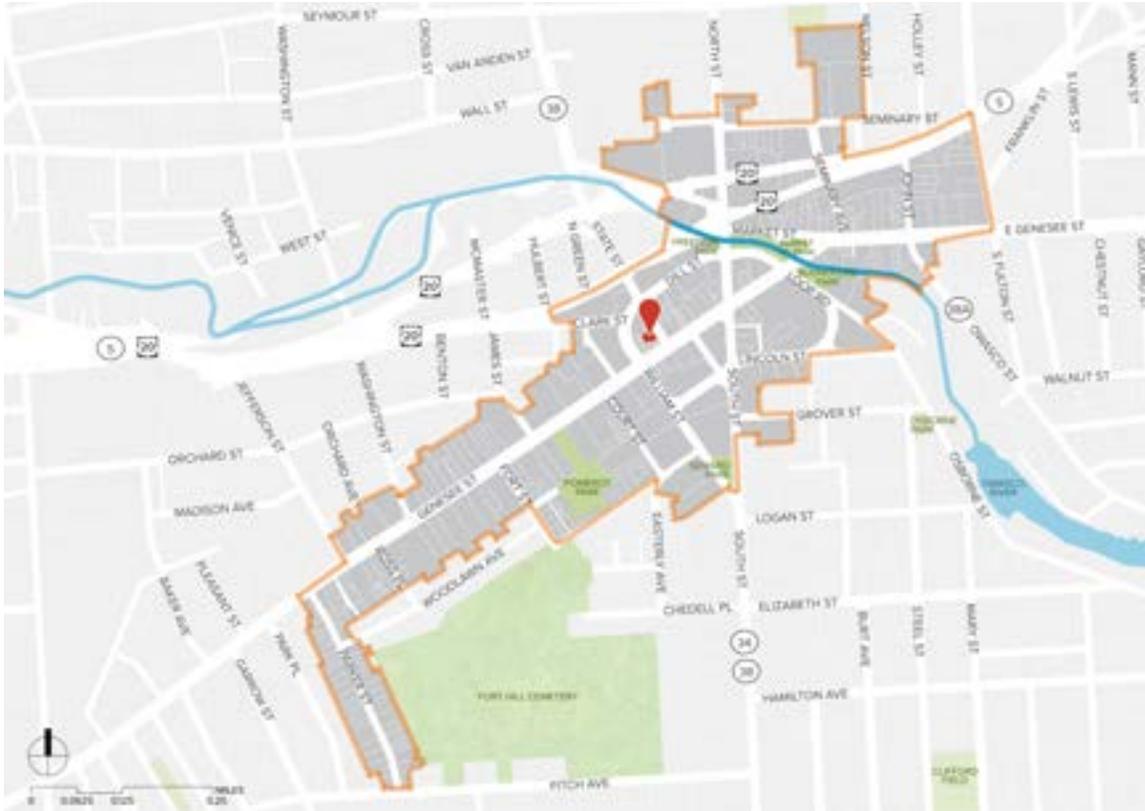
Centrally located in downtown Auburn, the proposed project will redevelop the site of the former Kalet's Department Store into an urban public plaza (approximately 5,000 square feet). The current site is a large gravel pit that is screened from the public view by an opaque temporary wall. The proposed project is critical to completing the State Street Creative Corridor and providing much-needed access to public space in downtown Auburn. In addition to filling a significant gap - both physically and economically - along State Street, the proposed project will activate the streetscape, complement and enhance adjacent retail stores and restaurants, and establish a flexible public space for events, festivals, and socializing.

Specifically, the proposed project will implement the full construction of the plaza, currently being designed by the City of Auburn utilizing Community Development Block Grant (CDBG) funding. Environmental testing has also been completed for the site. The proposed project will provide Auburn residents, visitors, and downtown businesses with access to the following:

- Flexible performance space
- Public art
- Moveable tables and chairs
- Seating areas in the form of benches and seat walls
- Pedestrian-scale lighting
- Landscaping
- Bike racks
- Interpretive signage

LOCATION

The proposed project is located at 1-7 State Street.



PROJECT OWNER + SPONSOR

The City of Auburn is the property owner and the project sponsor.

CAPACITY

The City will be responsible for the long-term maintenance, operations, and programming of the proposed project. City parks are managed and maintained by the Department of Public Works. This Department has the capacity and experience to conduct routine park maintenance (e.g., snow removal, trash removal, landscape maintenance, repairs), as well as specialized maintenance to meet the needs of the proposed project (e.g., set-up for festivals).

The City has established funding streams for park maintenance, programming, and capital improvements. Funding for maintenance comes from the general operating budget and is supplemented by fees charged for the rental of park facilities. Funding for programming comes from the general operating budget, which

is sometimes supplemented by Community Development Block Grants (CDBG) in income eligible areas. Funding for capital projects is typically obtained through state, federal and foundation grants and the City's general operating budget.

PROJECT PARTNERS

- **City of Auburn Department of Public Works.** Operations and maintenance of the proposed project
- **City of Auburn, Office of the City Manager.** Project management and grant administration
- **City of Auburn, Office of Planning & Economic Development.** Fundraising and project management assistance

STRATEGIES

DRI Strategies

- **Diversify downtown amenities to serve the needs of all residents.** The proposed plaza will add public open space to the downtown area, providing a space for people to gather, relax, and socialize.
- **Foster a sense of place through the integration of landscaping, green infrastructure, site furnishings, public art, and wayfinding elements.** By filling a large gap in the State Street Creative Corridor, this project will build upon the momentum already created along this block by restaurants, retail, and an award winning brewery and establish a unique sense of place for downtown Auburn.
- **Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.** This project will provide a central location for regular community events, festivals, and gatherings. The City will coordinate special events and work with community partners regarding programming that space.
- **Promote infill and the redevelopment of vacant and underutilized sites.** The proposed project will transform a vacant site into a flexible, multi-purpose urban plaza.

REDC Strategies

- **Repurpose existing infrastructure to recreate density in development.** The proposed project complements adjacent buildings and uses along the block and fills an important gap along the streetscape to create a cohesive, inviting, and enjoyable experience for Auburn residents, visitors, and businesses.

Other Local Plans / Initiatives

The proposed project is also well-aligned with the City of Auburn's Parks Master Plan (2016). The proposed park is located in the "Downtown Confluence Zone," which is defined by the Master Plan as an area in the heart of downtown where multiple modes of transportation converge and is identified as an opportunity to create a positive image and a focus for downtown Auburn. The transformation of the proposed site into an urban plaza that serves and benefits all members of the Auburn community will ensure this Confluence Zone promotes a positive image of downtown.

ANTICIPATED BENEFITS

Short-Term Benefits

- Repurposes a vacant and underutilized site into a public resource and amenity within the urban core
- Provides a central space for community events, socializing, and passive recreation
- Contributes to a safe, vibrant environment along the State Street Creative Corridor
- Attracts more people to the downtown area

Middle-Term Benefits

- Serves as a landmark for downtown Auburn
- Increases foot traffic in the downtown area

Long-Term Benefits

- Positively impacts neighboring property values
- Develops positive synergies with neighboring development along the State Street Corridor to attract new development and outside investment

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from both the LPC and public. An intensive, iterative design process providing multiple opportunities for the public and adjacent property owners to provide feedback has already been completed. All feedback received from the public has been incorporated into the current proposed design.

JOBS CREATED

The implementation of this project will not create any new full- or part-time positions. Commissioned public art is part of the project's scope, which would create short-term contractual employment for an artist(s).

BUDGET + FUNDING SOURCES

The City of Auburn has already invested significant financial resources into this project's readiness. The City has completed all conceptual design work for the proposed project and is under contract with a design firm for the development of contract documents.

The City of Auburn's proposed project match consists of a donation from a large foundation. The foundation will not commit any funds until DRI grant money is awarded. If DRI funding is awarded and this anticipated donation is not secured, the project sponsor is prepared to issue a civic bond to cover the \$600,000 match.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Site preparation	DRI (proposed)	\$115,000
Stormwater management	DRI (proposed)	\$10,000
Water Line	DRI (proposed)	\$5,000
Walls, piers, seat walls, fencing	DRI (proposed)	\$630,000
Landscaping	DRI (proposed)	\$130,000
Hardscaping	DRI (proposed)	\$110,000
Chairs, tables, benches	Donation (anticipated) or Civic Bond	\$25,000
Bike racks and trash receptacles	Donation (anticipated) or Civic Bond	\$10,000
Lighting	Donation (anticipated) or Civic Bond	\$45,000
Giant chess set or other interactive elements	Donation (anticipated) or Civic Bond	\$10,000
Commissioned art (sculpture)	Donation (anticipated) or Civic Bond	\$100,000
Movable Tent	Donation (anticipated) or Civic Bond	\$10,000
Soft costs traffic control, mobilization, survey, erosion and sediment control, construction contingency	Donation (anticipated) or Civic Bond	\$400,000
TOTAL DRI FUNDS REQUESTED		\$1,000,000
TOTAL FUNDING FROM OTHER SOURCES		\$600,000
TOTAL PROJECT COST		\$1,600,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by a licensed architect and is based on standard construction estimating methods, as well as coordination with manufacturers for site furnishings. The City, who has a proven track record of successfully implementing capital projects, will oversee the implementation of the proposed project. The project is expected to provide the following benefits:

- **Economic development.** The proposed project will contribute to Auburn’s renaissance by attracting residents and visitors to downtown Auburn to shop, dine, work, and play. This project also builds on the momentum and energy of the State Street Corridor, which has been identified by the City as a catalyst for attracting talent to the region, boosting productivity, creating wealth, and driving new development. Over the past 10 years, this corridor has leveraged nearly \$2 million in private investment and solidified Auburn as a center for arts and culture in the region.

- **Access to Open Space.** The proposed project will provide a unique open space destination in downtown Auburn, given its proximity to the City’s most popular eating and drinking establishments. Despite small pocket parks dispersed throughout downtown, public feedback received throughout the DRI planning process has emphasized the need for a downtown public space where people can gather to share a meal, relax, and/or participate in community events.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and permits, as well as compliance with the State Environmental Quality Review Act.

EXISTING + PROPOSED CONDITIONS



PROPOSED



IMPLEMENTATION TIMEFRAME

The City has been planning for the proposed urban plaza and is prepared to begin work immediately upon DRI grant award announcements.

1. Design Phase (3 months) – Fall to Winter 2019

- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

2. Construction Phase (4-6 months) – Spring to Summer 2020

PROJECT REPORTING

The City will be responsible for project oversight and monitoring of project advancement. The City will hire a landscape architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Number of visitors to the plaza
- Number of community events per year and attendance at each event
- User feedback

Establish a New Facility to Expand Services Provided by Nick's Ride 4 Friends

FUNDING REQUEST

DRI Funding Request: **\$931,800**

Estimated Total Project Cost: **\$1,331,800**

PROJECT DESCRIPTION

The proposed project will establish the first peer recovery organization in the Auburn area. Nick's Ride 4 Friends provides support in all levels of recovery, from treatment to re-entry into the community, job readiness, and placement assistance to ongoing peer and community support programming. In addition, the proposed building rehabilitation will provide space for other health-based organizations and not-for-profit organizations (NPOs) with similar missions. Nick's Ride 4 Friends proposes to rehabilitate an existing vacant 3 story structure to establish spaces for programming and health-based support services. The project scope includes:

- Asbestos removal
- HVAC, electrical, and lighting systems
- Sprinkler system, plumbing, and fixtures
- Structural repair, rough carpentry and framing
- Ceiling, flooring and finishes
- Windows, interior doors, and associated hardware
- Building security system
- Main entry with reception area, including elevator
- New common conference room and shared kitchen
- Landscaping

Once the environmental remediation, building renovations, and site improvements are complete, the building will provide a safe, comfortable space for the following tenants and their clients:

Basement Level

- Grounded - a youth-led and adult guided organization with a mission to support youth development and growth through engagement with their peers and community - will be located in the basement in a 1,700 SF space.
- Tenant storage space will also be provided in the basement.

1st Floor

- Shared resources for all tenants, including a new entrance, a reception area, a shared conference room, and a communal kitchen
- Good Vibes Neighborhood House – a community organization that works with youth and provides after school programs and cultural events in a drug and alcohol free space – will occupy an 1,100 SF space.

2nd Floor

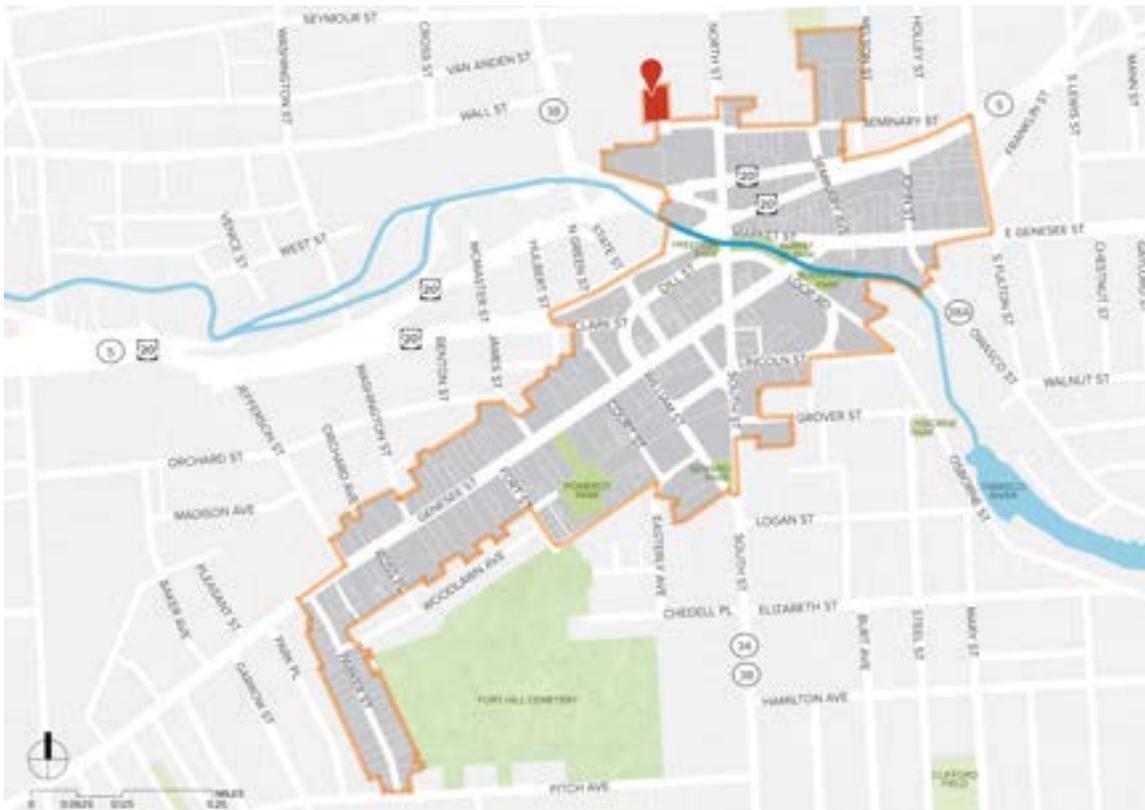
- East Hill Family Medical will establish a satellite office that provides mental health and counseling services and addiction recovery programming for people with substance use disorders. This satellite office will occupy a 1,060 SF space.
- Heroin Epidemic Action League (HEAL) aims to prevent substance abuse and to initiate and implement needed resources to assist those affected by the disease of addiction. HEAL will occupy a 310 SF space.
- Life Works of Cayuga County is a recovery community engaged in providing events and activities to those seeking a healthy way of life. Life Works will occupy a 270 SF space.

3rd Floor

- Nick's Ride 4 Friends (the project sponsor) will occupy the entire third floor (1,780 SF).

LOCATION

The new facility will be located at 13 Chapel St in downtown Auburn.



PROJECT OWNER + SPONSOR

The current property owner is Chuck Bouley of Bouley Associates. Nick's Ride 4 Friends has a commitment and letter of intent in place with the owner to donate the building to Nick's Ride 4 Friends.

CAPACITY

Nick's Ride 4 Friends' staff and board members will be responsible for the long-term implementation of this project, including the necessary building renovations, educational and community programming, and operations and maintenance of the facility.

Nick's Ride 4 Friends is the first organization in Auburn and Cayuga County to directly address the current opioid and addiction epidemic with their peer recovery services, bridging the gap between clinical treatment and peer support. Since start up in 2017, Nick's Ride has served 11,606 clients by addressing the vital and time sensitive challenge of ensuring clients gain admission into addiction rehabilitation facilities. This grass roots prevention and recovery organization focuses on providing a safe-haven for recovery, wellness, re-entry into the community, employment readiness, job searching and placement. Nick's Ride actively works to connect with those struggling with addiction, including personally meeting with overdose patients in hospitals and offering addiction programming and educational events at schools across Cayuga County. Nick's Ride 4 Friends currently operates office space on South Street in downtown Auburn; however, due to a growing base of clients, the proposed project will provide critical new space and resources for the growth of this NPO.

Nick's Ride 4 Friends has also partnered with a general contractor and architect to ensure successful completion of the proposed project. Furthermore, several of Nick's Ride 4 Friends' board members and supporting volunteers have many years of experience in all aspects of the proposed project, including development, construction, and community engagement.

Nick's Ride 4 Friends has a Letter of Intent and commitment from the owner to donate the building to Nick's Ride 4 Friends. The five NPO tenants have also made commitments; however, formal lease agreements are pending DRI grant awards.

PROJECT PARTNERS

- **Nick's Ride 4 Friends.** Project sponsor
- **Bouley Associates.** Property owner
- **Grounded (proposed tenant).** A youth-led, adult-guided organization
- **Good Vibes Neighborhood House (proposed tenant).** Youth development and programming
- **East Hill Family Medical (proposed tenant).** A federally qualified health center providing mental health and counseling services
- **HEAL (proposed tenant).** An Auburn community wide organization to prevent substance abuse
- **Life Works of Cayuga County (proposed tenant).** A recovery community providing events and activities to those seeking a healthy way of life

STRATEGIES

DRI Strategies

- **Expand educational and workforce development opportunities.** This project brings a new level of community development and programming to Auburn. It creates, develops, and expands opportunities for the local workforce, including medical, mental health, and outreach professionals.
- **Increase the diversity of downtown activities to include more youth and family- friendly options.** This project involves a tenant that will provide new and innovative youth programming, including activities and safe spaces for youth and families.
- **Promote infill and the redevelopment of vacant and underutilized sites.** This project will redevelop a currently vacant space into an NPO community programming facility, including six different organizations providing a wide range of services.
- **Diversify downtown amenities to serve the needs of all residents.** Nick's Ride 4 Friends provides important addiction-related services that are non-existent elsewhere in Auburn. In addition, the proposed tenants provide additional mental health and supportive services for those affected by the disease of addiction.

REDC Strategies

- **Rethink our urban redevelopment efforts by leveraging the Region's exemplary anchor institutions in education, health and medicine.** This project establishes a prominent Auburn location for NPO organizations to build, grow, and provide long-term services to the community.
- **Repurpose existing infrastructure to recreate density in development.** This project invests in Auburn's landmark buildings and public spaces. The project site is currently a vacant building. Renovating, rather than destroying, this building will create a vibrant mixed-use environment to recover, work, and play that reflects the distinct local character and needs of Auburn.
- **Retrain to develop the workforce of tomorrow.** This project will increase density and heighten social and economic activity in Auburn's central business district. It will also build social capital that is critical to the Region's ability to innovate and compete in the global economy and sustain its competitive advantage.

ANTICIPATED BENEFITS

Short-Term Benefits

- Converts a vacant space into an active medical resource and a community programming facility
- Provides commercial space for local NPOs in need of a location to grow and develop
- Provides a central facility for health care services and treatment

Middle-Term Benefits

- Increases safe spaces and events for youth and those in recovery
- Creates employment opportunities in healthcare and community programming
- Establishes partnerships within the medical and healthcare industries, particularly NPOs focused on clinical and peer programming

Long-Term Benefits

- Provides the primary location to establish community engagement and provide events and activities for those seeking a healthy way of life.
- Develops a workforce that meets the demands for increasing medical and mental health services
- Positively impacts the urgent issues of addiction

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received sustained strong support from both the LPC and the public. Several area healthcare and community programming organizations immediately came on-board as tenants. In addition, many local and state organizations and officials are actively supporting the development of this project, and have provided letters of support. These letters will be provided to the State as supporting documentation.

JOBS CREATED

- 1 full-time faculty position
- 1 full-time administration position
- 1 part-time facilities management position
- Additional full and part-time jobs will be created within the tenant NPOs

ACQUISITION OF REAL PROPERTY

The project sponsor has a commitment and letter of intent from the owner to donate the building to Nick's Ride 4 Friends. An agreement will be executed upon award of the DRI grant.

BUDGET + FUNDING SOURCES

The project sponsor’s match will be fulfilled by a donation from the Allyn Foundation. A letter of intent from the Allyn Foundation will be submitted to the State as supporting documentation.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Interior and Exterior Renovations Interior: environmental remediation, demolition/removals, elevator/lift, MEP upgrades, HVAC, carpentry, windows, and security systems. Exterior: new entry, excavation, and site work	DRI (proposed)	\$931,800
Interior Finishes and Landscaping Painting; flooring; suspended ceiling system, and landscaping	Allyn Foundation Donation (secured)	\$194,480
Soft Costs Architectural and engineering design services; environmental survey; insurance; overhead; contingency	Allyn Foundation Donation (secured)	\$205,520
TOTAL DRI FUNDS REQUESTED		\$931,800
TOTAL FUNDING FROM OTHER SOURCES		\$400,000
TOTAL PROJECT COST		\$1,331,800

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by a licensed contractor working with the project architect and is based on standard construction estimating methods. All of the NPO tenants have a proven track record of delivering medical and mental health services and programming. The project is anticipated to provide the following public health, community development, economic development, and downtown revitalization benefits:

- Public Health.** Opioid addiction is an epidemic with which Cayuga County and the Auburn community is currently struggling. Between 2016 and 2017, the number of drug-related deaths countywide nearly doubled (14 drug-related deaths in 2016; 24 drug-related deaths in 2017). In 2017, Nick’s Ride 4 Friends opened its doors. Combined with the introduction of detox at the local hospital in 2018 and services provided by Nick’s Ride 4 Friends and East Hill Family Medical, the number of drug related deaths dropped to 17 countywide in 2018. This project enables Nick’s Ride 4 Friends, East Hill Family Medical, and several other community-based groups to expand their services and programming and reach additional at-risk individuals. Specifically, the proposed project provides a facility where critical health care issues can be addressed, increasing the opportunity for treatment and improving public health. It will strengthen connections and improve access to much needed mental health and medical treatment in Auburn. The project creates an entire facility of organizations with a similar focus, goals, and programming, resulting in a comprehensive approach and availability of treatment and care for addiction, recovery and support services.

- **Community Development.** Once this project was announced, there was immediate interest by both the public and NPO health care community, followed by tenant commitments, resulting in all rental spaces being filled. Below is a summary of the tenant organizations and programming:
 - The building set-up includes a fully staffed reception area and a common/shared conference room and kitchen.
 - Grounded’s mission is to create a protective factor for youth in Cayuga County through engagement within peers and community by emphasizing positive norms and clear expectations for behavior, physical, and psychological safety.
 - Good Vibes Neighborhood House works with youth and provides after school programs and cultural events in a drug and alcohol free space.
 - East Hill Family Medical provides mental health and counseling services for people with substance use disorders and in need of addiction recovery programming.
 - HEAL is an Auburn community wide organization established to prevent substance abuse, and to initiate and implement needed resources to assist those affected by addiction.
 - Lifeworks of Cayuga County is a recovery community engaged in providing events and activities to those seeking a healthy way of life.
 - Nick’s Ride 4 Friends (project sponsor) provides a peer-based clubhouse approach to helping those who are battling addiction and promotes awareness of the disease of addiction by providing programs for recovery and community events.

This proposed project provides new space and expansion options that each of these health care NPOs needs to continue and grow their services within the Auburn community.

- **Economic development.** This proposed project provides an innovative, collective approach to providing medical and mental health services and programming, creating an opportunity for NPOs to develop and thrive and provide services to more people.
- **Downtown revitalization.** This project redevelops a vacant building to provide quality spaces for organizations that serve the Auburn community.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits, as well as any compliance with NYS Department of Health or Office of Mental Health requirements. The proposed project will also have to comply with the State Environmental Quality Review Act.

EXISTING + PROPOSED CONDITIONS

EXISTING



PROPOSED



IMPLEMENTATION TIMEFRAME

Nick's Ride 4 Friends has been planning for the proposed renovations to 13 Chapel St. and is prepared to begin work immediately upon DRI grant award announcements.

1. Immediate Next Steps (2 months) – Fall 2019

- Property transfer
- Secure funding
- RFP for design services
- Execute contract and begin design services

2. Design Phase (4 months) – Winter 2019 to Spring 2020

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

3. Construction Phase (8 months) – Spring to Winter 2020

- Interior and exterior building renovations
- Site improvements

PROJECT REPORTING

Nick's Ride 4 Friends will be responsible for project oversight and monitoring of project advancement. Nick's Ride 4 Friends has hired an architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Clients served per year
- Number of individuals in recovery
- Increase in youth programming
- Increase in youth participating in programs
- Number of community events per year
- User feedback

Rehabilitate the Seward House Museum's Carriage House and Barn

FUNDING REQUEST

DRI Funding Request: **\$863,925**

Estimated Total Project Cost: **\$1,232,000**

PROJECT DESCRIPTION

The Seward House Museum is one of the most beautiful and historically significant estates in Auburn, surrounded by two acres of lush garden and trees. The elegant interior of the main house has been restored to its original beauty and features an unmatched collection of political and travel souvenirs, decorative arts, and photographs that spans William Seward's nearly forty-year political career. While the main house has benefited from restoration projects and welcomes thousands of visitors a year, the outlying structures have deteriorated over time due to financial constraints.

The proposed project will repair the barn and carriage house of the Seward House Museum, which lie outside of the main house and serve as the entryway to the facility for all visitors. The deteriorated condition of the structures and limited accessibility do not support contemporary use and have resulted in decades of underutilization. Occasional maintenance projects have kept the structures effectively preserved, although only for the short-term, until a large-scale repair project can be undertaken. Proposed repairs will facilitate a comprehensive, long-term strategy that will effectively mend severe structural issues as well as safeguard the structures from further degradation, while creating opportunities for their future use.

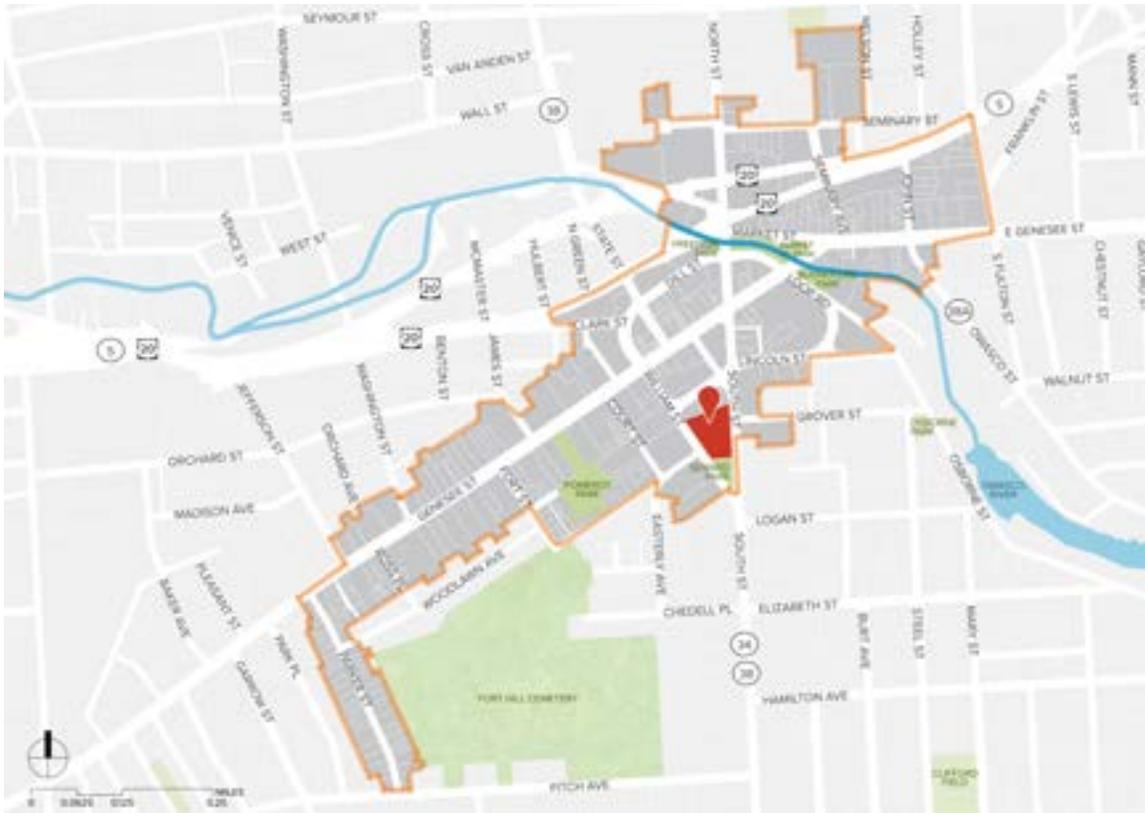
The proposed project scope includes:

- Stabilizing and repairing the barn's foundation and facade to prevent structural failure;
- Repairing original features (interior and exterior) of the barn and carriage house;
- Updating electrical service and conducting thermal improvements in the barn and carriage house;
- Protecting the barn and carriage house from future degradation; and
- Developing and implementing a plan to stabilize, rehabilitate or remove the deteriorated potting shed (located immediately adjacent to the barn and affecting barn's stability).

Once repairs are completed, the structures will be used for administrative offices, meeting and event spaces and will establish a strong, aesthetically welcoming gateway to the Seward House Museum campus. The newly rehabilitated Seward Museum outbuildings will be the home, hub, and heart of the City's historic and cultural heritage.

LOCATION

The Seward House Museum is located at 33 South Street.



PROJECT OWNER + SPONSOR

The Seward House Museum, a registered 501c3 organization, is the property owner and sponsor of the proposed project.

CAPACITY

The Seward House Museum has a successful history of managing grants and implementing capital projects, and they will be responsible for the long-term implementation of this project. The Seward House Museum will retain the services of an architecture firm that specializes in historic preservation to complete the project. The firm will assist the Museum in drafting construction drawings and bid documents that will be used to solicit services to perform the repair work. During work the Museum's Facilities Manager will monitor progress and ensure proper maintenance and preservation methods are undertaken after project completion.

PROJECT PARTNERS

- **Seward House Museum.** Property owner and project sponsor

STRATEGIES

DRI Strategies

- **Leverage historical, cultural, and artistic assets to increase tourism and strengthen residents' sense of place.** Repairs to the carriage house and barn will be extremely important in preserving and restoring the historic buildings and will contribute to an increase in use and visitation to the Seward House Museum complex.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** Seward House Museum is an asset that directly contributes to Auburn's unique historic story. The rehabilitation project will help to maintain and preserve the historic site and allow for residents and visitors to enjoy and experience its history.

CNY REDC Strategies

- **Attract outside investment and interest.** The project has the potential to attract more visitors to the museum, as it creates additional space for programming. In addition, the new space may be used by residents for hosting meetings and special events, helping to attract more users and promote the museum as a destination and community partner.

ANTICIPATED BENEFITS

Short-Term Benefits

- Restores and preserves a historic site
- Draws more people to the downtown area

Middle-Term Benefits

- Increases tourism and contributes to additional foot traffic in downtown area
- Creates employment opportunities in the tourism sector

Long-Term Benefits

- Positively impacts of the city of Auburn by attracting outside investment

PUBLIC SUPPORT

Throughout the DRI planning process, this project has had relatively strong support from the LPC and the community. As museums provide an invaluable opportunity for members of the public to get close up to history and culture, the newly rehabilitated carriage house and barn will improve accessibility and exposure to the museum, potentially resulting in increased visitors and members.

JOBS CREATED

Repair work will be performed on the buildings over several years. No new permanent jobs would be created as a result of the project.

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

The project sponsor's funding match will be comprised of secured Seward House assets and a combination of grants, donations, and fundraising. If necessary, the Seward House Museum has unrestricted assets that can be designated by the Board of Directors to cover the entire match (\$368,075).

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Predevelopment Architectural design; permits	DRI (proposed)	\$3,925
	Grants, Donations, Fundraising (in progress); Seward House Assets (secured)	\$92,775
Phase 1: Barn and Potting Shed Repairs Barn masonry stabilization; repairs to potting shed roof and brickwork; archaeology	DRI (proposed)	\$245,900
Phase 1: Soft Costs Design contingency; construction contingency; administration	Grants, Donations, Fundraising (in progress); Seward House Assets (secured)	\$78,800
Phase 2: Barn and Carriage House Repairs Masonry; MEP; door and window repairs; insulation; fence repairs; site accessibility improvements	DRI (proposed)	\$505,900
Phase 2: Soft Costs Design contingency; construction contingency; administration	Grants, Donations, Fundraising (in progress); Seward House Assets (secured)	\$161,870
Phase 3: Barn and Carriage House Finishes Roof, gutter, and ceiling repairs; fire suppression; prep and paint wooden features	DRI (proposed)	\$108,200
Phase 3: Soft Costs Design contingency, construction contingency, administration	Grants, Donations, Fundraising (in progress); Seward House Assets (secured)	\$34,630
TOTAL DRI FUNDS REQUESTED		\$863,925
TOTAL FUNDING FROM OTHER SOURCES		\$368,075
TOTAL PROJECT COST		\$1,232,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by a licensed architect and a preservation planner. The anticipated repairs are based on standard design, construction and professional administration estimating methods. The proposed project is expected to contribute to Auburn's downtown revitalization in the following ways:

- **Economic Development.** The project supports economic development in the downtown core by creating opportunities to bring more people into Auburn. As a destination for heritage travelers, families, and school groups, visitors often use nearby restaurants and shops to complement their museum excursion, resulting in indirect economic impact. The new NYS Equal Rights Heritage Center, which is located immediately adjacent to the Seward House (approximately 50-feet to the north), also creates unique opportunities to expand programming and collaboration with other local heritage and cultural destinations.
- **Increase in Historic Tourism and Regional Visits.** The proposed project will have a direct impact on the museum's ability to promote its facilities to increase local, regional and national visitation to the Seward House.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits as well as coordination and approvals from the State Historic Preservation Office. The proposed project must also comply with the regulations of the State Environmental Quality Review Act.

EXISTING + PROPOSED CONDITIONS





IMPLEMENTATION TIMEFRAME

Seward House Museum has been planning for the proposed repairs to the carriage house and barn is prepared to begin work in Fall 2019.

1. Initial Planning (2 months) – Fall 2019

- Procurement of professional services

2. Design/Engineering Phase (8 months) – Winter 2019 to Summer 2020

- Advance planning documents and develop construction documents and specifications for building renovation.
- Environmental Review – SEQR, SHPO
- Obtain necessary local building permits and approvals

3. Construction Phase (9-12 months) – Fall 2020 to Fall 2021

- Building repairs
- Site accessibility improvements

PROJECT REPORTING

The Seward House Museum and Contractors will be responsible for project oversight and monitoring of project advancement. An architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Value of investment in surrounding neighborhood (redevelopment, new build)
- Number of community events per year and attendance at each event
- Seward House visitation

Establish a Downtown Facility for Cayuga Community College's Culinary Arts Program

FUNDING REQUEST

DRI Funding Request: **\$800,000**

Estimated Total Project Cost: **\$1,465,000**

PROJECT DESCRIPTION

The proposed project will establish the first culinary arts degree program in Cayuga County, offering credit and noncredit courses that emphasize skill-based training to prepare students for careers in the culinary industry. The program will focus on teaching methods, techniques, and skills that align with the needs of area restaurants and businesses, while also providing a central space for community events and a new café. Cayuga Community College (CCC) will also offer opportunities for leisure learning and community enrichment that will be open to the public, such as wine studies, hops cultivation, cooking classes, and culinary events that integrate local arts and culture.

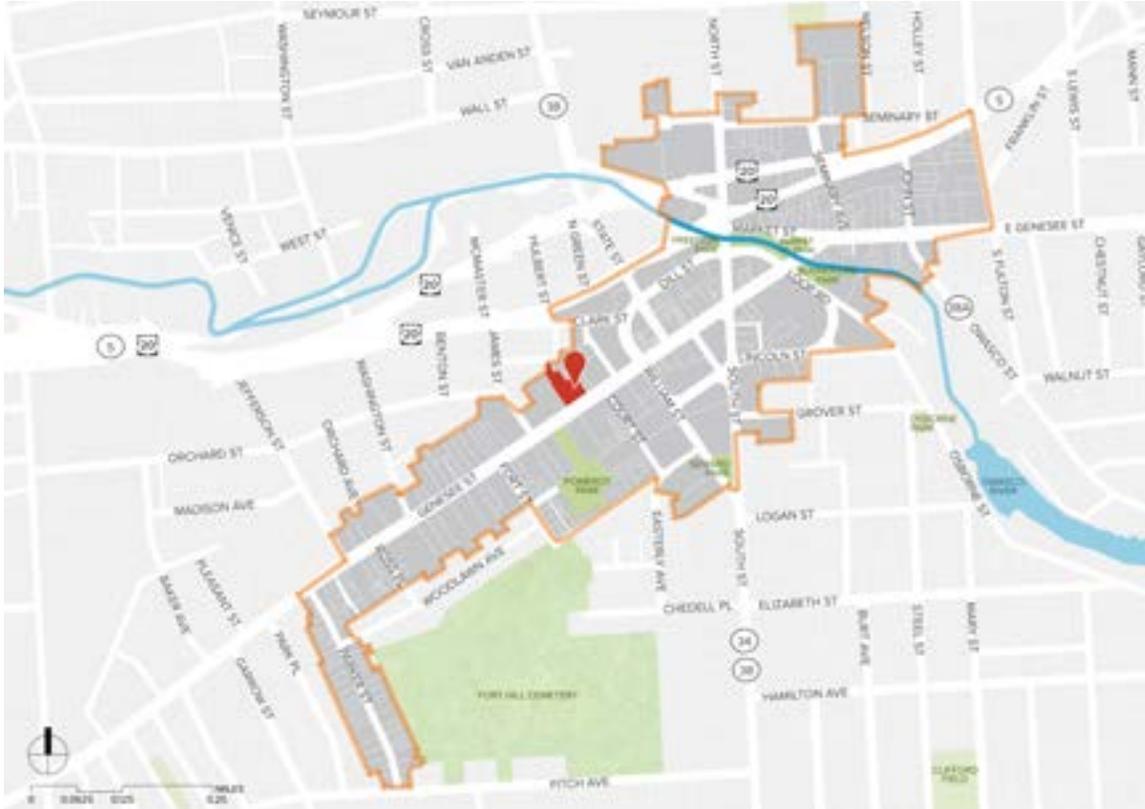
CCC proposes to establish its Culinary Arts Program on the ground floor of the currently vacant Plaza of the Arts building in downtown Auburn. The project entails interior renovations to the current facility (6,100 SF) and necessary equipment to support a state-of-the-art Culinary Arts Program, including:

- Two commercial grade teaching kitchens (4,000 SF) with space for instruction and equipped with walk-in freezers, refrigerators, a climate-controlled walk-in pantry, industrial sinks, stoves, and ovens
- Cafe and event space (600 SF)
- Classroom/instructional space (1,500 SF) and associated furnishings
- Technological equipment and infrastructure to facilitate student instruction and evaluation

CCC has executed a lease agreement with the property owner for 3,750 SF and has successfully negotiated a lease agreement for the remaining 2,350 SF, which is expected to be finalized in Spring 2019. CCC will be responsible for overseeing the project design and implementation, providing all educational and community programming, and monitoring the success of the project.

LOCATION

The new Culinary Arts facility will be located in the Plaza of the Arts building, located at 161 Genesee Street in downtown Auburn.



PROJECT OWNER + SPONSOR

Soules and Dunn Development Group is the owner of the Plaza of the Arts and supports the proposed project. The project sponsor, Cayuga Community College (CCC), has executed an initial 11-year lease with Soules and Dunn Development Group for 3,750 SF of space. Due to the unforeseen departure of a tenant at Plaza of the Arts, CCC and the property owner recently negotiated the terms of another lease for an additional 2,350 SF of space. This second lease is expected to be executed by the end of Spring 2019.

CAPACITY

CCC has been serving Auburn and the Central New York region since 1953 and is dedicated to building community partnerships to provide students with diverse learning opportunities. CCC will be responsible for the long term implementation of this project, including the necessary building renovations, educational and community programming, and operations and maintenance of the facility. The College's new Culinary Arts Program recently received accreditation approval from the State University of New York and approval from the New York State Department of Education is expected in Spring 2019. Student enrollment in the Culinary Arts Program is expected to open in January 2020, and implementation of the proposed project is instrumental to serving students enrolled in this new program. CCC plans to pay for the proposed project's annual lease using the College's operating budget. Additional funds to support this project will be provided by the CCC's Perkins funding – an annual allocation of State money to support career and technical programs. Furthermore, once the Culinary Arts Program is open to students and the proposed project is implemented, student revenue will be generated, providing a long-term funding stream for the project.

PROJECT PARTNERS

- **Soules and Dunn Development Group.** Property owner
- **Cayuga Community College.** Project sponsor
- **Cayuga-Onondaga BOCES (anticipated).** CCC has an agreement with BOCES, enabling BOCES students to transfer all credits to CCC. This agreement will allow for seamless collaboration between the BOCES non-degree culinary program and CCC's Culinary Arts associate's degree.
- **Partnerships with Local Agricultural Leaders (anticipated).** CCC plans to support local farmers and the agricultural industry by providing food safety and industry-specific food technology programs, access to commercial test kitchens, and non-credit courses and programming adapted to meet the emerging needs of the agriculture industry.
- **Collaboration with Local Artistic, Cultural, and Historic Institutions (anticipated).** CCC plans to provide community programming that integrates the culinary arts with Auburn's rich cultural, historical, and artistic resources.

STRATEGIES

DRI Strategies

- **Expand educational and workforce development opportunities.** The project will establish Cayuga County's first degree program in the culinary arts, offering credit and noncredit courses emphasizing skill-based training that prepares students for careers in the culinary and hospitality industries.
- **Provide workforce training and create diverse entrepreneurial opportunities.** The project will provide students with valuable career skills aligned with the needs of employers, including programs in wine studies, tourism, and event management.
- **Promote infill and the redevelopment of vacant and underutilized sites.** This project will redevelop a currently vacant space into an educational facility, activating an important space along Auburn's main downtown street.

CNY REDC Strategies

- **Rethink our urban redevelopment efforts by leveraging the Region’s exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy.** This project establishes a prominent downtown location for CCC, making the College’s robust educational resources accessible to a larger segment of Auburn’s population.
- **Retrain to develop the workforce of tomorrow.** Located within walking distance of several of Auburn’s historically marginalized communities, this project will provide an affordable opportunity for all individuals to pursue a prosperous career in the region’s burgeoning culinary and hospitality industries.

ANTICIPATED BENEFITS

Short-Term Benefits

- Converts a vacant space into an active, educational resource and a community destination
- Draws more people to the downtown area and activates this relatively quiet section of W. Genesee Street
- Provides a central, state-of-the-art facility for students pursuing careers in hospitality and the culinary arts

Middle-Term Benefits

- Increases frequency of community events downtown
- Creates employment opportunities
- Establishes partnerships with other industries and businesses

Long-Term Benefits

- Provides the primary educational avenue in the region for people interested in a culinary career to acquire the skills needed to secure employment
- Develops a workforce that meets the demands of area restaurants and other businesses who need employees with culinary skills or need current employees to develop a specific culinary skill
- Positively impacts neighboring property values and the surrounding business community

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and the public. Aside from a partnership the CCC has with Cayuga-Onondaga BOCES, there is no other program in Cayuga County for students interested in pursuing culinary studies. This program will become the primary educational avenue in the region for people interested in a culinary career to acquire the skills needed to secure employment. It will also play a critical role in meeting the demands of area restaurants and other businesses who need employees with culinary skills or need current employees to develop a specific culinary skill.

JOBS CREATED

- 1 full-time position created for a program administrator
- Several part-time or adjunct instructor positions will be created to operate the program

ACQUISITION OF REAL PROPERTY

The project sponsor has executed an eleven-year lease with the property owner for a 2,750 SF space, with the option to extend the term of the lease for two additional five year terms. The project sponsor is in the process of finalizing another lease agreement with the property owner for an additional 2,350 SF of space in the same building. This project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

The project sponsor will use CCC's operating budget as funding match. The project sponsor also has access to additional funds through CCC's annual allocation of Perkins grant funding, which may be used to purchase additional non-fixed technological equipment to facilitate student instruction, evaluation, and collaboration.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Building Renovations Architectural design; build-out of commercial grade kitchen and instructional spaces; exterior signage; design and construction contingencies	DRI (proposed)	\$500,000
Fixed Equipment Walk-in freezers; refrigerators, climate-controlled walk-in pantry; industrial sinks; stoves; ovens	DRI (proposed)	\$300,000
Facility Operations Custodial needs; maintenance; insurance; contingency	CCC Operating Budget (secured)	\$165,000
11-Year Lease	CCC Operating Budget (secured)	\$500,000
TOTAL DRI FUNDS REQUESTED		\$800,000
TOTAL FUNDING FROM OTHER SOURCES		\$665,000
TOTAL PROJECT COST		\$1,465,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared in consultation with a licensed architect and the property owner, who has redeveloped several similar properties. CCC has a proven track record of delivering high quality and affordable education and programming to students and communities across the region. The project is justified based on its anticipated economic development and downtown revitalization benefits.

- **Economic Development.** The proposed project provides an innovative, experience-based curriculum, equipping the local workforce with the necessary knowledge and skills to participate and innovate in Central New York’s burgeoning culinary industry. Cayuga County’s culinary industry is a central component of tourism in the region; in 2017, the food and beverage sector accounted for 23% (approximately \$25 million) of all tourist spending. In response to local and regional trends in the craft beverage industry, the proposed project will also include educational programs specific to the production of beer, wine, and spirits.
- **Downtown Revitalization.** CCC is one of Auburn’s major anchor institutions, and the proposed location of the its newly accredited Culinary Arts Program gives the College a valuable opportunity to establish an accessible and visible location downtown. The combination of an educational facility and community programming will introduce new activity and energy to this relatively quiet block of W. Genesee Street – providing an important link between the downtown core, the West End Arts District, and historically marginalized communities in Auburn’s West End.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits, as well as a permit to operate a food service establishment from the NYS Department of Health.

EXISTING + PROPOSED CONDITIONS



Photo Credit: Bing Maps



IMPLEMENTATION TIMEFRAME

CCC has been planning for the proposed renovations to the Plaza of the Arts and is prepared to begin work upon DRI grant award announcements.

1. Immediate Next Steps (1 month) – Fall 2019

- Issue RFP and execute contract for design services

2. Design Phase (2-4 months) – Winter 2019 to Spring 2020

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

3. Construction Phase (3-6 months) – Spring to Summer 2020

- Interior building renovations
- Installation of equipment

PROJECT REPORTING

CCC will be responsible for project oversight and monitoring of project advancement. CCC will hire an architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Number of students enrolling in programs each year
- Graduation rate of students
- Percentage of students obtaining jobs within the region in the culinary/hospitality sectors upon graduation
- Number of community members enrolling in leisure learning and non-credit courses
- Number of community events per year and attendance at each event

Renovate Auburn Public Theater with a Cafe and Large Event Space

FUNDING REQUEST

DRI Funding Request: **\$700,000**

Estimated Total Project Cost: **\$1,900,000**

PROJECT DESCRIPTION

The proposed project will support Auburn Public Theater as a sustainable anchor destination in downtown Auburn by adding a café as an income source to support the organization, improving the exterior of the building to engage with Exchange Street, renovating the lower level to provide a “black box” theater space for large community events and other uses, and adding an Auburn Music Hall of Fame.

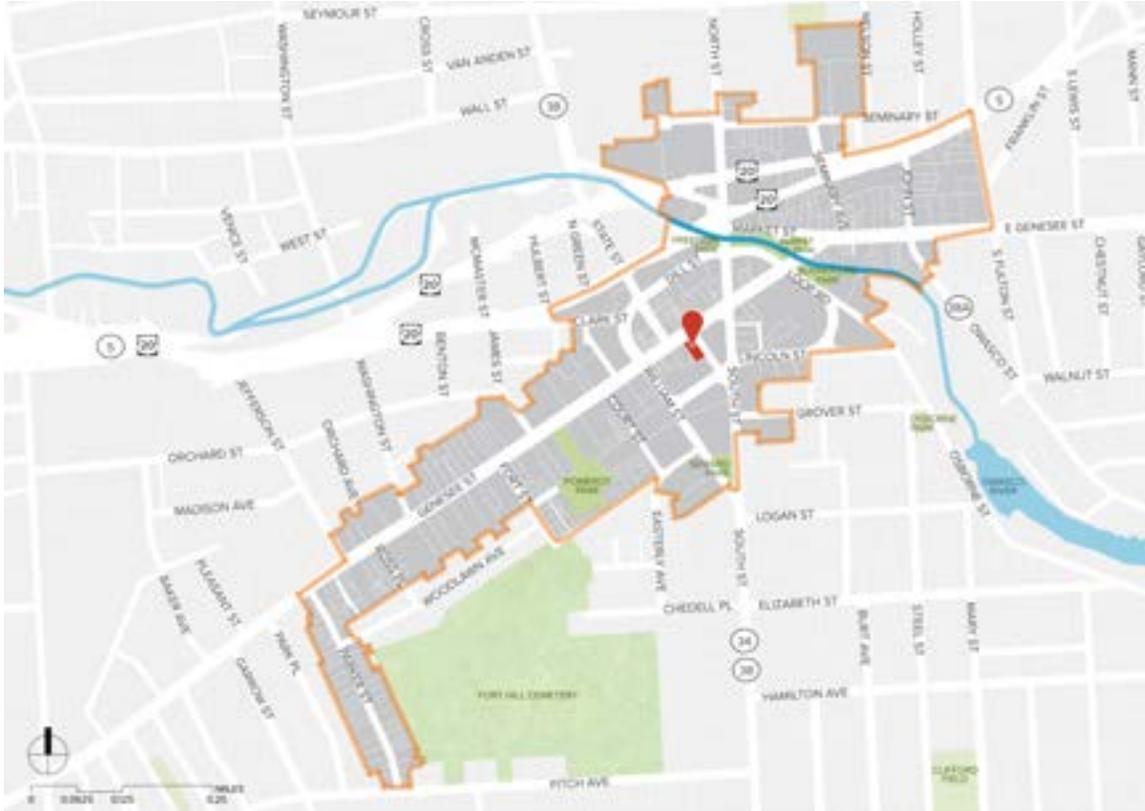
Auburn Public Theater (APT) provides a multi-venue arts center along Exchange Street in the heart of downtown Auburn. Currently, the facility is home to a 199-fixed seat main stage, a 65-seat cinema, a stage right space with up to 100 flexible bistro-type seating and multiple class or rehearsal studio spaces. Since APT opened in 2005, it has had a catalytic effect on the downtown, attracting residents and visitors to experience what downtown Auburn has to offer. As the organization continues to grow, a café and additional space available for programming or rental would allow the organization to sustain itself into the future. By adding a new entrance on Genesee Street and other exterior renovations, the building will showcase APT as a community center connected to the fabric of the downtown.

Specific project elements include:

- Transformation of a ground-level space that is currently vacant into a café, named Café 108, featuring fine coffee and health-conscious lite fare, complete with a stage for additional programming visible to Genesee Street traffic;
- Redesign of the exterior of the building with a new entrance on Genesee Street including a digital sign, awnings, marquees, etc., to provide access to lower level spaces, cinema, upstairs studio and main stage theater; and,
- Renovation of the 13,000 square feet lower level to create a “black box” (i.e., flexible) theater space, a large event space accommodating 700 standing or 300+ seated patrons with a retractable wall for smaller events, an Auburn Music Hall of Fame to honor those who have distinguished themselves in the music industry, and an elevator for handicap accessibility and a prep kitchen. Auburn Regional Media Access currently leases a space within the lower level and will be retained as a tenant.

LOCATION

Auburn Public Theater is located at 8 Exchange Street at the corner of Genesee Street. Exchange Street is a pedestrian street that connects Genesee Street and Lincoln Street.



PROJECT OWNER + SPONSOR

The project sponsor, Auburn Public Theater, Inc., is the owner and operator of 8 Exchange Street. Auburn Public Theater, Inc., is a registered 501(c)3 non-profit organization.

CAPACITY

Auburn Public Theater (APT), will be responsible for the long-term implementation of the project.

The APT organization is a non-profit whose mission is to foster the social, cultural and economic growth of the region by bringing people together through affordable access to live performance, cinema, arts education and community events. In December 2005, APT opened its doors to the public, leasing 10,000 square feet of the building at 8 Exchange Street and bringing life back to this downtown property that was once the Grants Department Store. The building was then purchased by two APT founders and donated to APT in 2011. In its

13 years of operation, APT has welcomed more than 250,000 patrons to experience year-round programming in this multi-venue performing arts and community center.

The organization is experienced in fundraising and grant administration. In addition to supporting the development and programming of the Theater, APT is an administrator for two New York State re-granting programs to local artists, non-profit organizations and community agencies across a 5-county region.

PROJECT PARTNERS

- **Auburn Public Theater.** Property owner and project sponsor
- **GAC7.** A local project management group that built the original APT theater, for project management
- **CINSYR.** A creative group from Syracuse led by two retail design experts, for the design of the café and exterior signage
- **G.R.A.C.E. House.** An organization dedicated to the recovery of individuals with alcoholism and chemical dependencies, for café volunteers

STRATEGIES

DRI Strategies

- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** The project transforms former ground-level rental space into a community-centered café with a stage for additional programming that welcomes people into this public gathering space featuring fine coffee and health-conscious lite fare.
- **Increase the diversity of downtown activities to include more youth and family-friendly options.** The complete renovation of the 13,000 square foot lower level will provide a unique event space that does not currently exist in downtown Auburn, providing APT with the capability of presenting the types of events that attract a younger audience.
- **Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.** In its 13 years of operation, Auburn Public Theater has become part of the downtown identity. Investment in this community destination will allow the organization to continue to serve as a center for creative expression and bring people together through affordable access to live performance, cinema, arts education and community events.
- **Provide workforce training and create diverse entrepreneurial opportunities.** APT will continue to work with the Grace House, a drug and alcohol rehabilitation facility in Auburn, to provide volunteer, training and job opportunities for the recovery communities by offering opportunities in the café and administration once renovations are complete.
- **Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.** The ground floor and lower level renovations provide a variety of community spaces that are accessible to all ages and backgrounds for a diversity of artistic and cultural offerings.
- **Establish gateways into the City that convey a unique sense of place.** The redesign of the APT façade with digital signage, awnings and marquees, will immediately engage residents and visitors at

the streetscape level in a highly visible location along Genesee Street and Exchange Street, creating a gateway to arts and cultural activities in downtown Auburn.

- **Promote infill and redevelopment of vacant and underutilized sites.** Auburn Public Theater has brought new life to the former Grants Department Store. The additional renovations included in this project will optimize existing underutilized space within the building to continue APT's ambitious efforts to redevelop 8 Exchange Street into an icon for community theater.
- **Encourage development that reflects the character of downtown and engages with and activates the streetscape.** Currently APT has very little presence on downtown's main street, Genesee Street, with its primary entrance on the pedestrian street, known as Exchange Street. This project would engage with and activate the streetscape by providing a new entrance on Genesee Street that provides access to the lower level spaces, cinema, upstairs studio and main stage theater.

CNY REDC Strategies

- **Invest in Existing Regional Industry Concentrations and Businesses.** The Auburn Public Theater project allows for continued and expanded programming and operations that will bring more people to downtown Auburn. As part of a \$1 billion tourism industry in Central New York and a critical industry concentration that is at the heart of the region's economic strategy, Auburn Public Theater attracts over 20,000 patrons each year with approximately 40 to 60 percent from outside Auburn and has the potential to grow with continued investment.
- **Rethink our urban redevelopment efforts by leveraging the Region's exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy.** This project leverages support from the community and local foundations that believe in bringing affordable arts and cultural experiences to the residents and visitors of Auburn. APT will continue to promote civic engagement through programming and community events for long-term revitalization of downtown Auburn.
- **Repurpose Existing Infrastructure to Recreate Density in Development.** This project maximizes the use of the space at the former Grants Department Store, repurposing a building that was once a part of the downtown character and identity to be part of a renewed vision that is reflective of Auburn's unique history.
- **Retrain to develop the workforce of tomorrow.** Arts education and workforce training are central to the philosophy of APT and are incorporated into the project by providing additional space for accessible and affordable year-round arts education programming as well as additional volunteer, training and job opportunities for the recovery community through coordination with Grace House, a drug and alcohol rehabilitation facility.

ANTICIPATED BENEFITS

Short-Term Benefits

- Converts underutilized space into a center for community gathering and destination for community events and arts education
- Draws more people to the downtown area and activates its Genesee Street frontage
- Provides opportunity for a greater variety of programming including youth-centered events
- Enhances the attractiveness of downtown

Middle-Term Benefits

- Increases frequency of community events downtown
- Creates employment opportunities
- Attracts main street businesses and inspires entrepreneurs to invest and build in downtown Auburn
- Compliments the new NYS Equal Rights Heritage Center and other downtown attractions
- Provides a unique place to see events that have historic significance to Auburn, including original programming being developed about William Seward, Harriet Tubman, Thomas Mott Osborne, Ted Case and William Freeman
- Provides amenities that support and enhance downtown living and quality of life
- Creates additional annual income for Auburn Public Theater
- Grows the sales tax base

Long-Term Benefits

- Enriches the community with the opportunity for all to experience arts and culture
- Provides income and long-term sustainability for Auburn Public Theater
- Helps those in the recovery community engage with the local community and provides valuable volunteer, training and job opportunities
- Attracts visitors, residents and businesses to downtown Auburn

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the community. Auburn Public Theater itself has a wide range of public support with over 20,000 patrons each year as well as local support from volunteers, sustaining patrons, and foundational and sponsor support for this community-based non-profit organization.

The impact that the Auburn Public Theater has had on the community is demonstrated in several letters of support, which will be provided to the State as supporting documentation. Letters of support recognizing the proposed project's potential to revitalize downtown Auburn were submitted by the Cayuga Economic Development Agency, Cayuga County Chamber of Commerce, City Council, and a New York State Assembly member. Furthermore, letters submitted by students, teachers, performers and patrons describe the significant positive effect Auburn Public Theater has had on the community, its residents and its visitors.

JOBS CREATED

An anticipated addition of up to 20 permanent positions, including:

- 1 general manager
- 4 shift managers
- 4 cook/kitchen prep work
- 1 administrative
- 10 service positions

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Cafe Build-out of cafe space; stage; new bathroom	DRI (proposed)	\$296,952
Kitchen Equipment	Schwartz Family Foundation (Secured)	\$80,000
	Emerson Foundation (Secured)	\$5,000
Signage	Triad Foundation (Secured)	\$3,500
	Regional Economic Development Council (Secured in 2017)	\$62,500
Elevator	Private Capital Contributions (Secured)	\$85,000
Lower Level Black box theater; prep kitchen; stage; lighting and sound systems (permanently affixed); renovation of bathrooms and stairwells; Auburn Music Hall of Fame	Metcalf and French Foundations (Secured)	\$75,000
	DRI (Proposed)	\$275,548
Main Lobby/Stage Right New box office and concession area; new stage; digital signage; lighting and sound systems (permanently affixed)	DRI (Proposed)	\$52,500
	The Columbian Foundation (Secured)	\$7,500
Studio New lighting and sound systems (permanently affixed); new flooring; new storage areas; new hallway	DRI (Proposed)	\$75,000
	Regional Economic Development Council (Secured in 2017)	\$10,000
	Emerson Foundation (Secured)	\$5,000
Exterior/Exchange Street Improvements	Allyn Foundation (Secured)	\$200,000
	Emerson Foundation (Secured)	\$90,000
Soft Costs Design contingency; construction contingency; construction administration; property leasehold acquisition; legal/accounting; permits/fees	Regional Economic Development Council (Secured in 2017)	\$527,500
	Private Capital Contributions (Secured)	\$49,000
TOTAL DRI FUNDS REQUESTED		\$700,000
TOTAL FUNDING FROM OTHER SOURCES		\$1,200,000
TOTAL PROJECT COST		\$1,900,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared based on standard construction estimating, utilizing consultation from a licensed architect, a restaurant equipment company, elevator suppliers, and mechanical engineering estimates. For both the café and the lower level space, Auburn Public Theater conducted a 5-year operating pro forma analysis. This pro forma analysis indicates a positive net operating income over five years for both the cafe and lower level performance space. For the café, APT would have approximately \$45,300 in income in the first year, growing to approximately \$66,300 in year five from occupancy and management fees. For the lower level, APT would have a net operating income of approximately \$30,600 in year one, growing to \$43,000 in year five. The addition of these revenue producing sources will help sustain the non-profit organization for continued economic development and downtown revitalization benefits.

Auburn Public Theater is a committed community partner in revitalization of the downtown and has facilitated the redevelopment of the building at 8 Exchange Street. This project furthers the positive impact Auburn Public Theater has had on the City of Auburn and is justified based on its anticipated economic development and downtown revitalization benefits.

- **Economic Development.** The proposed project invests in a primary resident and visitor destination and contributes to the Cayuga County tourism industry. It is estimated that Cayuga County tourists spent \$101.7 million in 2017, reflecting the regional focus on tourism as a target industry and the region's current tactic to expand tourism and regional visitation. The impact of the tourism economy is felt by the local community in a tax savings of \$407 per year for Cayuga County households. The proposed project will add programming at Auburn Public Theater, provide a complementary café attraction and connect to other attractions for a more robust offering of resident and visitor activities.
- **Downtown Revitalization.** The incorporation of the café promotes Auburn Public Theater as a community space, allowing residents and visitors to access its spaces throughout the day and evening, even when there are no scheduled events at the Theater. The café will allow Auburn Public Theater to be a hub for community activity, better connecting to programming opportunities at APT and other programming at locations throughout the downtown area. With a new entrance on Genesee Street, Auburn Public Theater will improve the visibility of this downtown attraction and better connect with the downtown community. Specific elements of the project, like the Auburn Music Hall of Fame, link to the unique heritage of Auburn, providing authentic attractions that honor those who have contributed to its history.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits, as well as a permit to operate a food service establishment from the NYS Department of Health.

EXISTING + PROPOSED CONDITIONS

EXISTING



PROPOSED



IMPLEMENTATION TIMEFRAME

Auburn Public Theater is prepared to begin work on the project as soon as grant awards are announced.

1. Immediate Next Steps (1 month) – Fall 2019

- Completion of construction drawings

2. Design Phase (2 months) – Winter 2019

- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

3. Construction Phase (4 - 6 months) – Spring to Fall 2020

- Reconfiguration of existing ticket booth, concession stand, handicap entrance and related adjustments
- Café construction
- Exterior renovations
- Elevator and lower level construction

PROJECT REPORTING

Auburn Public Theater will be responsible for project oversight and monitoring of project advancement. Auburn Public Theater will hire an architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Number of jobs created as a result of renovations
- Number of community events per year and attendance at each event
- Net revenue generated from café
- Number of Auburn Public Theater patrons

Convert a Vacant Structure into Six Apartments and a Ground Floor Retail Space

FUNDING REQUEST

DRI Funding Request: **\$625,000**

Estimated Total Project Cost: **\$1,610,627**

PROJECT DESCRIPTION

The proposed project will convert a vacant commercial structure into six market rate apartments and a ground floor retail space. The 15,000 square foot commercial structure is located on the main street within the City of Auburn Downtown Business Improvement District (Auburn BID). The original portion of the building is a three story brick masonry structure with high ceilings; large six (6) foot windows; and exposed brick walls. A later addition was added to the front of the building and consists of a two-story stick-built structure.

The owner of the building proposes to convert the first floor of the building into a Manhattan style showroom for Bartolotta Furniture, which designs and manufactures custom furniture and deals in unique antiques and vintage household furnishings and accessories. The second and third floors of the building will be utilized for six market rate loft apartments, which will allow residents to live, work and play in the heart of downtown Auburn.

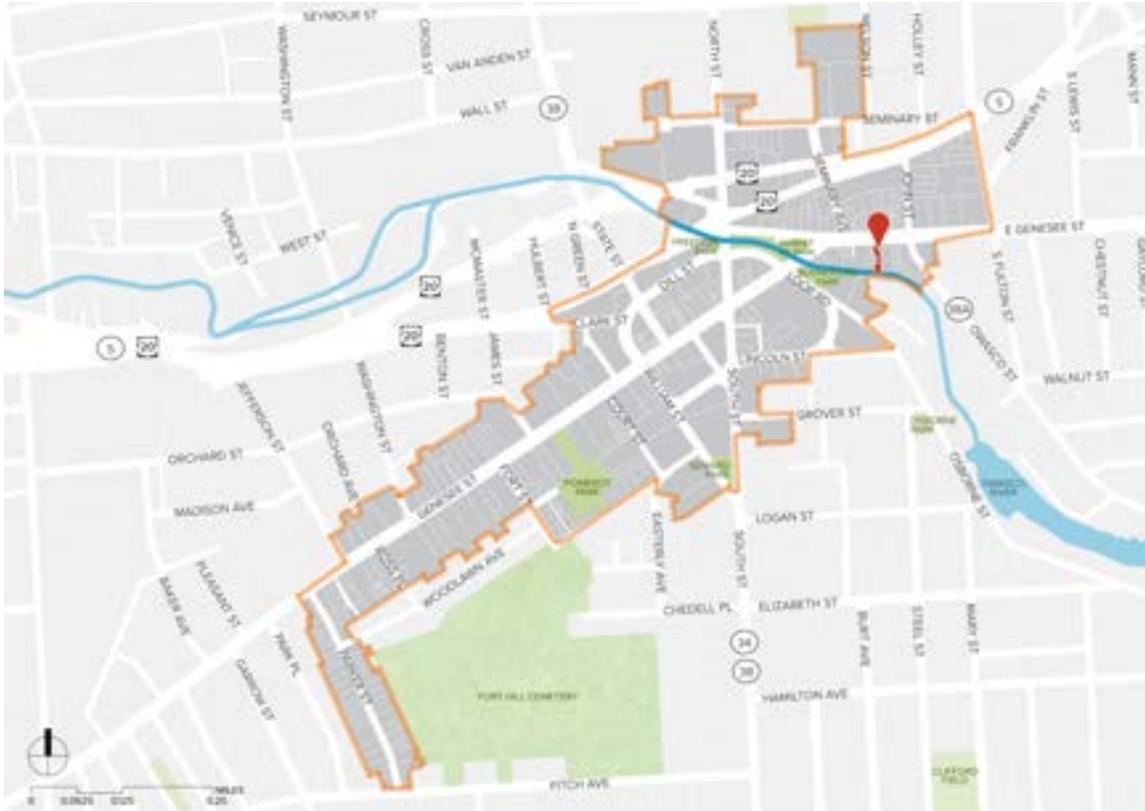
The proposed scope of the project includes:

- New plumbing, electrical, sprinkler system and HVAC
- New energy efficient windows
- New kitchens and bathrooms for the apartments
- Installation of a new elevator serving all three floors
- Installation of new fire rated stairways providing a second means of ingress and egress to allow for safe and legal use of all three floors
- Rehabilitation of the façade consistent with the building's historic past
- New flooring and finishes
- Masonry and carpentry work
- Construction of storage units

The owner will provide parking for the residents and their customers across the street in a parking lot owned by R&M Real Estate Group, located behind 17 E. Genesee.

LOCATION

The proposed project location is 22 E. Genesee Street.



PROJECT OWNER + SPONSOR

R&M Associates, LLC ("R&M") is the property owner and the sponsor of the project.

CAPACITY

R&M will be responsible for the long-term implementation of this project, general contracting, construction management, maintenance and long-term management of the building. In addition, R&M will be responsible for carpentry and woodwork for this project including, but not limited to, framing and cabinetry.

R&M is a family-owned and operated real estate development and management company located in Auburn, New York with a proven track record of successfully developing local residential and mixed-use projects. R&M is committed to quality commercial development and has extensive experience in real estate development, including: evaluating investment opportunities; conducting project feasibility studies; securing financing; coordinating pre-construction planning and design; managing construction renovation projects from start to finish; and, marketing, leasing and managing completed projects.

Since 2009, R&M has successfully renovated over 20 commercial and mixed-use structures in downtown Auburn, placing into service numerous market rate loft apartment complexes and commercial venues. Some of their notable projects include:

- Logan Park Lofts – Conversion of two industrial buildings into 36 luxury loft apartments. The complex is 100% occupied and features a historic renovation and handcrafted woodwork.
- Amory Apartments – Conversion of a former armory into 9 luxury lofts and three successful restaurants (Osteria, Moon Dog Lounge and Prison City Brew Pub)

PROJECT PARTNERS

- **R&M.** Property owner and project sponsor
- **Bartolotta Furniture.** Retail tenant

STRATEGIES

DRI Strategies

- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** The proposed scope for the project includes six luxury apartments and a furniture show room on the ground floor.
- **Increase the availability of housing options.** The project adds six new market rate residential units to the downtown area.
- **Diversify downtown amenities to serve the needs of all residents.** The show room will be the first furniture store of its kind in Auburn and will add to the diversity of downtown retail offerings.
- **Promote infill and the redevelopment of vacant and underutilized sites.** The project will redevelop a currently vacant structure into a ground floor retail space and six new market rate apartments.

REDC Strategies

- **Repurpose existing infrastructure to recreate density in development and capitalize on regional assets.** This project repurposes a vacant and underutilized site into a mixed use development and adds six new luxury residential units to the downtown area, helping to maintain residential development growth in Auburn's central business district.

ANTICIPATED BENEFITS

Short-Term Benefits

- Converts a vacant structure into an active residential and commercial building
- Draws more people to the downtown area
- Improves the vibrancy of East Genesee Street

Middle-Term Benefits

- Increases residential density in downtown
- Creates employment opportunities

Long-Term Benefits

- Positively impacts neighboring property values

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and several neighboring businesses. This support from the business community is largely due to R&M's previous downtown revitalization efforts. R&M's development of numerous restaurants, brewery, and retail shops has been essential in activating downtown Auburn and making it what it is today.

JOBS CREATED

- 1 full-time show room manager position
- 2 part-time sales associate positions
- 1 part-time property manager position
- 1 part-time maintenance position

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, the acquisition of real property is not necessary for this project.

BUDGET + FUNDING SOURCES

A detailed cost estimate defining the sources and uses of funding will be provided to the State as supporting documentation. Below is an overview of the estimated costs associated with this proposed project:

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Upper Floor Renovations Roofing, concrete, masonry, mechanical, electrical, plumbing, new windows, elevator, HVAC, sprinkler system, new stairway	DRI (proposed)	\$625,000
Finishing and Construction Management Woodwork and carpentry, including framing, molding, trim, and cabinets, on all floors; construction management	Project Sponsor In-Kind Contribution	\$335,627
Ground Floor and Exterior Renovations Facade rehabilitation, concrete, masonry, mechanical, electrical, plumbing, new windows	Construction Loan	\$650,000
TOTAL DRI FUNDS REQUESTED		\$625,000
TOTAL FUNDING FROM OTHER SOURCES		\$985,627
TOTAL PROJECT COST		\$1,610,627

FEASIBILITY + COST JUSTIFICATION

The anticipated redevelopment cost is based on industry standards for comparable development programs in the City of Auburn. The estimates are consistent with the costs of R&M's previous redevelopment projects. This project is expected to provide the following benefits:

- Downtown Revitalization.** The market study analysis completed for the DRI identified that there is a demand for market rate apartments located in downtown area. These units are increasingly filled with millennials and young professionals who commute to Ithaca or Syracuse for work. The study also mentions one of the R&M developments and notes that it is performing well and continues to demonstrate high occupancy. In conjunction with other projects, this redevelopment will help to promote a vibrant, unique, and desirable place to live.
- Enhances, Preserves, and Activates the City's Architecture and Urban Fabric.** Currently the site is vacant and underutilized, resulting in a negative impact on the character of downtown Auburn. The proposed redevelopment will remove visual blight and introduce a new ground level retail amenity contributing to revitalization of E. Genesee Street. As a mixed-use development, the project will enhance the mixed-use nature and the visual character of downtown Auburn.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits and will also have to comply with the State Environmental Quality Review Act.

EXISTING + PROPOSED CONDITIONS



IMPLEMENTATION TIMEFRAME

R&M has been planning for the proposed renovations and is prepared to begin work immediately upon DRI grant award announcements.

1. Immediate Next Steps (1 month) – Fall 2019

- Execute contract for design services

2. Design Phase (3-4 months) – Winter 2019 to Spring 2020

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor
- Close on construction loan

3. Construction Phase (8-10 months) – Summer 2020 to Spring 2021

- Interior building renovations
- Exterior building renovations

PROJECT REPORTING

R&M will be responsible for project oversight, construction management and monitoring of project advancement. R&M will hire an architectural firm to oversee all technical aspects of the design, permitting and approvals. Metrics to determine project success after implementation include:

- Residential vacancy rate
- Net revenue generated from the showroom

Establish a Downtown Auburn Fund to Support the Growth of Small Businesses and Improve the Built Environment

FUNDING REQUEST

DRI Funding Request: **\$600,000**

Estimated Total Project Cost: **At least \$744,000** (match varies depending on project type)

PROJECT DESCRIPTION

The proposed Downtown Auburn Fund will support the establishment and growth of small businesses, improve the built environment, and increase housing options in downtown Auburn.

To foster the diversification of uses and services within Auburn, the Downtown Auburn Fund will provide financial support for small businesses, start-ups, non-profit organizations, and entrepreneurs seeking to establish a new business or expand an existing business. Recognizing that many small organizations and entrepreneurs do not own property in the downtown core and have limited financial assets, the Downtown Auburn Fund will provide an opportunity to make DRI funds more accessible to the entire Auburn community. In order to enhance the public realm and increase housing options, the Downtown Auburn Fund will also provide assistance to property owners and tenants who wish to implement exterior improvements (including signage) that complement the character of downtown Auburn and interior improvements to renovate or create new upper story residential units.

Throughout the DRI planning process, a need for this type of grant fund has been identified and confirmed across several different public platforms:

- At multiple public workshops, Auburn community members have expressed a desire to support the growth and development of minority and women-owned businesses (e.g., establishment of a downtown Jamaican Restaurant)
- Several project proposals were submitted to the Auburn DRI Open Call that focused on building façade improvements and exterior renovations (e.g., 39 Genesee Street and 123-125 Genesee Street)
- Conversations with local business-owners and non-profit organizations have indicated a need for interior renovations (e.g., Swaby's Tavern) and signage upgrades (e.g., the YMCA)

Applicants to the Downtown Auburn Fund will be required to submit an application to the Auburn Local Development Corporation (ALDC). The ALDC will create a project review committee to evaluate applications and make funding recommendations. The project review committee will evaluate applications based on the following proposed criteria:

- Located within the DRI Area

- Alignment with Auburn DRI vision, goals, and strategies
- Alignment with the City's relevant planning documents
- Historic preservation potential
- Activation of vacant spaces, particularly upper stories
- Addition of affordable housing units
- Support for woman, minority, and veteran entrepreneurs
- Compliance with local, State, and federal laws

Eligible applicants to the Downtown Auburn Fund include:

- For profit businesses, including entrepreneurs
- Property owners/developers
- Non-profit entities

Eligible activities and proposed match requirements are proposed to include:

- **Building renovations and improvements.** ALDC may award up to \$70,000 in grant funds per building, not to exceed 75% of the total project cost. For building renovations that include the creation of new affordable housing units, an additional \$10,000 may be awarded per affordable unit to be created, up to an additional \$30,000 (per building maximum of \$100,000). The resulting grant may not exceed 75% of the total project cost.
- **Entrepreneurial seed funding for businesses under one year in operation, including leasehold improvements with landlord approval, signage, permanent machinery and equipment, and soft costs.** ALDC may award up to \$50,000, not to exceed 80% of the total project cost. Cash injection for working capital may be considered as match.
- **Existing business assistance, including leasehold improvements with landlord approval, signage, permanent machinery and equipment, and soft costs.** ALDC may award up to \$50,000, not to exceed 70% of the total project cost. Cash injection for working capital may be considered as match.

Ineligible activities include:

- Acquisition costs
- New construction, including in-fill buildings
- Improvements to structures owned by religious or private membership based organizations
- Improvements to municipally owned and municipally operated buildings
- Purchase of furnishings, appliances, electronics, tools, disposable supplies, small non-permanent business equipment (computers, copiers, TV/computer screens, shredders, etc.), and non-permanent fixtures
- Site work or ancillary activities on a property, including: septic systems/laterals, grading, parking lots, sidewalks, patios, decks, garages, sheds, landscaping, fences, free standing signs, and general maintenance repairs
- Purchase of vehicles or other rolling stock
- In-kind match is not eligible and costs incurred prior to the effective date of the grant agreement are not eligible for reimbursement and not eligible as match

PROJECT OWNER + SPONSOR

ALDC will serve as the project sponsor and will manage and administer the grant fund.

CAPACITY

ALDC is a public benefit corporation whose mission is to plan and promote, and if necessary, to coordinate and execute programs in the City of Auburn aimed at improving the quality of life of its residents. ALDC is led by the Board of Directors (9 members) and staffed by an executive director, an acting secretary, and an assistant treasurer. The Board of Directors has also established three committees to assist the Board with financial and governance activities, including: the Governance Committee, the Audit Committee, and the Finance Committee.

PROJECT PARTNERS

- **ALDC.** Project sponsor
- **Cayuga Economic Development Agency (CEDA).** To provide administrative and technical assistance
- **City of Auburn.** To review projects for consistency with local codes, policies, and plans

STRATEGIES

DRI Strategies

- **Increase the availability of housing options.** The renovation of existing and the creation of new housing units on upper floors are eligible activities. Furthermore, the creation of new affordable housing units is one of the criteria that will be considered in the review of project proposals.
- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** The Downtown Auburn Fund will support interior and exterior renovations that create retail/commercial spaces on the ground level and residential units on the upper levels.
- **Provide workforce training and create diverse entrepreneurial opportunities.** The Downtown Auburn Fund will provide funding to small start-ups and entrepreneurs to expand access to business development opportunities within downtown Auburn.
- **Diversify downtown amenities to serve the needs of all residents.** By providing potentially critical funding assistance, the Fund will facilitate the establishment of new businesses and services and increase housing options to better meet the needs of all residents.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** The Downtown Auburn Fund will provide financial support for improvements to ensure the built environment is well maintained and aesthetically pleasing.

- **Promote infill and the redevelopment of vacant and underutilized sites.** The Fund will provide financial assistance for interior and exterior renovations, catalyzing the redevelopment of currently vacant and underutilized spaces.
- **Encourage development that reflects the character of downtown and engages with and activates the streetscape.** The Downtown Auburn Fund will support the implementation of exterior improvements that are compatible with downtown Auburn’s character and engage the streetscape (e.g., awnings)

CNY REDC Strategies

- **Repurpose existing infrastructure to recreate density in development.** The Downtown Auburn Fund will provide financial support to building owners and tenants to facilitate the redevelopment and maintenance of downtown’s historic architecture.

ANTICIPATED BENEFITS

Short-Term Benefits

- DRI funds are more broadly available to Auburn’s population, including historically marginalized individuals and communities
- Adaptive re-use of underutilized and vacant spaces within downtown

Middle-Term Benefits

- Beautifies the streetscape
- Preserves downtown’s historic character
- Increases the diversity of businesses and organizations in downtown to better serve the needs of the Auburn community
- Increases housing options in downtown

Long-Term Benefits

- Positively impacts property values in downtown Auburn
- Attracts new businesses, residents, and institutions to downtown
- Supports a vibrant, lively, and diverse downtown

PUBLIC SUPPORT

Throughout the DRI planning process, this grant fund has received strong support from the LPC and public. In particular, attendees at public workshops expressed strong support for this grant fund, as it provides a flexible funding source and expands access to DRI funds to those with limited financial capacity and to tenants. There are also several potential projects that have been identified and recommended for the Downtown Auburn Fund, including:

- Exterior renovations to 123-125 Genesee Street
- Facade improvements to 39 Genesee Street

- Group fitness facility
- Interior renovations at Swaby’s Tavern
- Jamaican Restaurant
- Non-profit office/co-working space
- Signage upgrades at the YMCA

BUDGET + FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Grant Administration	DRI (proposed)	\$24,000
Downtown Auburn Fund	DRI (proposed)	\$576,000
	Project Sponsor Match (TBD)	\$115,200 (min.)
TOTAL DRI FUNDS REQUESTED		\$600,000
TOTAL FUNDING FROM OTHER SOURCES		\$144,000 (min.)
TOTAL PROJECT COST		\$744,000 (min.)

FEASIBILITY + COST JUSTIFICATION

Several property owners and business owners have expressed interest in a grant fund for exterior and interior improvements, including:

- Exterior building renovations at 123-125 Genesee Street (estimated total project cost: \$23,500)
- Façade improvements at 39 Genesee Street (estimated total project cost: \$73,000)
- Interior renovations at Swaby’s Tavern
- Signage upgrades at the YMCA (estimated total project cost: \$25,000)
- Interior renovations to create a Jamaican Restaurant (estimated total project cost: \$150,000)

Additionally, several community and LPC members have expressed support for a grant fund that would create opportunities for the growth and development of small businesses and entrepreneurs in downtown Auburn, including a group fitness facility, ethnic eateries, youth-focused initiatives, and co-working spaces for non-profit organizations.

EXISTING CONDITIONS AT POTENTIAL PROJECT LOCATIONS



Photo Credit: Pawn King

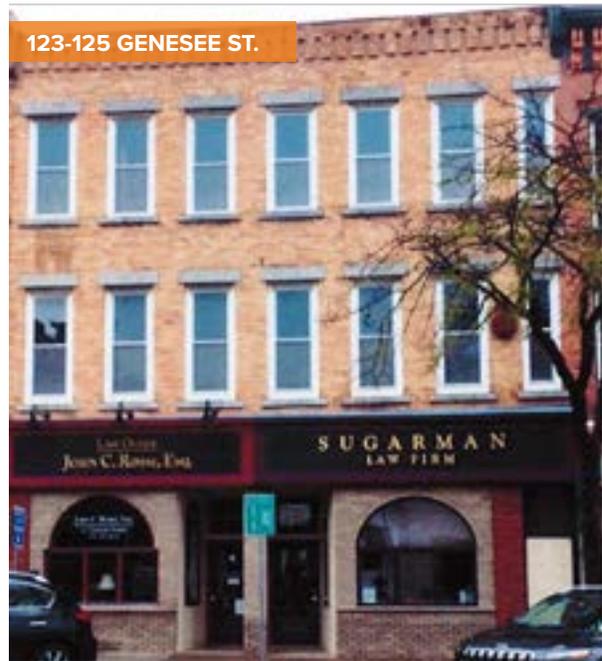


Photo Credit: Google Street View



Photo Credit: Bergmann



Photo Credit: Swaby's Tavern

IMPLEMENTATION TIMEFRAME

ALDC will administer the Downtown Auburn Fund and is prepared to begin work upon DRI grant award announcements.

1. Immediate Next Steps (3 months) – Fall to Winter 2019

- ALDC to develop and submit Administrative Plan to HTFC that describes the application process, funding limits, match requirements, procurement procedures, and local approval and underwriting process
- Execute grant agreement with HTFC
- Conduct programmatic environmental review

2. Call for Applications (3 months) – Spring 2020

- Issue call for applications
- Perform application review and underwriting process
- Identify preliminary grant funding amounts and transmit project information to HTFC for review and approval

3. Project Design and Approvals (3-6 months) – Summer to Fall 2020

- Development of construction documents (to the level necessary depending on project)
- Obtain necessary permits and approvals

4. Construction Phase (2 years) – Fall 2020 to Fall 2022

- Project implementation
- Grant closeout

PROJECT REPORTING

ALDC will be responsible for contracting with HTFC, administering the grant program locally, and monitoring project development and compliance with grant requirements. The following metrics will be used to measure the success of the grant program:

- Number of new businesses established in downtown Auburn
- Diversity of businesses-owners, uses, and services in downtown Auburn
- Number of property owners undertaking improvements per year
- Total amount of private investment

Renovate Health Central to Provide New Specialty Health Services in a Walkable, Downtown Location

FUNDING REQUEST

DRI Funding Request: **\$385,000**

Estimated Total Project Cost: **\$950,000**

PROJECT DESCRIPTION

The Health Central building was originally constructed in 1938 as Central High School. When Central Building, LLC (DBA Health Central Medical Center) purchased the building in 1999, it was in serious disrepair from vandalism, weather and neglect. A rehabilitation in 2001 transformed the 77,000 square foot three-story building into a medical center, having completed all but 14,000 square feet of tenant space. With 23 specialties, the building has become home to the largest medical center in the area, providing urgent care, primary care, diagnostic services and many medical and dental specialties in spaces that are specifically designed to meet the needs of the individual practice. The proposed project would rehabilitate 10,000 square feet of space within the Health Central building for the development of Specialty Health Services.

Specialty health services include:

- Medical specialties such as women’s health, cardiology, gastroenterology, etc.
- Surgical specialties such as orthopedics, breast surgery, urology, ophthalmology, etc.
- Behavioral health such as psychiatry, psychology, clinical social work, etc.
- Dental specialties such as orthodontics, periodontics, oral surgery, etc.
- Miscellaneous diagnostic and treatment services

Improvements to develop the space for these services may include a waiting room and reception area, multiple exam and/or therapy rooms, individual and group offices, nursing and/or staff work areas, miscellaneous specialty spaces for patients/clients, administrative areas and storage. The space would leverage existing services including those not provided elsewhere in the community, such as comprehensive cancer center services, facial plastic surgery, sports medicine, endodontics, and Ob/Gyn specializing in robotic surgery (surgery conducted in Syracuse).

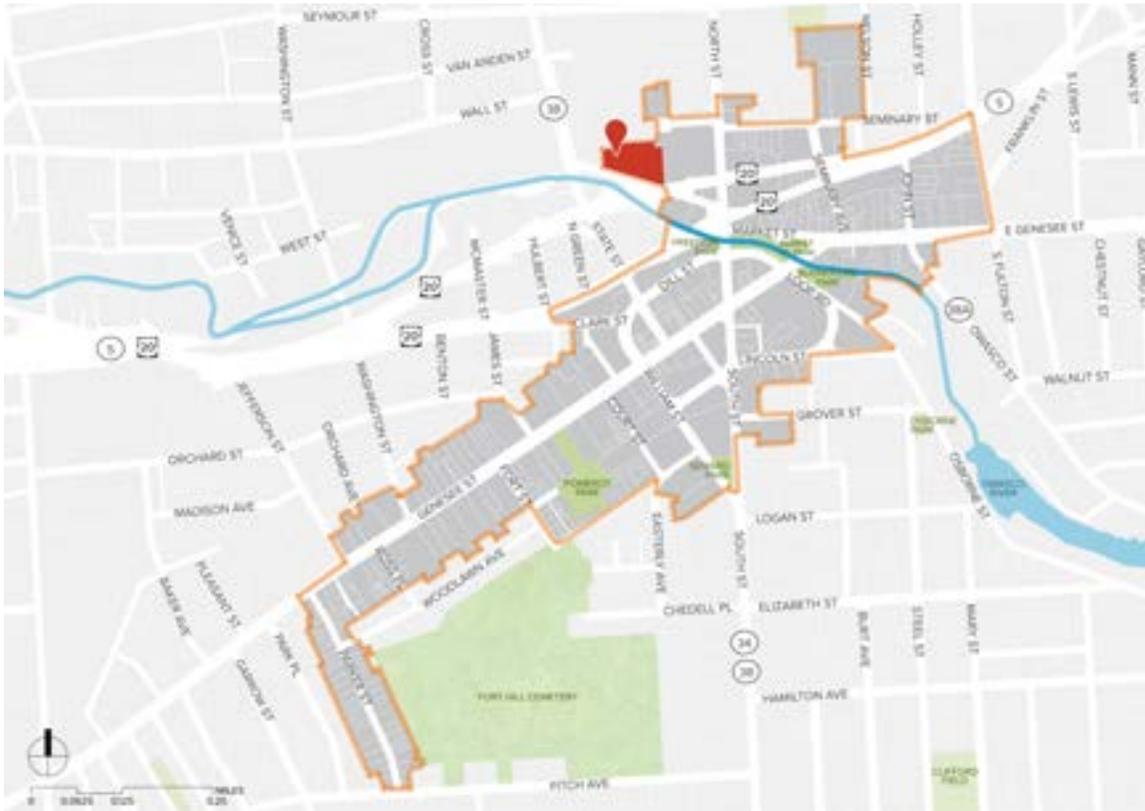
The expanded and added services would help provide more complete healthcare within downtown Auburn, reducing the need for residents to travel outside of the community for health services. Although it is difficult to quantify the number of patients seeking specialty services and referrals from primary care physicians to health specialists, there is a pattern of Auburn residents traveling to Syracuse or Rochester for many specialty health services. Expanding access to specialty health services in Auburn would also create new local employment opportunities and attract (and retain) ancillary service providers.

In addition, the proposed project will increase employment opportunities in downtown Auburn, adding approximately 44 new positions associated with the new 10,000 square foot space.

The project is ready for implementation with infrastructure already in place and adequate free parking for patients and staff on site.

LOCATION

The Specialty Health Services office would be located within the Health Central building at 37 West Garden Street in downtown Auburn along the Owasco River.



PROJECT OWNER + SPONSOR

The project sponsor, Central Building, LLC, is the owner and operator of 37 West Garden Street.

CAPACITY

Central Building, LLC and its managing partner, Thomas Minicucci, will be responsible for the long-term implementation of this project, including the rehabilitation and management of the building. His experience specifically relates to this project as he has developed over 500,000 square feet of medical space and directly supervised the Health Central project since its inception.

Over the past 17+ years, Health Central has made it their principal goal to reverse the trend of residents traveling outside of Auburn for services by providing services locally. This has been accomplished by adding new satellite services from Syracuse operations as follows:

- Hematology/Oncology of CNY
- Crouse Radiology
- Michael Paciorek, MD (ENT & Facial Plastic Surgery); This office also tripled in size due to demand.
- Richard Stankus, MD (Allergy, Asthma and Clinical Immunology)
- Endodontic Specialists, PC
- Advanced Ob/Gyn, PLLC
- Nephrology Associates of Syracuse, PC

Several other offices currently located within Health Central have also been renovated to accommodate expansion, including:

- COAST physical therapy has undergone 2 major expansions due to demand
- Urgent Care has gone through one major expansion and is currently planning an additional expansion
- Heather Wasileski, DO has undergone one expansion
- Gabriel Lurvey, DO has undergone one expansion

The development of this project will help to accomplish Health Central's goal of providing a comprehensive medical center in downtown Auburn.

PROJECT PARTNERS

- **Central Building, LLC.** Property owner and project sponsor
- **Potential Tenant.** Health Central is in discussions with a provider, and information regarding the potential provider will be confidentially provided to the State.

STRATEGIES

DRI Strategies

- **Provide workforce training and create diverse entrepreneurial opportunities.** The build-out of additional square footage at Health Central provides the opportunity for new medical offices to open in downtown Auburn, adding an estimated 44 new jobs.
- **Diversify downtown amenities to serve the needs of all residents.** The project helps to develop a comprehensive medical center in downtown Auburn, providing increased access to health services locally, reducing the need for residents to have to travel outside of Auburn for needed services. In addition to providing increased access to services, the project's collocation of specialty health services with the many other health services at Health Central improves the quality of care experience as patients and practitioners can coordinate care between multiple specialties.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** The project continues the rehabilitation of a historic structure in downtown Auburn, which was originally built as Central High School in 1938, for adaptive re-use as a medical center. Great care was taken to preserve the historic integrity of the art deco building and enhance its public spaces, including the restoration of the original chandeliers and preservation of the terrazzo and slate floors, brass railings, glass block, glazed tile, etc., recognizing that these features connect to the identity of the building and the community.
- **Promote infill and the redevelopment of vacant and underutilized sites.** The project redevelops 10,000 square feet of underutilized space for use as a New Specialty Health Services office, building on previous rehabilitation efforts to bring this historic structure back to fully-functional active use.

REDC Strategies

- **Invest in existing regional industry concentrations and businesses.** This project invests in the largest employment sector in the DRI area, Health and Social Assistance, by redeveloping an underutilized portion of the building into Specialty Health Services for improved access to more comprehensive services in downtown Auburn.
- **Rethink our urban redevelopment efforts by leveraging the Region's exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy.** Since the redevelopment project at Health Central began in 1999, Central Building, LLC has been a partner in revitalizing the downtown and bringing more health services to the community. Significant investment has already been made to this property, including the installation of new heating, ventilation, air conditioning, plumbing, electrical, sprinklers, fire alarm system, lighting, windows, doors and partitions as well as the addition of a new main entrance and a third floor above the former gym and auditorium for an extra 15,000 square feet of developable space. This project continues to invest in health services and the adaptive re-use of the former Central High School building.
- **Repurpose existing infrastructure to recreate density in development.** The development of Health Central transformed a vacant structure in serious disrepair from vandalism, weather and neglect into a carefully restored, fully functional building with a variety of high-quality health service offices. Continued development of medical uses at the Health Central building will utilize existing infrastructure and benefit from compatible specialties currently at the facility to better meet community needs.

ANTICIPATED BENEFITS

Short-Term Benefits

- Leverages the 20-year continued investment in the historic Health Central building
- Provides space for specialty health services in downtown Auburn that increase access to services that people continue to seek outside of Auburn

Middle-Term Benefits

- Increases access to services locally, under one roof, reducing the need for residents to travel outside Auburn for medical care
- Addresses a market need, supported by physician referral patterns, to provide more services in downtown Auburn
- Adds an estimated 44 well-paying, secure jobs to downtown
- Promotes partnerships between other services within Health Central for the benefit of patients and practitioners

Long-Term Benefits

- Improves the quality of care in downtown Auburn by providing better access to comprehensive health services
- Continues to collaborate with providers, becoming a hub for health services that enable local access to high quality care
- Promotes healthy living in downtown Auburn with health services in a walkable downtown location along the Owasco River
- Develops continued partnership with Health Central as a key employment and service provider focused on revitalization
- Reduces sprawl by concentrating services in downtown Auburn

PUBLIC SUPPORT

Strong public support for the project was identified during the DRI public workshops. Furthermore, the project addresses an issue that has been raised by the LPC, which is the ability of each project to add jobs to the downtown. Investment in this project provides an efficient way to increase employment opportunities by utilizing infrastructure already in place and focusing funding on the build-out of 10,000 square feet of space for an estimated increase of 44 jobs.

JOBS CREATED

Forty-four new positions are estimated in association with the proposed redevelopment of the 10,000 SF of new space. One practitioner (physician, physician’s assistant, or nurse practitioner) uses approximately 1,250 SF and is supported by an average of 4.5 support staff. With 10,000 SF available, 8 new practitioners and 36 support staff could be accommodated in the renovated space, resulting in the creation of approximately 44 new jobs.

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Build-Out for a 10,000 SF Space Waiting room and reception area; multiple exam and/or therapy rooms; individual and group offices; nursing and/or staff work areas; miscellaneous specialty spaces for patients/clients; administrative areas and storage	DRI (proposed)	\$385,000
	Private Equity (secured)	\$565,000
TOTAL DRI FUNDS REQUESTED		\$385,000
TOTAL FUNDING FROM OTHER SOURCES		\$565,000
TOTAL PROJECT COST		\$950,000

FEASIBILITY + COST JUSTIFICATION

It is anticipated that project build-out can be accomplished at a reasonable cost of approximately \$95/SF, based on 18 years of construction projects within the Health Central facility using proven contractors and sub-contractors. The proposed project is expected to provide the following economic development and downtown revitalization benefits:

- **Economic Development.** The Specialty Health Services project at Health Central develops an underutilized portion of the building, capitalizing on previous rehabilitation efforts that made the space ready for build-out in order to expand a major employment sector in downtown Auburn. In fact, health and social services is the largest employment sector in the DRI at 33 percent of the total employment. Compounding the significance of this sector are the national statistics from the Bureau of Labor Statistics (BLS) that identifies the health care and social assistance sector as projected to grow the fastest among all sectors during a projection period from 2016 to 2026. According to BLS projections, the health care and social assistance sector will account for more than one-third of the jobs added between 2016 and 2026. Investment in health services recognizes the national capacity for growth in this industry sector, adding new jobs to the local economy and providing better services for residents.
- **Downtown Revitalization.** The development of Specialty Health Services at Health Central relates to a higher quality of life by providing better access to services. More specifically the project addresses a current problem: too many people have to seek services in Syracuse or Rochester. Rather than having to travel outside the DRI area to regional providers, these services are centrally located in downtown Auburn's walkable setting along the Owasco River. Other benefits include the concentration of health services in one location for an improved patient and provider experience as more comprehensive care can be provided and support services such as a Health Central food vendor can be available on site.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits.

EXISTING + PROPOSED CONDITIONS

EXISTING INTERIOR



PROPOSED INTERIOR



IMPLEMENTATION TIMEFRAME

A major advantage of the project at Health Central is its readiness for implementation:

1. Immediate Next Steps (1 month) – Fall 2019

- Final Construction Documents

2. Bidding and Permitting Phase (2 months) – Winter 2019

- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

3. Construction Phase (3 - 6 months) – Spring to Summer 2020

- Interior building renovations

PROJECT REPORTING

Central Building, LLC, will be responsible for project oversight and monitoring of project advancement. Metrics to determine project success after implementation include:

- Number of patients and/or patient visits
- Reduction in the number of referrals to health care services outside of Auburn
- Number of jobs created
- Expansion of practices

Install Public Art to Create a Sense of Place and Beautify Downtown Auburn

FUNDING REQUEST

DRI Funding Request: **\$285,000**

Estimated Total Project Cost: **\$300,000**

PROJECT DESCRIPTION

This project consists of multiple public art installations throughout the DRI area, including City streets, public parks, exterior walls of private businesses, and privately-owned open space with a direct connection to the streetscape. Installing public art throughout Auburn will beautify the downtown, create a unique sense of place, and celebrate Auburn’s talented artists and rich cultural and historic resources. The proposed art installations will benefit all Auburn residents and visitors; all proposed artwork will be located in publicly accessible and/or publicly visible locations.

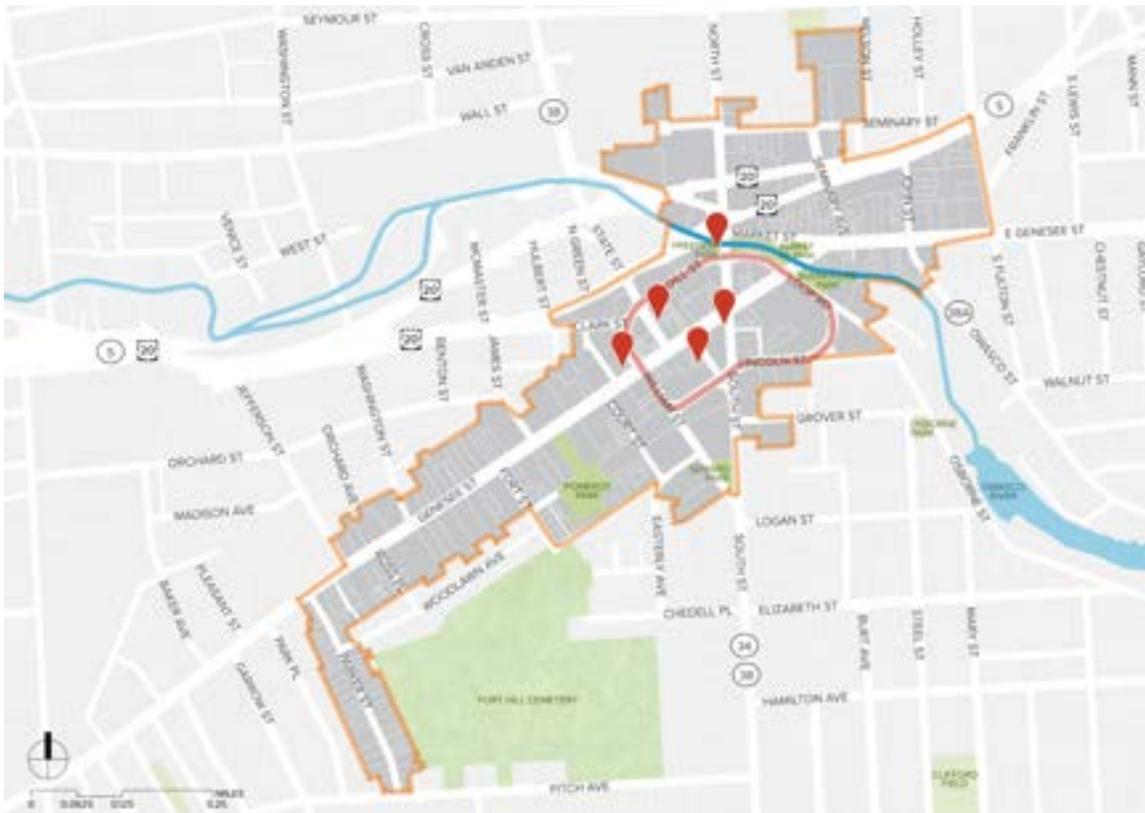
The proposed public art installations include:

- **Sculpture and green space improvements at the Boyle Center.** A bronze sculpture will be installed in the Boyle Center’s green space at the corner of W. Genesee Street and Dill Street. Publicly accessible site improvements will also be implemented to connect the sculpture to the streetscape, including new walkways, seat walls around the sculpture, landscaping, and lighting.
- **Harriet Tubman Life Cycle sculpture at Freedom Park.** Three bicycles will be created and installed at Freedom Park, a pocket park in downtown Auburn. Each bicycle will represent a formative stage in Harriet Tubman’s life.
- **Sculpture at South Street and Genesee Street.** A new sculpture will be installed in the center of two existing curved, mosaicked seat walls. An RFP will be developed for the design of this sculpture.
- **Mural at the Auburn Public Theater.** Installation of a 30-foot by 8-foot mural on the south facing exterior wall of the Auburn Public Theater. This wall is highly visible from the adjacent alleyway and the City Parking Garage. The proposed mural will be installed by local volunteers and implementation will be closely coordinated with the Auburn Public Theater.
- **Mural at Nash’s Art Supply.** A vinyl mural will be installed on the upper-story, north facing exterior wall of Nash’s Art Supply, replacing an existing, but faded mural. The mural will include uplighting to ensure it is highly visible both day and night. The mural has been designed by a local artist, and the building owner has approved the design.
- **Light Pole Banners Along Loop Road to Establish the “Avenue of the Arts”.** Approximately 50 double-sided light pole banners will be created and installed along Loop Road. The banners will be designed by several different local artists and will promote Auburn’s many cultural, historic, artistic, and recreational resources to residents and visitors.

LOCATION

The proposed project consists of multiple locations throughout downtown Auburn:

- The Boyle Center, an affordable housing complex for seniors located at 149 Genesee Street
- Freedom Park, a public park located the corner of Dill Street and North Street
- Sidewalk at the southwest corner of the South and Genesee Streets
- Auburn Public Theater located at 8 Exchange Street
- Nash's Art Supply located at 12 State Street
- Light poles along Loop Road, Dill Street, and Lincoln Street



PROJECT OWNER + SPONSOR

The Downtown Auburn Business Improvement District (BID) is the project sponsor and will be responsible for overseeing the planning, implementation, and monitoring of the project. The BID has received letters of permission or support from the property owners (Auburn Public Theater, Nash's Art Supply, the Boyle Center, and the City of Auburn) for all proposed projects. These letters will be submitted to the State as supporting documentation.

CAPACITY

The Downtown Auburn BID is a membership organization of residents, business and property owners, non-profit organizations, and government entities that is committed to enhancing the appearance, economic viability, and quality of life in downtown Auburn. The BID is dedicated to the beautification, promotion, and vibrancy of downtown Auburn. It manages a Beautification Crew, organizes annual events, festivals, and parades for the community, and the City's artistic, cultural, and historic attractions.

Jesse Kline is the Assistant Director of the Downtown Auburn BID and will serve as the project manager for this project. She has significant experience with the implementation of public art projects. She created and has led Art for Auburn since 2010, and she has overseen and completed over 15 public art projects in downtown Auburn. She frequently works with City departments, property owners, business owners, private foundations, artists, contractors, vendors and community volunteers to fund and install art projects.

PROJECT PARTNERS

- **Auburn Public Theater.** Property owner and site of a proposed mural
- **Auburn Permaculture Park.** The founders of the Auburn Permaculture Park, Pete and Erin Cramer, will provide technical support regarding the integration of elements from Harriet Tubman's historical gardens into the Harriet Tubman Life Cycle Sculpture site. They will also provide design guidance for the site improvements associated with the South and Genesee Street Sculpture and the Boyle Center Sculpture.
- **Christopher Community, Inc.** Property owner of the Boyle Center, which is the site of a proposed sculpture and green space improvements. Christopher Community, Inc. will also take responsibility for maintaining the green space improvements.
- **City of Auburn.** Property owner of sites for proposed sculptures (Freedom Park and sidewalk at corner of South and Genesee Streets) and light pole banners (right-of-way along Loop Road, Dill Street, and Lincoln Street)
- **Downtown Auburn BID.** Project sponsor
- **Local artists.** Audrey Iwanicki designed the proposed sculptures at the Boyle Center and Freedom Park. Amanda Tallcot, Kevin Burke, and Jesse Kline designed the proposed mural at the Auburn Public Theater. Arthur Hutchinson designed the proposed mural at Nash's Art Supply. An Open Call for artwork will be issued to the local art community for the light pole banners, and an RFP will be issued for the design of the sculpture at the corner of South and Genesee Streets.
- **Nash's Art Supply.** Property owner and site of a proposed mural

STRATEGIES

DRI Strategies

- **Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.** This project integrates artwork throughout downtown to strengthen the visual connection between Auburn's many historical, cultural, natural, and artistic destinations.
- **Foster a sense of place through the integration of landscaping, green infrastructure, site furnishings, public art, and wayfinding elements.** This project establishes a concentration of public art in downtown that complements existing public art and celebrates the City's historic, cultural, artistic, and recreational resources.

REDC Strategies

- **Rethink our urban redevelopment by leveraging the region's exemplar anchor institutions in education, health and medicine, arts and culture, and philanthropy.** This project leverages the talents of local and regional artists and provides them with an opportunity to apply their creativity to enhance the aesthetic appeal of downtown Auburn.

Other Local Plans / Initiatives

The proposed public art project also aligns with several of the goals in the City of Auburn's Comprehensive Plan (2009), including:

- **Boosting Downtown, Goal 1.** Enhance downtown as a walkable, vibrant urban place.
- **Boosting Downtown, Goal 3.** Improve the marketing of downtown.
- **Boosting Downtown, Goal 4.** Develop Auburn as a center for arts and entertainment.
- **Creating a Welcoming Community, Goal 1.** Create a more welcoming environment for visitors and improve the experience of arriving in Auburn.

ANTICIPATED BENEFITS

Short-Term Benefits

- Improves public spaces
- Engages local artists and community volunteers in the beautification of downtown Auburn
- Increases public access to green space in downtown

Middle-Term Benefits

- Strengthens connections between downtown destinations and amenities
- Enhances residents' and visitors' sense of place in downtown Auburn
- Improves the pedestrian experience in downtown by creating a sense of intrigue and discovery

Long-Term Benefits

- Attracts businesses and residents to downtown
- Increases property values of neighboring properties
- Establishes downtown Auburn as a vibrant center for arts and culture in the Central New York region

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received consistent and strong support from the LPC and the public. Additionally, several organizations have submitted letters of support on behalf of this project, including:

- Auburn Beautification Commission
- Auburn Public Theater
- Cayuga County Office of Tourism
- City of Auburn's Historic and Cultural Sites Commission
- City of Auburn, Public Art Commission
- Finger Lakes Art Council

The Downtown Auburn BID also plans to use community volunteers to install the Auburn Public Theater Mural. Art for Auburn, a public art program created by Jesse Kline, has used volunteer assistance to install 17 public artworks throughout Auburn. The volunteer support for Art for Auburn projects is substantial and inspirational. People of all ages and demographics have joined together to complete beautiful works of art for the public to enjoy. Volunteers vary from young children with no experience to seasoned artists. Per project, an estimated 20 to 50 people participate. The process of creating art together, and the sense of community pride and ownership that results, is just as important as the final product.

JOBS CREATED

This project will not result in the creation of permanent jobs; however, several artists will be employed on a short-term, contractual basis in order to design and oversee the installation of the proposed artwork.

BUDGET + FUNDING SOURCES

PUBLIC ART PROJECT	USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Boyle Center Sculpture	Materials, assembly, installation	DRI (proposed)	\$16,000
	Materials	Stardust Foundation (secured)	\$10,000
	Artist fee	DRI (proposed)	\$10,000
	Green Space Improvements	DRI (proposed)	\$82,000
Harriet Tubman Life Cycle Sculpture	Materials, Assembly, Installation, Site Improvements	DRI (proposed)	\$10,000
	Materials	Private Donations (secured)	\$5,000
	Artist Fee	DRI (proposed)	\$10,000
South and Genesee Street Sculpture	Materials, Installation, Site Improvements	DRI (proposed)	\$30,000
	Artist Fee	DRI (proposed)	\$10,000
Nash's Mural	Materials, Assembly, Installation	DRI (proposed)	\$5,450
	Equipment Rental	DRI (proposed)	\$1,000
	Lighting	DRI (proposed)	\$2,000
	Artist Fee	DRI (proposed)	\$1,550
Auburn Public Theater Mural	Materials, Assembly, Installation	DRI (proposed)	\$13,000
	Artist Fees (3)	DRI (proposed)	\$12,000
Light Pole Banners	Materials 50 – 24"x60" double-sided banners with installation hardware	DRI (proposed)	\$9,000
	Installation	DRI (proposed)	\$3,000
	Artist Fees	DRI (proposed)	\$5,000
All Artwork	Soft Costs mobilization, traffic control, survey, erosion and sediment control, design and construction contingencies	DRI (proposed)	\$65,000
TOTAL DRI FUNDS REQUESTED			\$285,000
TOTAL FUNDING FROM OTHER SOURCES			\$15,000
TOTAL PROJECT COST			\$300,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate for green space improvements at the Boyle Center was prepared by a licensed landscape architect and is based on standard construction estimating methods. The cost estimate for the light pole banners was also developed by a licensed landscape architect and was based on coordination with local fabricators.

The cost estimates for the murals and sculptures were prepared by Jesse Kline. Kline worked with several artists to estimate the artist fees and cost of materials, assembly, and installation for each piece of public art. Kline also relied on her 8 years of experience installing public art in Auburn to inform the cost estimates.

This proposed project is justified based on its anticipated benefits related to economic development, community development, promoting Auburn, and downtown beautification:

- **Economic Development.** Research has shown that public art fosters economic development and enhances the business climate by creating a unique visitor experience and increasing pedestrian traffic. Public art has also been shown to increase neighboring property values. For example, the implementation of the ArtWALK public art project in Rochester's Neighborhood of the Arts directly contributed to an increase in housing values.
- **Community Development.** This project will engage community volunteers to assist with the installation of the proposed mural at the Auburn Public Theater. Citizens of all ages and artistic abilities will have the opportunity to work alongside the mural artists to install a piece of art that celebrates Auburn's vibrant culture and history and beautifies the downtown. This community collaboration will also foster a sense of community pride and ownership. Furthermore, studies conducted by Americans for the Arts have demonstrated that there is no better indicator of a City's spiritual health than the state of its artistic and cultural resources.
- **Promoting Auburn.** The proposed art reflects Auburn's cultural, historic, and natural assets. By installing the proposed murals and sculptures throughout downtown in highly visible locations and public spaces, the proposed project will promote Auburn's assets as well as strengthen connections between existing historic, cultural, artistic, and natural destinations.
- **Downtown Beautification.** The proposed project will provide a colorful backdrop for the City's many cultural and artistic events, enhance residents' and visitors' sense of place, and transform the streetscape into a delightful, pedestrian-friendly environment.

REGULATORY REQUIREMENTS

The proposed project will require local approvals, including approval from the Auburn Public Art Commission for all portions of the project that are on City-owned property.

EXISTING + PROPOSED CONDITIONS

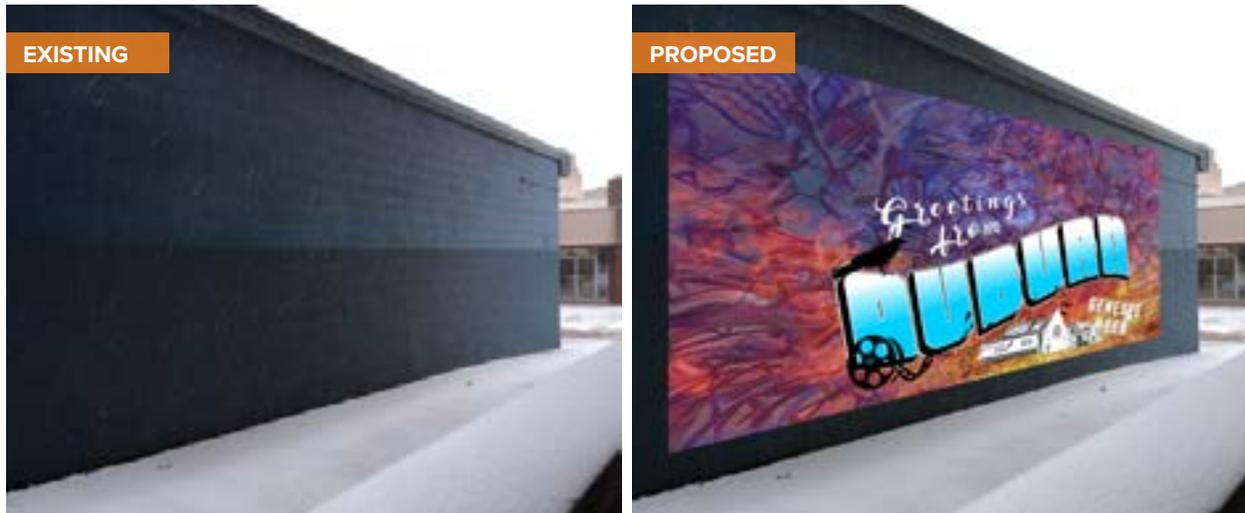
BOYLE CENTER SCULPTURE



NASH'S MURAL



AUBURN PUBLIC THEATER MURAL



IMPLEMENTATION TIMEFRAME

1. Design Phase (4-6 months) – Fall 2019 to Spring 2020

- Issue RFP for sculpture at the intersection of South and Genesee Street and execute contract for artist services
- Issue RFP for green space improvements at the Boyle Center and execute contract for landscape architectural services
- Issue Open Call for light pole banner artwork and select artwork
- Obtain necessary permits and approvals
- Develop design for South and Genesee Street sculpture
- Develop construction documents and specifications for green space improvements at the Boyle Center
- Issue bid documents and award bid to contractor for green space improvements at the Boyle Center

2. Construction Phase (1 year) – Spring 2020 to Spring 2021

- Print and install light pole banners
- Construct and install sculpture at Freedom Park
- Install murals at Nash's Art Supply and Auburn Public Theater
- Implement green space improvements; fabricate and install sculpture at Boyle Center
- Construct and install sculpture at corner of South and Genesee Street

PROJECT REPORTING

The Downtown Auburn BID will be responsible for monitoring the project during and after implementation. The following metrics will be used to track project performance and the impact on downtown revitalization over time:

- Number of volunteers engaged in installing public art
- Number of people using the green space improvements at the Boyle Center
- Surveys of BID members to evaluate impact on downtown atmosphere

Renovate and Restore the Willard Memorial Chapel

FUNDING REQUEST

DRI Funding Request: **\$267,500**

Estimated Total Project Cost: **\$535,000**

PROJECT DESCRIPTION

The Willard Memorial Chapel, located at 17 Nelson Street, is the “last remaining complete Tiffany religious interior in the world.” The Willard Memorial Chapel (built in 1892-1894) and the adjoining Welch Memorial Building were once part of the Auburn Theological Seminary, an educational facility that trained pastors and missionaries. These two structures received National Historic Landmark designation in April 2005. The Willard Memorial Chapel is also listed on the State and National Registry of Historic Places. Currently, the Willard Memorial Chapel functions as a tourist destination, wedding venue, concert hall, lecture hall, and office complex, and it is a significant source of pride for the Auburn community.

The Willard Memorial Chapel renovation project consists of two primary components. The first component is the interior restoration of the Willard Memorial Chapel to the 1892-94 decorative specifications of the original design and finishes. The scope of the renovations includes re-painting of the walls with gold stencils and lighting restoration and electrical upgrades.

The second component consists of improvements to the Chapel parking lot and landscaping. The existing site, a public green space and a deteriorated parking lot, is in need of upgrades. The scope includes resurfacing and restriping the parking lot and the addition of various trees, shrubs, and flowers to enhance the visitor experience. A portion of the site improvements would be located on a parcel owned by the City of Auburn, assuring continued public access to the green space and parking areas.

PROJECT PARTNERS

- **Community Preservation Committee, Inc.** Property owner and project sponsor
- **City of Auburn.** Project planning and coordination with adjacent Auburn DRI priority projects (Shared Services Public Safety Building)

STRATEGIES

DRI Strategies

- **Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.** The proposed upgrades to the parking lot will improve visitor access, and the restoration of Tiffany interior will enhance the visitor experience at this National Historic Landmark.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** The Willard Memorial Chapel is a very unique historic structure and is one of the most frequently visited historic sites in Central New York. The rehabilitation will help to maintain and preserve the historic site and allow for the residents and visitor to enjoy this National Historic Landmark for decades to come.

REDC Strategies

- **Attract outside investment and interest.** The proposed interior and exterior renovations will ensure this National Historic Landmark continues to be one of the premier tourist destinations in the City and across the region. The proposed site improvements will also enhance visitors' experience and enable the Willard Memorial Chapel to accommodate increased visitations.

ANTICIPATED BENEFITS

Short-Term Benefits

- Restores and preserves a historic cultural site and National Historic Landmark
- Draws more visitors to the downtown area

Middle-Term Benefits

- Increases tourism and contributes to additional foot traffic in downtown area
- Creates employment opportunities

Long-Term Benefits

- Growth in cultural heritage tourism

PUBLIC SUPPORT

Throughout the DRI planning process, this project has had strong support from the LPC and the community. In addition, the project has received letters of support from the City of Auburn, United States Congress, New York State Assembly, Cayuga County, and other local businesses.

JOBS CREATED

This project is not expected to create any new employment opportunities.

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, property acquisition is not required.

BUDGET + FUNDING SOURCES

CPC reached out to Tompkins Trust Bank to obtain a bridge loan to cover DRI funding during construction period. CPC also has a \$50,000 line of credit and \$500,000 in unrestricted investment funds that can be used to finance the rehabilitation. In addition, CPC is currently fundraising and expects to raise at least \$75,000 for the renovations.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Interior Decorative Art Restoration	DRI (proposed)	\$252,500
Interior Renovations + Site Improvements Electrical work; parking lot rehabilitation; soft costs	Project Sponsor Equity (secured) and Fundraising (in progress)	\$267,500
Landscape Improvements	DRI (proposed)	\$15,000
TOTAL DRI FUNDS REQUESTED		\$267,500
TOTAL FUNDING FROM OTHER SOURCES		\$267,500
TOTAL PROJECT COST		\$535,000

FEASIBILITY + COST JUSTIFICATION

The anticipated redevelopment cost is based on a cost estimate developed by professional architectural restoration and artistry firms, and site improvements were estimated by a licensed landscape architect. CPC has a proven record of successful restorations of the chapel and has administered over \$200 million worth of grants and construction projects. The proposed project is expected to provide the following benefits:

- **Tourism.** As an internationally significant site, the Willard Memorial Chapel currently attracts over 10,000 visitors per year. Noted as being the last “remaining unaltered religious Tiffany Interiors in the World,” researchers, scholars, educators and historic preservation experts visit the site regularly. Bus tours have increased 20% in 2018 alone, and with the opening of the NYS Equal Rights Heritage Center in concert with the new National Park Service-Harriet Tubman National Historical Park, the number of visitors will continue to grow. The proposed restoration of the interior will further contribute to the growth of visits to the site. As per the market analysis in the Downtown Profile (see page 1-45), the scope of the project aligns with Cayuga County’s goal of expanding current efforts to increase tourism, specifically within the Auburn DRI area.
- **Economic Development.** The Willard Memorial Chapel is one of the highest visited historic sites in Central New York. Due to the planned restoration of the Tiffany Interior, the increased visitation to the site will lead to additional staff being hired, additional overnight stays in area hotels and area B&B’s, additional restaurant visits, and expansion of other historic sites by packaging and promoting the area’s cultural and historic resources.

REGULATORY REQUIREMENTS

The proposed project will require local approvals, as well as approvals from the State Historic Preservation Office (SHPO).

EXISTING + PROPOSED CONDITIONS



EXISTING SITE CONDITIONS



Photo Credit: Flickr

PROPOSED SITE CONDITIONS



IMPLEMENTATION TIMEFRAME

CPC has been planning for the proposed renovations and is prepared to begin work immediately upon grant award.

1. Immediate Next Steps (1 month) – Fall 2019

- Execute contract for design services

2. Design Phase (4-5 months) – Winter 2019 to Spring 2020

- Develop construction documents and specifications for building renovation
- Develop construction documents and specifications for site improvements
- Obtain necessary approvals from SHPO
- Issue bid documents
- Award bid to contractor

3. Construction Phase (6-8 months) – Spring to Winter 2020

- Interior renovations
- Site improvements

PROJECT REPORTING

CPC will be responsible for project oversight, construction management and monitoring of project advancement. CPC, along with an architect, will oversee all technical aspects of the design, permitting and approvals. Metrics to determine project success after implementation include:

- Increase in number of visitors
- Net revenue generated

Redevelop the Vacant Rudolph Building into Mixed-Use

FUNDING REQUEST

DRI Funding Request: **\$172,800**

Estimated Total Project Cost: **\$432,000**

PROJECT DESCRIPTION

The “Rudolph Building” is a three-story building located in the heart of downtown Auburn, directly across from the Auburn Public Theater. It is currently unoccupied, and the proposed renovation of this building will add a ground floor retail space and three residential units. Renovations to the the upper floors will create two one-bedroom and one three-bedroom units that are expected to be used as long-term housing and/or a temporary housing option for guests or performers of the Auburn Public Theater. A retail candy/sweets shop will occupy the 1,456 SF ground level retail and will be operated by the Schulz Properties, Inc.

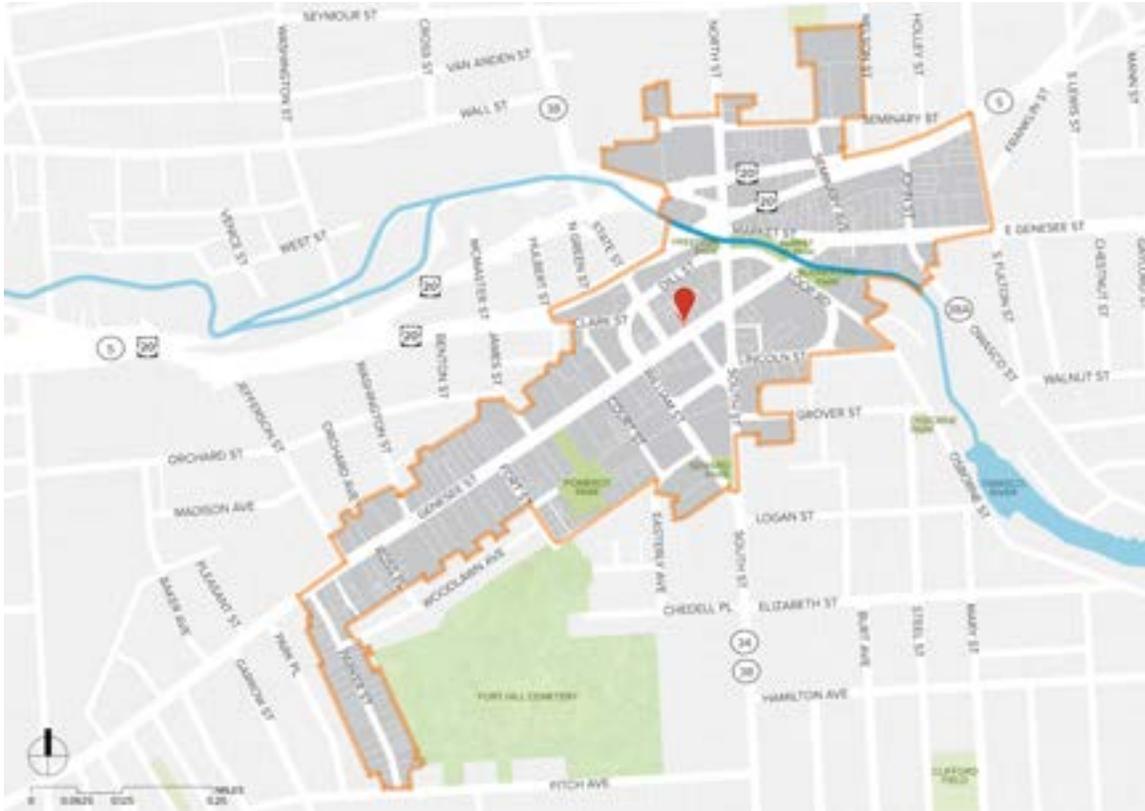
Schulz Properties, Inc., the current owner, used private funds to purchase the building in January 2017 and to this date they have spent \$122,000 for the purchase and stabilization of the building.

The proposed scope of renovations includes:

- Installation of a sprinkler system and additional fire separation
- New electrical and plumbing throughout the building
- ADA accessibility
- New bathrooms, kitchens, flooring and mechanical equipment in the 3 apartments
- Interior finishes, doors, and windows
- Façade improvements

LOCATION

The proposed project location is 99 Genesee Street.



PROJECT OWNER + SPONSOR

Schulz Properties, Inc (“SP”) is the owner and the sponsor of the project.

CAPACITY

SP will be responsible for the long-term implementation of this project, construction management, maintenance and management of the building. SP has a track record of successfully operating an award-winning brewery, Prison City Brew Pub, which is located a few blocks away in downtown Auburn.

PROJECT PARTNERS

- **Schulz Properties, Inc.** Property owners and project sponsor

STRATEGIES

DRI Strategies

- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** The proposed scope of the project includes three market rate apartments and a ground floor retail space.
- **Increase the availability of housing options.** The project adds three new residential units to the downtown area.
- **Diversify downtown amenities to serve the needs of all residents.** The ground floor retail space will add to the diversity of downtown amenities.
- **Promote infill and the redevelopment of vacant and underutilized sites.** The proposed project will redevelop a currently vacant structure into a ground floor retail space and three new apartments.

REDC Strategies

- **Repurpose existing infrastructure to recreate density in development and capitalize on regional assets.** This project repurposes a vacant and underutilized site into a mixed use development, and adds three residential units to the downtown business district.

ANTICIPATED BENEFITS

Short-Term Benefits

- Converts a vacant structure into an active residential and commercial building
- Draws more people to the downtown area and activates the remote section downtown
- Provides additional retail space in downtown

Middle-Term Benefits

- Increases residential density in downtown
- Creates employment opportunities

Long-Term Benefits

- Positively impacts neighboring property values and the surrounding business community

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and the community. During the recent Auburn Sparks BOA project, mixed-use development was consistently ranked as a high priority by the local community. The project has also received letters of support from the Downtown Auburn BID, the Cayuga Economic Development Agency, and a local business owner. These letters will be submitted to the State as supporting documentation.

JOBS CREATED

The proposed project is expected to create the following employment opportunities:

- 2 full-time positions
- 4 part-time positions

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, property acquisition is not required.

BUDGET + FUNDING SOURCES

The project sponsor has obtained a term sheet from Tompkins Trust Company confirming the bank will provide permanent and bridge financing to cover the total project cost. This term sheet will be submitted to the State as supporting documentation.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Interior Renovations + Soft Costs Conversion of upper floors into three apartment units; architectural design fees; design and construction contingencies	DRI (proposed)	\$146,000
	Bank Loan (available upon grant award)	\$259,200
Interior Renovations Conversion of ground floor into retail candy shop	DRI (proposed)	\$26,800
TOTAL DRI FUNDS REQUESTED		\$172,800
TOTAL FUNDING FROM OTHER SOURCES		\$259,200
TOTAL PROJECT COST		\$432,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was developed by a general contractor and is consistent with industry standards for comparable redevelopment programs in the City of Auburn. Permanent exterior improvements positively affect property values in the downtown area. The proposed project is expected to provide the following benefits:

- **Downtown Revitalization.** Increasing the availability of housing options, attracting mixed-use development, and prioritizing retail use on the ground level will facilitate downtown revitalization by bringing new residents and shoppers to the downtown area. The market analysis completed for the DRI identified that there is a demand for market rate apartments located in downtown area. These residential units are increasingly filled with millennials and young professionals who commute to Ithaca or Syracuse for work. The analysis also mentions numerous mixed-use developments in the downtown area and notes that they are performing well and continue to demonstrate high occupancy. In conjunction with other projects, this redevelopment will help to promote a vibrant, unique, and desirable place to live.
- **Preservation and Activation of the City's Historic Architecture and Urban Fabric.** Currently the site is vacant and underutilized, which negatively impacts the character of downtown Auburn. The proposed redevelopment will remove visual blight and introduce a new ground level retail amenity, contributing to revitalization in the heart of downtown. As a mixed-use development, the project will enhance the mixed-use nature and the visual character of downtown Auburn.

REGULATORY REQUIREMENTS

The proposed project will require local approvals.

EXISTING + PROPOSED CONDITIONS

EXISTING



PROPOSED



IMPLEMENTATION TIMEFRAME

SP has been planning for the proposed renovations and is prepared to begin work upon DRI grant award announcements.

1. Immediate Next Steps (1 month) – Fall 2019

- Execute contract for design services

2. Design Phase (2-3 months) - Winter 2019 to Spring 2020

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor
- Close on a construction loan

3. Construction Phase (2-4 months) – Summer to Fall 2020

- Interior and exterior building renovations

PROJECT REPORTING

SP will be responsible for project oversight, construction management and monitoring of project advancement. SP will hire an architectural firm to oversee all technical aspects of the design, permitting and approvals. Metrics to determine project success after implementation include:

- Apartment occupancy rate
- Net revenue generated from the retail space
- Net revenue generated from residential units
- Retail space occupancy

Rehabilitate the Phoenix Building, a Prominent Landmark in Downtown Auburn

FUNDING REQUEST

DRI Funding Request: **\$120,000**

Estimated Total Project Cost: **\$160,000**

PROJECT DESCRIPTION

The proposed project consists of the exterior restoration of a historic landmark in the center of downtown Auburn. The proposed project scope includes:

- Rehabilitation of the building cornice
- Rehabilitation of 79 window frames
- Evaluation of sandstone surfaces and repair as necessary

The Phoenix Building is a prominent and beautiful landmark located in downtown Auburn at the intersection of the City's principal streets: South, North and Genesee. This four-story stone-faced building was constructed in 1871 for Auburn Savings Bank and was purchased by its current owners in 2012. Over the past six years, the owners have personally managed and maintained the building and have spent long hours working to provide the City of Auburn with a building that adds style, character, and community pride to the downtown area.

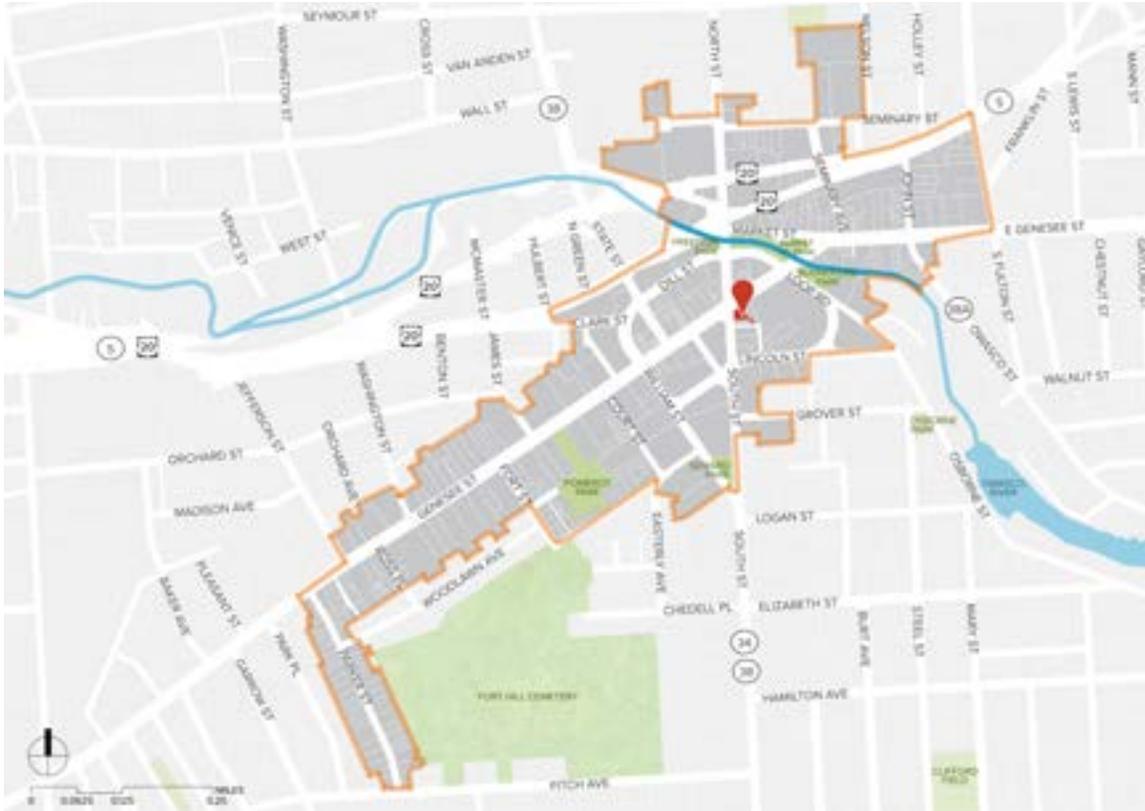
The owners are proud to contribute to the civic life of Auburn by providing functional, clean, and enjoyable work space for 22 tenants, many of whom are small businesses providing diverse services to the residents of Auburn. The owners also frequently make event space available to the community and non-profits at no charge.

The building is currently at 90% tenant capacity with executed lease agreements. Services provided by the tenants of the Phoenix Building include:

- Acupuncture
- Computer repair and printing services
- Counseling
- Event space for private and public functions
- Home care planning for seniors
- Investment advice
- Legal assistance
- Music and art studios

LOCATION

The Phoenix Building is located at 2 South Street at the corner of Genesee St. in downtown Auburn.



PROJECT OWNER + SPONSOR

Andrew and Elizabeth Simkin are the property owners and the project sponsors.

CAPACITY

The owners will be responsible for the long-term implementation of this project, including the necessary building renovations, required equipment, and continued operations and maintenance of the facility. Andrew and Elizabeth Simkin have owned the property since 2012; they both serve as the building managers with Andrew providing building maintenance. In the six years of ownership, they have invested in substantial improvements, including the 2017 repair and repainting of the clock tower, along with routine building maintenance and upgrades.

PROJECT PARTNERS

- **Andrew and Elizabeth Simkin.** Property owners and project sponsor

STRATEGIES

DRI Strategies

- **Support mixed-use development, prioritizing retail/commercial uses on the ground level.** This project supports the continued usage of this landmark building by finishing needed exterior improvements. Combined with the owners' recent investments to restore the building's iconic clock tower, this project will complete the renovation of this historic building and ensure its long-term success.
- **Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.** Built in 1791, the Phoenix Building is a prominent and beautiful landmark that adds significant style and character to downtown Auburn, while providing important services to the community and small businesses.
- **Diversify downtown amenities to serve the needs of all residents.** The owners, Andrew and Elizabeth Simkin, are proud to contribute to the civic life of Auburn by providing functional, enjoyable work space for 22 tenants.
- **Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.** This project supports the operations and sustainability of the Phoenix Building. In addition, it provides space for both public and private events, which are frequently made available to community groups and non-profit organizations at no cost.
- **Establish gateways into the City that convey a unique sense of place.** The Phoenix Building is at the center of downtown, located at the corner of South and Genesee streets. Its landmark clock tower, with its still functioning hand wound mechanism showing the current time on all four synchronized clock faces, is visible throughout Auburn.
- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** The entire focus of this project is to complete the preservation of this historic site. The proposed exterior improvements complete the building's restoration.

REDC Strategies

- **Rethink our urban redevelopment efforts by leveraging the Region's exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy.** The Phoenix Building is a prominent downtown building centrally located in the heart of the City. Its tenants offer services that support a large segment of Auburn's population and enhance the Region's strong quality of life through their national stature and social and professional networks.
- **Repurpose existing infrastructure to recreate density in development.** This project invests in a historic building in order to create a vibrant mixed-use environment that reflects the distinct local character of Auburn.
- **Attract outside investment and interest.** This project supports Auburn by providing office space for small business that helps to recruit new businesses and capital investment into downtown.

ANTICIPATED BENEFITS

Short-Term Benefits

- Completes and sustains the building maintenance of an important downtown historic building
- Draws more people to the downtown area
- Offers office space for small business collaborations

Middle-Term Benefits

- Increases frequency of community events downtown
- Creates employment opportunities for small business
- Establishment of partnerships with other businesses

Long-Term Benefits

- Provides entrepreneurship resources & co-working spaces
- Positively impacts neighboring property values and the surrounding business community

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and the Auburn community given its prominence as a landmark in downtown Auburn.

JOBS CREATED

This project will not provide any new jobs; however, it will maintain the infrastructure of this historic landmark building. In addition, the owners will continue to offer rental space for local businesses and start-up small businesses.

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

A detailed cost estimate prepared by an architectural firm specializing in historic preservation will be submitted to the State as supporting documentation.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Exterior Renovations Repair and repaint building cornice; repair and paint window frames; repair sandstone surfaces, as required	DRI (proposed)	\$120,000
	Project Sponsor Equity (secured)	\$40,000
TOTAL DRI FUNDS REQUESTED		\$120,000
TOTAL FUNDING FROM OTHER SOURCES		\$40,000
TOTAL PROJECT COST		\$160,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by a licensed architect specializing in historic buildings and is based on standard construction estimating methods, as well as potential methods for accessing exterior portions of the building (e.g., use of lifts). Owner Andrew Simkin has a proven track record of providing maintenance and repairs to this building and has completed a significant amount of building improvements since purchasing the building in 2012. For example, Andrew implemented the successful restoration of the building's clock tower. The proposed project supports economic development in downtown Auburn, as evidenced by the following indicators:

- Permanent exterior improvements positively affect property values in the downtown area
- Provides office space to support small business development in downtown
- Attracts visitors to Auburn by contributing to the City's rich architectural resources
- Creates an inviting place to work and play
- Supports and strengthens Auburn's community by providing a location for events

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits, as well as a permit for equipment to access the structure.

EXISTING + PROPOSED CONDITIONS



IMPLEMENTATION TIMEFRAME

The project sponsors have been planning for the proposed renovations to the Phoenix Building and are prepared to begin work immediately upon grant award announcements.

1. Immediate Next Steps (2 months) – Fall 2019

- Owner to issue RFP for scope of work
- Obtain necessary permits and approvals
- Develop bid documents and award bid to contractor
- Select work access method – lift or scaffolding

2. Construction Phase (3 months) – Winter 2019 to Spring 2020

- Repair and paint building cornice and window frames, as required
- Repair sandstone surfaces, as required

PROJECT REPORTING

The project sponsor will be responsible for project oversight and monitoring of project advancement. Metrics to determine project success after implementation include:

- Preservation of historic building features
- Building occupancy/use

Renovate an Affordable Housing Building

FUNDING REQUEST

DRI Funding Request: **\$120,000**

Estimated Total Project Cost: **\$192,000**

PROJECT DESCRIPTION

Borsa Apartments, LLC (“Borsa”) owns an existing 20-unit (affordable) mixed-use building located at 55 Market St. The building was originally constructed in late 1800s and has not been renovated since 1970s.

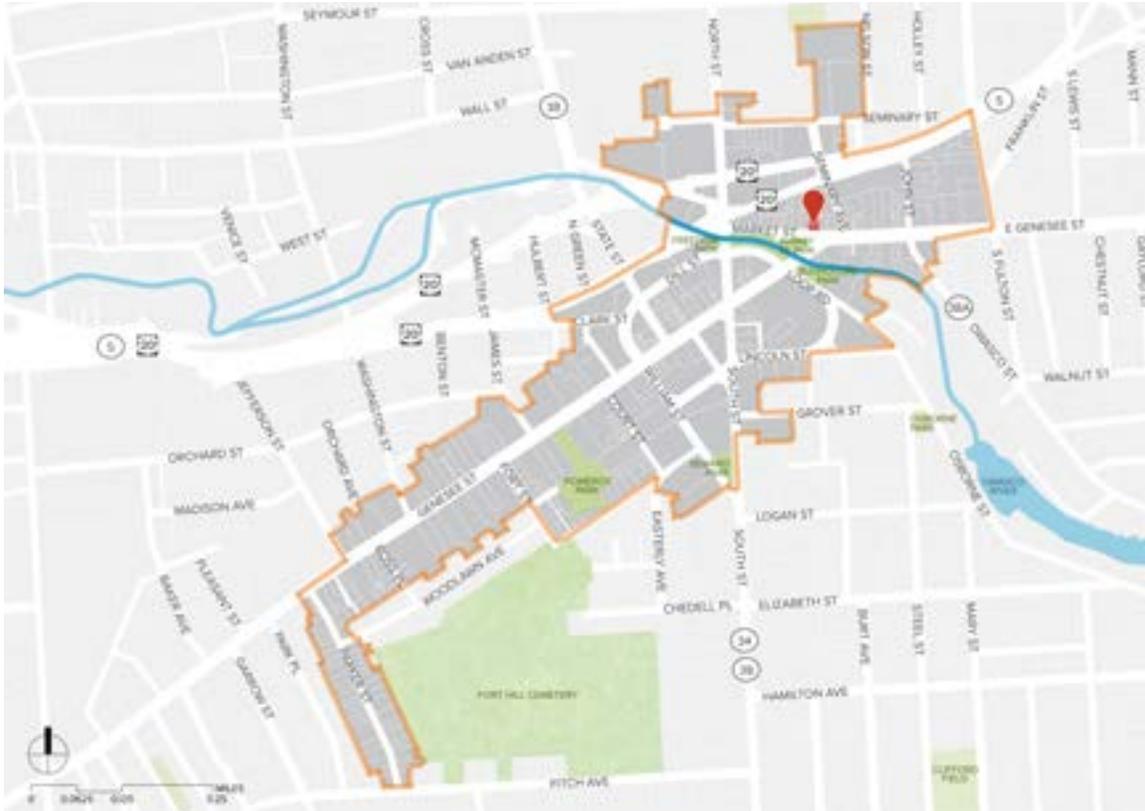
Borsa proposes to utilize \$120,000 in DRI funds to rehabilitate the building. The rehabilitation scope includes:

- Restoration of the Market Street façade
- Restoration of west wall and foundation
- Brick and roof repairs
- Upgrades to common areas throughout building

The property is expected to be well managed and maintained after construction and will continue to provide affordable housing to veterans and moderate to lower income tenants. The owner also intends to renovate residential units as they are vacated, conducting minor repairs and improving the quality, but also maintaining affordability.

LOCATION

The project is located at 55 Market Street in downtown Auburn.



PROJECT OWNER + SPONSOR

Borsa Apartments, LLC is the sole owner of the building. They intend to own and manage the building after construction.

CAPACITY

Borsa will be responsible for the long-term implementation of this project, including necessary building renovations and management. The company currently owns and operates 11 properties with over 40 residential units in Auburn.

PROJECT PARTNERS

- **Borsa Apartments, LLC.** Property owner and project sponsor

STRATEGIES

DRI Strategies

- **Preserve and rehabilitate historic structures to maintain the City's rich architectural resources.** The project will provide a much needed rehabilitation of the historic property. The proposed scope entails major renovations to the exterior of the building. The exterior renovations include the following:
 - Restoration of west wall and foundation
 - Restoration of the façade
 - Re-face/re-point brick.

REDC Strategies

- **Repurpose existing infrastructure to recreate density in development and capitalize on regional assets.** The renovations will help to maintain full occupancy of the building by improving living conditions of current tenants.

ANTICIPATED BENEFITS

Short-Term Benefits

- Provides a safe building environment for tenants
- Stabilizes a historic property

Middle-Term Benefits

- Helps to transform the cityscape and bring vibrancy to the downtown
- Draws more people to the downtown area
- Continues to provide affordable housing in downtown area

Long-Term Benefits

- Increased neighboring property values

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC and the public. The project has also received multiple letters of support from individuals, county government, and local organizations. These letters will be submitted to the State as supporting documentation.

In addition, the project has garnered support from the local community due to the property being one of the few apartment buildings located in downtown that provides housing for veterans and low-income tenants.

JOBS CREATED

No permanent jobs are expected to be created by this project.

ACQUISITION OF REAL PROPERTY

The project sponsor owns the property; therefore, this project does not require the acquisition of real property.

BUDGET + FUNDING SOURCES

The project sponsor is currently negotiating with Lyons National Bank to acquire a bridge loan that will cover the DRI portion of financing during construction. In the event that Borsa is unable to obtain bridge financing, a combination of equity and a line of credit are readily available to finance the entire project.

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Interior Renovations To support the needs of residential tenants, including new flooring and updates to plumbing and electrical	DRI (proposed)	\$41,000
Exterior Renovations Restoration of the west wall, foundation, and facade	DRI (proposed)	\$79,000
Additional Renovations + Soft Costs Re-facing and re-pointing the masonry exterior; new signage; additional insulation; permits; construction administration	Project Sponsor Equity (secured)	\$72,000
TOTAL DRI FUNDS REQUESTED		\$120,000
TOTAL FUNDING FROM OTHER SOURCES		\$72,000
TOTAL PROJECT COST		\$192,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was prepared by a licensed contractor and is based on standard construction estimating methods. The cost is consistent with industry standards for comparable redevelopment programs in the City of Auburn. The project is anticipated to provide the following benefits:

- **Economic Development.** The proposed rehabilitation will allow the sponsor to continue providing quality affordable housing for the underserved population of Auburn.

- **Downtown Revitalization.** The proposed project will help to revitalize and activate the quiet corner of Market and E. Genesee Streets by renovating this historic building's exterior and adding new signage.

REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits.

EXISTING + PROPOSED CONDITIONS





IMPLEMENTATION TIMEFRAME

Borsa has been planning for the proposed renovations to begin work immediately upon DRI grant award announcements.

1. Immediate Next Steps (4-6 months) – Fall 2019 to Spring 2020

- Obtain necessary permits and approvals
- Execute contract for construction services

2. Construction Phase (6-8 months) – Spring to Winter 2020

- Exterior and interior building renovations

PROJECT REPORTING

Borsa will be responsible for project oversight and monitoring of project advancement. The sponsor will be hire a general contractor to oversee permitting and the construction process. Metrics to determine project success after implementation include:

- Vacancy rate for residential units
- Sustained affordability of residential units

Create a Vibrant, Interactive, and Multi-Generational Destination in Downtown Auburn

FUNDING REQUEST

DRI Funding Request: **\$100,000**

Estimated Total Project Cost: **\$150,000**

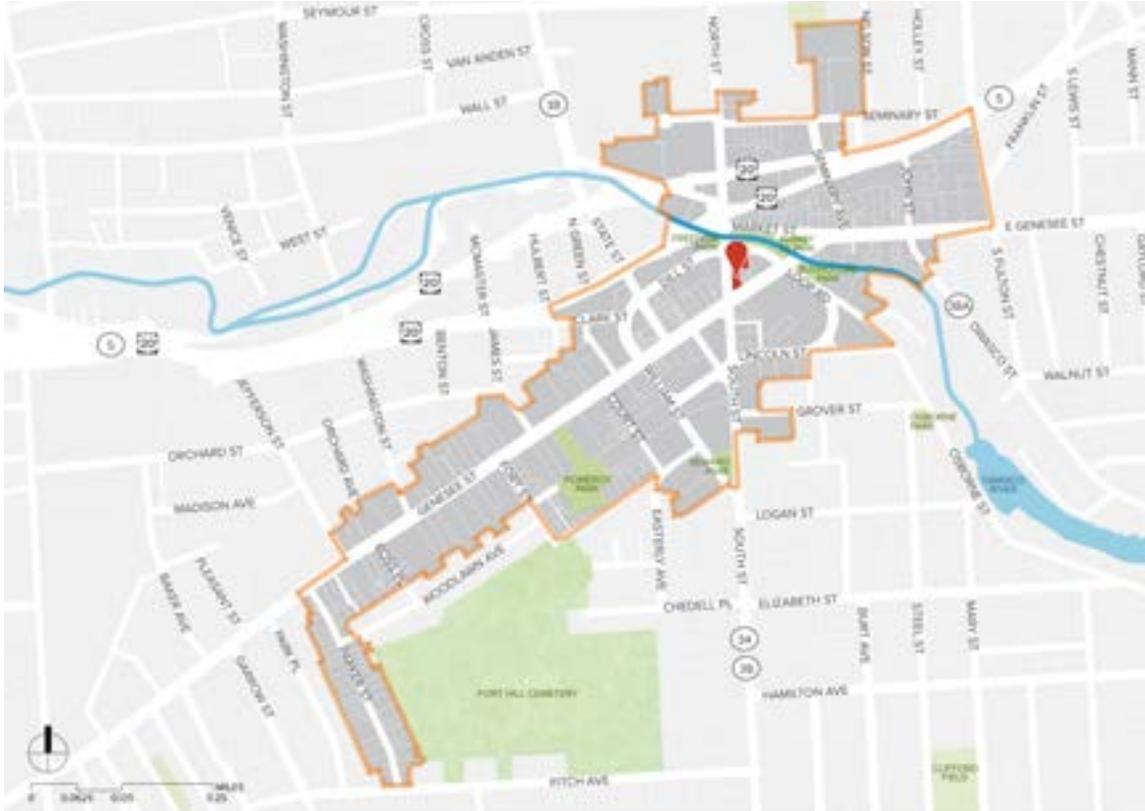
PROJECT DESCRIPTION

The proposed project will transform the exterior façade and surrounding streetscape of 63 Genesee Street, located in the heart of downtown, to activate the public realm and create unique features that can be enjoyed by all. Built in the 1970s in the brutalist style of architecture, this highly visible building is often described by the Auburn community as cold and unwelcoming. The interior of the building, however, is a thriving, inspiring home for many businesses. Inspired by the energy inside the building, the proposed project would implement the following improvements:

- Entryway hardscaping treatments to create bold, colorful patterns along the walkway leading visitors from the streetscape to the entrance of 63 Genesee Street
- Interactive outdoor musical instruments that offer cognitive, emotional, physical, and inclusive play opportunities for everyone
- An outdoor sculpture
- A large scale mural on the building's blank and highly visible party wall (located between 41-53 and 63 Genesee Street)
- Smaller murals/applications of color to the building's exterior walls that frame the entryway
- Colorful banners on the building's columns
- Custom benches
- Architectural lighting to activate the building's façade at night

LOCATION

The proposed project is located at 63 Genesee Street, in the heart of downtown and at the crossroads of North/South Street and East/West Genesee Street.



PROJECT OWNER + SPONSOR

63 Genesee Street LLC is the property owner and the project sponsor.

CAPACITY

The proposed project will be implemented by 63 Genesee Street LLC in partnership with KyleCroft Development LLC. KyleCroft Development LLC will provide project management, as needed, and 63 Genesee Street LLC will assume responsibility for the long-term maintenance of all site improvements, art installations, furnishings, and lighting.

63 Genesee Street LLC is part of a larger redevelopment effort spearheaded by KyleCroft Development LLC. With 10 years of experience in property redevelopment and over 150,000 square feet of completed projects in Auburn, KyleCroft Development LLC has the capacity and expertise to organize and execute the proposed project. The properties located at 63 Genesee Street and 41-53 Genesee Street were purchased by KyleCroft

Development LLC in 2017 in order to redevelop 42,000 square feet of vacant and condemned buildings located at the geographic center of downtown Auburn. Prior to this acquisition, the 63 Genesee Street building had been vacant for nine years. In under two years, KyleCroft Development LLC has successfully transformed and reactivated 63 Genesee Street with three anchor tenants, including: Lyons National Bank, Aflac Insurance, and ABC Cayuga Play Space. To date, no portion of this \$3,000,000 redevelopment effort has been the beneficiary of New York State grant funds.

PROJECT PARTNERS

- **63 Genesee Street LLC.** Property owner and project sponsor
- **KyleCroft Development LLC.** Woman-owned, family development company headquartered in Auburn that will provide project management support, as needed.
- **Schweinfurth Art Center.** Local art museum that will donate its expertise to the development of RFPs and related jurying for the proposed large-scale mural and sculpture.

STRATEGIES

DRI Strategies

- **Increase the diversity of downtown activities to include more youth and family-friendly options.** The proposed project will introduce streetscape improvements and amenities that transform the entrance to 63 Genesee into a public plaza for all to enjoy. The proposed improvements will also create a space that 63 Genesee tenants and the public can use for small gatherings and events.
- **Leverage historical, cultural, natural, and artistic assets to increase tourism and strengthen residents' sense of place.** The proposed project includes the commissioning of two public art pieces (large-scale mural and sculpture) from local and regional artists. These art installations will be located in spaces that are publicly accessible and highly visible.
- **Diversify downtown amenities to serve the needs of all residents.** With the exception of Pomeroy Park, outdoor play equipment does not exist within the DRI area. This project will provide interactive play structures that are publicly accessible and centrally located.
- **Foster a sense of place through the integration of landscaping, green infrastructure, site furnishings, public art, and wayfinding elements.** The proposed project uses the blank concrete exterior walls of the building at 63 Genesee Street as a canvas for public art to create a more inviting, colorful, and inspiring streetscape experience.
- **Provide a variety of accessible public spaces that allow for year-round activities, events, and programming.** This project activates a privately-owned site in downtown Auburn by connecting it to the streetscape and inviting the public to enjoy the proposed amenities year-round.
- **Establish gateways into the City that convey a unique sense of place.** Located at the crossroads of Auburn's main streets, Genesee and North/South Streets, the proposed improvements will create a unique, welcoming gateway into downtown. Two other Auburn DRI proposed project sites are also located at this intersection – the Phoenix Building on the southeast corner and a public art installation (sculpture) on the southwest corner. Combined, these three proposed projects will transform this prominent intersection into a memorable gateway that conveys a sense of place reflective of Auburn's rich artistic and architectural resources.

- **Encourage development that reflects the character of downtown and engages with and activates the streetscape.** The proposed project will engage and activate the streetscape during the day and night through the installation of public art, interactive sculptures and musical equipment, and architectural lighting.

REDC Strategies

- **Attract outside investment and interest. The proposed project will improve the public realm, activate the streetscape, and create a gateway into Auburn that reflects the City's vibrancy and artistic assets.** Combined with the other Auburn DRI priority projects (Phoenix Building improvements and the installation of public art), this intersection will be transformed into a memorable gateway and help to attract new investment and interest to the downtown area.
- **Rethink our urban redevelopment efforts by leveraging the Region's exemplary anchor institutions in education, health and medicine, arts and culture, and philanthropy.** This project leverages the talent of local and regional artists to transform the proposed project site into a fun and inspiring destination for all.

ANTICIPATED BENEFITS

Short-Term Benefits

- Transforms the entry of 63 Genesee into a vibrant, inspiring, and unique destination
- Introduces accessible play equipment and art along the streetscape for all to enjoy
- Enhances and expands public spaces in downtown

Middle-Term Benefits

- Creates a unique sense of place
- Attracts more visitors to downtown Auburn
- Increases foot traffic in downtown Auburn
- Contributes to the beautification of downtown

Long-Term Benefits

- Positively impacts neighboring property values
- Attracts new private investment to the downtown
- Establishes a unique, welcoming gateway into downtown Auburn

PUBLIC SUPPORT

Throughout the DRI planning process, this project has received strong support from the LPC, and the public has strongly supported projects that improve the public realm.

JOBS CREATED

While the proposed project will not create permanent jobs, it will provide short-term, contractual work for local and regional artists.

ACQUISITION OF REAL PROPERTY

The project sponsor is the property owner; therefore, property acquisition is not required.

BUDGET + FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCE	AMOUNT (\$)
Architectural Lighting	DRI (proposed)	\$22,000
Public Art 2 murals; 1 sculpture	DRI (proposed)	\$45,000
Entry Pavement Treatment	DRI (proposed)	\$13,000
Benches	DRI (proposed)	\$15,000
Signage (banners)	DRI (proposed)	\$5,000
Interactive Sculptures	Project Sponsor Equity (secured)	\$20,000
Soft Costs	Project Sponsor Equity (secured)	\$30,000
TOTAL DRI FUNDS REQUESTED		\$100,000
TOTAL FUNDING FROM OTHER SOURCES		\$50,000
TOTAL PROJECT COST		\$150,000

FEASIBILITY + COST JUSTIFICATION

The cost estimate was developed by a licensed landscape architect and is based on standard construction estimating methods. The proposed project is justified based on its anticipated benefits related to economic development and the promotion of Auburn.

- **Economic Development.** While the proposed project is not intended to directly generate revenue for the project sponsor, it is anticipated that the proposed improvements will increase foot traffic and attract additional private investment in downtown Auburn. Research has also shown that public art fosters economic development, enhances the business climate by creating a unique visitor experience and increasing pedestrian traffic, and contributes to increases in neighboring property values.
- **Promoting Auburn.** The proposed project showcases Auburn's artistic resources in a publicly accessible and highly visible location. In addition to fostering a unique sense of place and creating a welcoming gateway to the City, this project will help transform the streetscape into an enjoyable, pedestrian-friendly environment.

REGULATORY REQUIREMENTS

The proposed project will require local approvals for signage.

EXISTING + PROPOSED CONDITIONS





IMPLEMENTATION TIMEFRAME

63 Genesee Street LLC has been planning for the proposed improvements and is prepared to begin work upon DRI grant award announcement.

1. Immediate Next Steps (2 months) – Fall 2019

- Develop and issue RFP and execute contract for design services for the proposed site improvements
- Develop and issue RFP and select local/regional artist for the design of the large-scale party wall mural
- Develop and issue RFP and select local/regional artist for the design of the outdoor sculpture

2. Design Phase (2 months) – Winter 2019

- Develop construction documents and specifications for site improvements
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

3. Construction Phase (3 months) – Spring to Summer 2020

- Entry pavement treatments
- Façade and lighting improvements
- Installation of banners, murals, and sculpture
- Installation of interactive sculptures and site furnishings

PROJECT REPORTING

63 Genesee Street LLC will be responsible for the implementation, maintenance, and monitoring of the proposed project. 63 Genesee Street LLC will hire a landscape architectural firm to oversee all technical aspects of the design, approvals, and construction administration. Metrics to determine project success after implementation include:

- Number of pedestrians utilizing the proposed site amenities
- Surveys of 63 Genesee Street tenants
- User feedback



Auburn's Masonic Temple on South Street
(Photo Credit: Bill Badzo, Flickr)

SECTION 5.3

PIPELINE PROJECTS

The LPC identified 11 additional projects to be considered for other sources of funding due to their potential to contribute to Auburn's downtown revitalization. However, due to several circumstances, such as project readiness and available funding leverage, these projects are not recommended for DRI funding. Pipeline projects are summarized in the table on page 5-156 and are described in more detail on pages 5-157 to 5-162.

Pipeline Projects

Project #	Project Name	Project Description	Responsible Party	Location	Est. Total Project Cost
1	Redevelop a Prominent Vacant Building into Mixed-Use	Redevelopment of a vacant building to create 16 market rate apartments, 2nd floor office space, and 1st floor commercial space	ICC Investments	120 Genesee St.	\$4,573,800
2	Greening the East Hill Streetscape	Streetscape improvements along E. Genesee, including bike lanes, green infrastructure, and pedestrian amenities	City of Auburn	E. Genesee St., from Seminary to Fulton	\$4,300,000
3	Establish the Harriet Tubman Center for the Arts!	Redevelopment of a largely vacant building to provide space for performance, youth and entrepreneurial services, and apartment units	NY Institute of Dance and Education	12 South St.	\$2,705,000
4	Renovate Cayuga Counseling	Interior renovations to improve the safety, comfort, and aesthetics of Cayuga Counseling's clinical space	Cayuga Counseling	17 E. Genesee St.	\$1,074,368
5	Redevelop an Underutilized Downtown Building into Residential Apartments	Redevelopment of a largely vacant building to create 3 new apartment units	David Tarala	2 Seminary Ave.	\$805,140
6	Adaptive Reuse of a Historic House into Four Market Rate Apartments	Renovation of a vacant, dilapidated house to create 4 new apartment units	R&M Associates, LLC	16-18 John St.	\$617,036
7	Install a Climate Regulation System to Preserve the Seward House Museum Collections	Installation of a climate regulation system to preserve the Seward House collections	Seward House Museum	33 South St.	\$590,700
8	Restore a Cultural Landscape on the Grounds of the Seward House Museum	Restoration of the Seward House's gardens	Seward House Museum	33 South St.	\$480,000
9	Renovate Good Shepherds Brewery to Expand Production and Facilitate Upper Story Use	Renovations to convert vacant upper floors into commercial/office space, expand brewery production, and improve the building's exterior	It's a Great Life, LLC	132 Genesee St.	\$417,060
10	Create Seward's Trolley to Link Downtown's Cultural and Historic Sites	Establishment of a seasonal trolley that provides fun, easy access to Auburn's historic and cultural sites	Seward House Museum	33 South St.	\$305,000
11	Renovate a 3,000 SF Space at Health Central	Interior renovations at Health Central to provide specialty health services, such as behavioral or women's health services	Central Building, LLC	37 W. Garden St.	\$285,000

1. REDEVELOP A PROMINENT VACANT BUILDING INTO MIXED-USE

Responsible Party:

ICC Investments

Estimated Project Cost:

\$4,573,800

Location:

120 Genesee Street

Description:

Redeveloping this signature building will help meet current market demand for downtown mixed-use space and catalyze additional private investment in the core of downtown Auburn. The proposed project will add 16 market rate residential units on the 3rd-6th floors, increasing and diversifying the DRI region's housing stock. The residential units will be a mix of one- and two- bedroom market rate rental units. The second story will provide office space (3,500 SF) and the ground floor space (5,260 SF) will target commercial uses that promote vibrancy, benefit the community, and create a distinct sense of place.



2. GREENING THE EAST HILL STREETScape

Responsible Party:

City of Auburn

Estimated Project Cost:

\$4,300,000

Location:

East Genesee St., from Seminary Ave. to Fulton St.

Description:

This proposed project recommends streetscape enhancements including full-depth road reconstruction; restriping and traffic signal improvements to accommodate the elimination of two travel lanes and the addition of a two-way center turn lane and bike lanes; permeable pavement; street trees and landscaping; and, pedestrian amenities.



3. ESTABLISH THE HARRIET TUBMAN CENTER FOR THE ARTS!

Responsible Party:

NY Institute of Dance and Education

Estimated Project Cost:

\$2,705,000

Location:

12 South Street

Description:

This proposed project consists of the renovation of the Masonic Building in downtown Auburn into a multi-functional space that will include a permanent home for the New York Institute of Dance & Education and Kaleidoscope Dance Theater, performance and studio spaces, and designated spaces for a MWBE Business Incubator and a Teen Inspiration Center. The creation of 13 new residential apartment units is also proposed.



Photo Credit: Bill Badzo (Flickr)

4. RENOVATE CAYUGA COUNSELING

Responsible Party:

Cayuga Counseling

Estimated Project Cost:

\$1,074,368

Location:

17 E. Genesee Street

Description:

The proposed renovations to Cayuga Counseling’s interior space aim to improve the overall quality, accessibility, safety and therapeutic environment of their clinical space, leading to fiscal viability and sustainable programming for the community. In 2016, Cayuga Counseling implemented a national trauma informed system of care model into their organizational practice and treatment approaches; however, the core principle of creating a physical, psychological and emotional safe space for their staff and consumers has been unrealized due to the financial costs associated with renovations to their existing space.

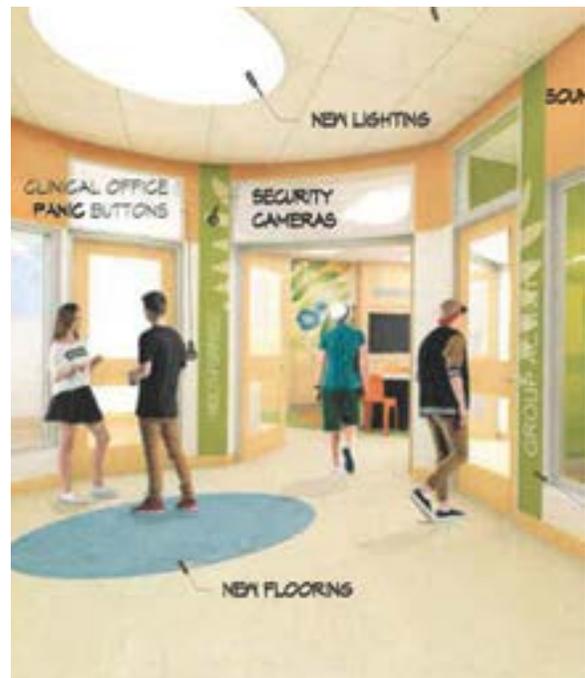


Photo Credit: Cayuga Counseling

5. REDEVELOP AN UNDERUTILIZED DOWNTOWN BUILDING INTO RESIDENTIAL APARTMENTS

Responsible Party:

David Tarala

Estimated Project Cost:

\$805,140

Location:

2 Seminary Avenue

Description:

This project proposes the redevelopment of a downtown building to create three new residential apartment units and a garage with three parking spaces. The project scope includes extensive demolition, framing, installation of new plumbing and electrical, sprinkler system, new flooring, mechanical systems, and renovation of the façade. The second floor will contain a one-bedroom and a two-bedroom apartment. The third floor will contain an additional apartment unit. A garage will be constructed on the first floor with three parking spaces. Additional surface parking spaces will be created behind the building.



6. Adaptive Reuse of a Historic House into Four Market Rate Apartments

Responsible Party:

R&M Associates, LLC

Estimated Project Cost:

\$617,036

Location:

16-18 John Street

Description:

This project proposes the conversion of a vacant historic house into four, one-bedroom apartments. Each apartment will be approximately 800 SF. The house is located within the East Hill District and serves as a gateway into the community, ushering in visitors from the east and west. The John Street block contains eight apartment houses, three of which are currently being renovated by R&M Associates, LLC. Additionally, the renovation of this house will directly contribute to the larger revitalization effort in this neighborhood that is expected to result from the proposed East Hill Neighborhood Park priority project (see page 5-39).



7. INSTALL A CLIMATE REGULATION SYSTEM TO PRESERVE THE SEWARD HOUSE COLLECTIONS

Responsible Party:

Seward House Museum

Estimated Project Cost:

\$590,700

Location:

33 South Street

Description:

The Seward House Museum was designated as a National Historic Landmark in 1964 and displays one of the largest original collections of a historic home in the United States. This proposed project would install a climate regulation system in the Museum, allowing the climate (temperature, humidity, and airflow) to be precisely regulated and ensuring the long-term preservation of this unique treasure. Presently, the Museum relies on its 1877 radiator heating system for controlling conditions within the 8,000 square foot facility, which is insufficient and detrimental to the Museum's collections and its many visitors.



Photo Credit: Seward House Museum

8. RESTORE A CULTURAL LANDSCAPE ON THE GROUNDS OF THE SEWARD HOUSE MUSEUM

Responsible Party:

Seward House Museum

Estimated Project Cost:

\$480,000

Location:

33 South Street

Description:

Building on recommendations in the Seward House Museum's Cultural Landscape Report (2016), this proposed project would restore the gardens immediately south of the Seward House to a 1816-1895 period of significance. This proposed project includes associated archaeological studies, planning, and implementation.



9. RENOVATE GOOD SHEPHERDS BREWERY TO EXPAND PRODUCTION + FACILITATE UPPER STORY USE

Responsible Party:

It's a Great Life, LLC

Estimated Project Cost:

\$417,060

Location:

132 Genesee Street

Description:

This project involves upgrades to the existing brewery on the first floor, renovations to the second and third floors to facilitate use by local businesses and non-profit organizations, and exterior building and facade improvements. The scope of work includes a new roof, infrastructure upgrades, brewery equipment upgrades, new windows, upgrades to interior finishes, and a new facade, canopy, and signage. Good Shepherds Brewery is located in Auburn's Entertainment District, and these proposed improvements will preserve a historic building, enhance the urban fabric, and activate the upper stories, which are currently vacant



10. CREATE SEWARD'S TROLLEY TO LINK DOWNTOWN'S CULTURAL AND HISTORIC SITES

Responsible Party:

Seward House Museum

Estimated Project Cost:

\$305,000

Location:

33 South Street

Description:

This project proposes to establish "Seward's Trolley" to provide fun and easy access to Auburn's many cultural and historic sites, including: Seward House Museum, Harriet Tubman National Historical Park, the Schweinfurth Art Center, the Cayuga Museum of History and Art, the Case Research Lab, the NYS Equal Rights Heritage Center, the Willard Memorial Chapel, the Auburn Public Theater, and Fort Hill Cemetery. The proposed trolley would be owned, operated, and maintained by the Seward House Museum. This project is also expected to create employment for 2 part-time seasonal employees.



Photo Credit: Wikimedia Commons

11. RENOVATE A 3,000 SF SPACE AT HEALTH CENTRAL

Responsible Party:

Central Building, LLC

Estimated Project Cost:

\$285,000

Location:

37 W. Garden Street

Description:

The proposed project would rehabilitate 2,000 square feet of space within the Health Central building for the development of additional Specialty Health Services (complementary to, not duplicative of, those described in the proposed Health Central priority project on page 5-101). Specific improvements will be determined by the tenant, but will likely include a waiting room, reception area, exam and/or therapy rooms, staff work areas, offices, and administrative and storage areas. The proposed project would leverage existing services at Health Central to provide more comprehensive healthcare within downtown Auburn.



Photo Credit: Central Building, LLC