



Downtown Revitalization Initiative



Application of the City of Canandaigua

June 2016



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LETTER FROM THE MAYOR



As residents of Canandaigua, we believe that the city remains what Seneca people called it – "the chosen spot". Canandaigua has evolved into a city with an exceptional quality of life, well-developed industries and diverse tourist attractions, thanks to our scenic natural resources, rich heritage and remarkable commitment of the local community.

Despite this, we have yet to realize our full potential. Building on our strong assets and community involvement, our city could become a thriving economic center with ample employment and recreational opportunities, higher income levels and dramatically less poverty. Canandaigua could transform into a regional hub for tourism, serving as a major gateway to the entire Finger Lakes region. The development of our downtown would be the key to unlocking the exciting opportunities we see.

This application outlines our view on the path forward for the City of Canandaigua, and potential priority areas for support through the Downtown Revitalization Initiative. It is a result of wide collaborative effort involving the city's community and business leaders, as well as the broader public.

We welcome the Downtown Revitalization Initiative and are grateful to the Finger Lakes REDC and Governor Cuomo for the opportunity to apply. We also thank Canandaigua's community for unmatched and ongoing commitment to our city.

Ellen Polimeni

Mayor

DOWNTOWN REVITALIZATION INITIATIVE

The City of Canandaigua – Application

"Connecting Canandaigua"

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: Finger Lakes

Municipality Name: Canandaigua

Downtown Name: Canandaigua

County: Ontario

SUMMARY

The City of Canandaigua lies in the Finger Lakes region, Ontario County and is home to over ten thousand inhabitants. Adjacent to the city is Canandaigua Town with a similar population.

Today, the city and surrounding area possess a **remarkable and diverse set of well-developed assets in healthcare, education and entertainment**, which ensures a high quality of life to the city's inhabitants. A set of prominent industries, such as Food & Wine, Optics, Photonics & Imaging, and Tourism are also well established in the city. These assets are **strategically aligned with the Upstate Revitalization Initiative plan – Finger Lakes Forward –** and other public investments made through the Finger Lakes REDC in recent years.

Canandaigua's asset base presents a **"growth nucleus"** – a unique platform for the city's further development. As the city capitalizes on its assets and attracts more inhabitants, tourism and economic activity, the benefits will span far beyond the city's borders.

The city will, however, need to overcome a **set of challenges** on its path to growth. Although not as severe as in some other cities of the state, the poverty in the city is still high. A disjointed downtown and underdeveloped transportation infrastructure make Canandaigua less attractive to tourists who have a vast range of options in the region and in the country to visit. The city also lacks a supply of modern rental housing making it harder to attract and retain a high quality workforce – in particular, millennials.

As we look into the future, Canandaigua has the potential to overcome these challenges and become an **exceptional tourist destination** and more importantly a major **gateway** to the entire Finger Lakes region. The vision is for Canandaigua, in the midterm future, to become a wine, culinary and tourist destination to rival other important regions in the country, generating tremendous economic activity for the Finger Lakes region and New York State. It is our strong belief that no other city in the Finger Lakes region could achieve the same milestone. In addition, it can become a **thriving community** for everyone – including millennials – to live, work and play. Attracting the workforce of tomorrow would support local industries, as existing organizations might expand and new companies choose to locate in the city. Over the next 10 years the city will aspire to dramatically reduce poverty by 40-50%, increase residents' income levels by 60%, double tourism, increase the overall population and attract younger professionals to the city.

DRI funding would be an important catalyst for this process. The grant, if received, would be **specifically focused on revamping downtown** – an area from historic Main Street, through the South Main Street area, to the Lakefront – as the key to unlock growth. Some of the priority areas for DRI support could include



revitalization of the area between Historic Downtown and the Lakefront, arts & cultural events throughout the year, construction of a convention center and the development of more housing and dockage. Emphasis would be made on using DRI support to **leverage private investment** so that the DRI can be multiplied and generate the impact to which Canandaigua aspires. With the \$10 million DRI grant, Canandaigua would aim to attract \$75-100 million of private leverage – an ambitious goal which we believe is achievable based on our track record.

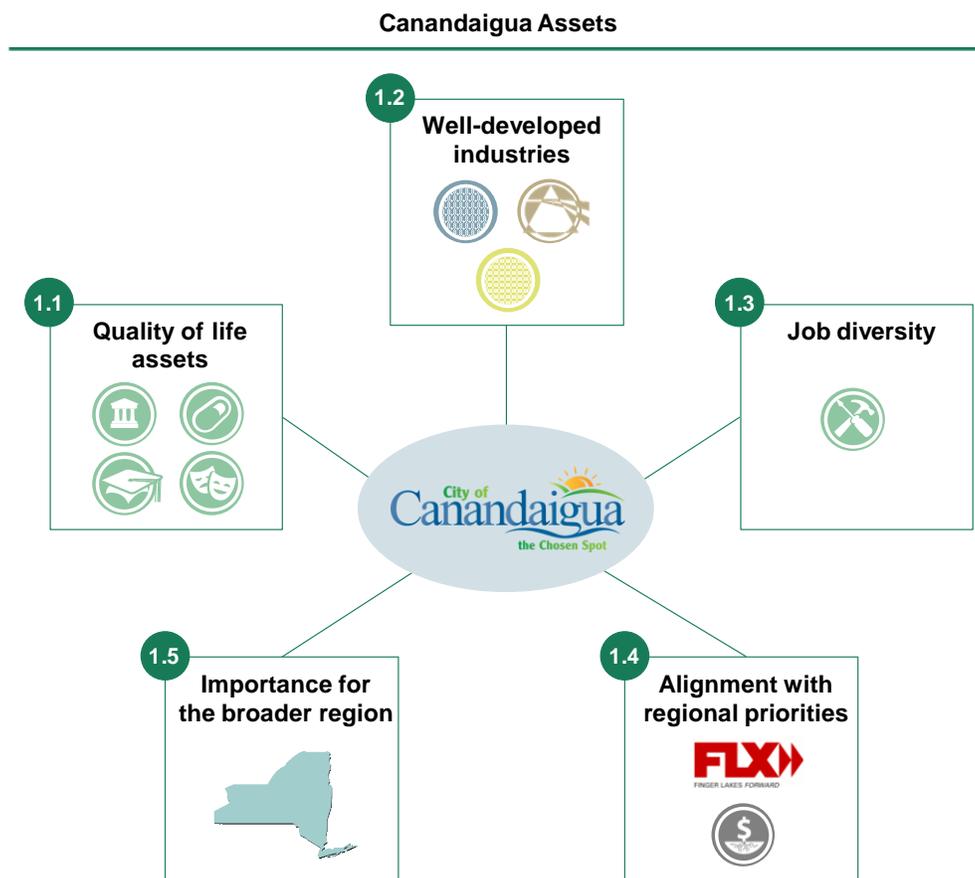
We welcome the opportunity to apply for the DRI grant and would be happy to discuss the proposed priorities outlined by this document in more detail.

1. ASSETS

The City of Canandaigua lies near the geographic center of New York State, in Ontario County. Home to over ten thousand inhabitants, it occupies 4.6 sq. miles of land in a picturesque area at the northern head of one of the Finger Lakes – Canandaigua Lake.

Thanks to its geographical location and focused effort throughout its history dating back to the late 18th century, the city and surrounding areas today possess a unique and remarkable set of assets. In combination, they provide a strong "nucleus" – a foundation for future growth, which will benefit not only the city, but a broader region.

The following sections describe Canandaigua's asset base, employment it creates, alignment with the regional priorities and importance beyond the city borders.



1.1 Assets focused on quality of life

Canandaigua takes pride in providing a high quality of life for its inhabitants, making it an attractive place to live, work and play. While much of this appeal stems from its natural assets and heritage, Canandaigua also offers high quality healthcare, affordable education and a rich array of arts and cultural activities.



Recreational and historic sites

Canandaigua Lake is, without doubt, the greatest recreational asset of the city and is often referred to as the "Jewel of the Finger Lakes" for its scenic beauty and widespread public access. This seventeen-mile lake is a regional draw for boating, fishing, and water sports and the picturesque lakefront offers numerous recreational zones and activities. The Lakefront includes several public parks – State Marine Park and public boat launch site, Kershaw Park, Lagoon Park and the City Pier, with beach areas, picnic pavilions and walking trails. Adjacent to Kershaw Park are two private marinas with over 274 slips of permanent private docks.

In addition to natural assets, the city has one of most appealing **historic downtown areas** in New York State, with Victorian-style architecture and a variety of boutique and artisan stores. While it is a vibrant retail street with over 140 registered businesses¹, Historic Downtown has preserved an eclectic character and a clear identity, and contributes to one of Canandaigua's most cherished commodities – small town character.



Canandaigua is home to a number of **historic sites** and has been on the National and State Register of Historic places for over 30 years. Sonnenberg Gardens and Mansion Historic Park is one of the nation's most extensively preserved country estates from the Victorian era. It offers visitors a view of 9 gardens and a 40-room, Queen Anne style mansion constructed in late 19th century sitting on fifty acres of land. With 35,000 visitors per year, the site is one of the biggest attractions of the city. Among other prominent historic buildings are Granger Homestead, Ontario County Court House and a second Court house, constructed in 1824 and serving today as a City Hall.

In addition to Sonnenberg Gardens and Mansion Historic Park, the city has nine more public parks, occupying over 90 acres of land.



¹ <http://www.downtowncanandaigua.com/>

Finally, the city serves as a gateway to a number of **modern recreation facilities** offering family-friendly activities. The Family YMCA center, located in downtown, offers a wide range of sports and wellness programs for both kids and adults. Within 20 minutes from the downtown is the Bristol Mountain ski resort which provides over 30 trails of various difficulties. Next to it is the Bristol Mountain Aerial Adventure Park – a high ropes course at the top of the mountain consisting of various climbing obstacles and zip-lines off a mountain. Finally, Roseland Waterpark is the largest waterpark in the Finger Lakes Region, with nine unique attractions for the entire family occupying 56 acres and operating in conjunction with Roseland Wake Park – the first full-sized cable wakeboarding facility in the Northeast.

Healthcare

Canandaigua offers state-of-the-art healthcare services at both the University of Rochester Thompson Health Systems and the Veterans Administration Hospital. While contributing immensely to the overall quality of life for the city's residents, both facilities are also major employers in the region, providing over 3000 jobs with 700 new jobs planned for the next 3-5 years.

Thompson Health includes a 113-bed hospital with a full scope of medical services and some of the finest technology in Upstate New York, as well as Senior Communities, and a Continuing Care Center. Thompson Health was named the 2014 recipient of the Pinnacle Award from the Healthcare Association of New York State and recognized for two consecutive years as a Top Performer on Key Quality Measures by The Joint Commission. In 2012, the organization became an affiliate of the University of Rochester Medical Center, allowing it to broaden the spectrum of services and bring more high quality specialists to Canandaigua. Over the last 5 years, number of jobs in the organization grew from around 1300 to 1700. With the planned construction of a new in-patient tower and observation unit, as well as other growth initiatives, the organization expects to add 300 jobs over the next 2 years².



Veteran's Administration Hospital provides a wide range of inpatient and outpatient medical services to veterans living in Upstate New York and sees more than 6,000 veterans on a monthly basis. The hospital employs over 1,400 people and expects to hire additional 400 employees, primarily for the crisis center.

In addition, **the Anthony L. Jordan Health Center**, located in the northern part of the city and founded in 2009, provides non-urgent care to uninsured and underinsured community members. The clinic is able to provide patients who have Medicaid coverage or no insurance with a sliding fee scale to access the full array of family practice services.

² Recent and expected growth is partially driven by acquisition of private practices

Finally, Canandaigua Airport located right outside the city serves as a base of the **Mercy Flight Central Air Ambulance** used for urgent care transportation in the city, as well as the broader region.

Education

Canandaigua's school district provides high quality school education and serves as an activity hub for children and parents. The high school graduation rate of 89% is notably higher than the New York State average of 78%, while expenditures per pupil are 24% below average for Ontario County and almost 60% below New York State average³.

The city's **Finger Lakes Community College** has over 6,500 students currently enrolled and offers education in over 50 areas of study. With tuition fees ~\$2,000 per semester for New York State residents and 75% of students receiving some form of financial aid⁴, the college provides an affordable gateway to education and thus supports underprivileged community members.

The city's well-developed education system is reflected by a fairly skilled work force, with 69% of population having at least some level of college education⁵.

Arts and culture

Finally, the City of Canandaigua serves as a regional cultural center. Steps away from the city proper is the privately funded **Constellation Brands-Marvin Sands Performing Arts Center (CMAC)** Outdoor Amphitheater, which attracts top musical performers, provides children's activities in addition to being the summer home of the Rochester Philharmonic Orchestra. The center hosts between 100 and 120 thousand visitors annually and is supported by \$1.5M in private funding every year to sustain its ability to attract performers renowned nationally and globally.

Canandaigua also holds a number of **festivals and large events**, such Finger Lakes Riesling & Craft Beer Festival, Art & Music Festival, Christkindl Market, Lakefront Art Show, Plein Air Competition & Festival, Fire & Ice Winter Festival and others. These events attract almost 80,000 visitors annually.



³ 2015 figures. Source: nysed.gov

⁴ Source: FLCC website

⁵ Source: Greater Rochester Regional Economic Development, Canandaigua community profile

1.2 Well-developed industries

Today, the City of Canandaigua and the surrounding area are home to a number of prominent industries, such as Food & Wine, Optics, Photonics & Imaging, and Tourism. Importantly, the city has a good infrastructure in place to support businesses, including a modern and expanding fiber optic ring (Access Ontario) to provide broadband access throughout the area, a thriving General Aviation airport right outside the city which was expanded in 2012-2015 to support the growing corporate community, Canandaigua National Bank & Trust – financial institution focused on supporting and (re-)investing in the community, as well as Finger Lakes Railway which provides freight services to the city's manufacturing businesses.

The city's prominent industries provide diverse employment opportunities for inhabitants of the city and surrounding area, as well as a solid basis for economic growth.



Food & Wine

In proximity to the city is the **Wegmans Organic Farm**, which grows organic produce as well as developing and sharing best practices with local farmers. Founded in 2007, the farm currently supplies produce across NYS and exports to 5 more states.

Both the Wegmans Food Market at the Lakefront and the county's only farmer-run food market in Historic Downtown provide a good platform for distribution of local produce.

Canandaigua Wine – a major wine producing facility and a **Constellation Brands'** subsidiary – is also based in the city. The company employs over 700 people⁶ and accounts for around 20% of total volume of Constellation Brands, a company that has almost doubled in revenue over the last 5 years⁷.

In addition, Canandaigua offers a picturesque **wine trail** with a number of wineries and tasting rooms, and, more importantly, serves as the **gateway** to the Finger Lakes Wine region, being located seven miles off from the New York State Thruway and a short drive to neighboring Seneca and Keuka Lake wine trails.

More recently, a number of high quality artisan breweries have emerged in and around Canandaigua, such as Twisted Rail, Three Huskies, Naked Dove and Nedloh Brewery. These breweries complement the city's food and wine industries.

Food, wine and beer industries of Canandaigua are reinforced by the **New York Wine & Culinary Center**, a non-for-profit which is located at the Lakefront and serves as a gateway for the people of New York and from around the world to experience New York agriculture and viticulture. With over 70 thousand visitors each year, the center is a vibrant forum offering culinary courses, wine and beer lectures and tastings, as well as a restaurant that features locally-sourced products.

⁶ Total employee count in Ontario County

⁷ Source: CBI financials, revenue growth in year ending 02/29/2016 vs year ending 29/02/2011 equals 97%



Finally, **PACTIV**'s facility, located adjacent to the city near the Historic Downtown, produces food packaging and food service products and provides over 850 jobs with an expected increase by 150 positions.



Optics, photonics and imaging

Less than 10 minutes from historic downtown is **SUNY Polytechnic Smart System Technology and Commercialization Center (STC)** – part of New York's globally recognized, high-tech educational ecosystem SUNY Polytechnic Institute (SUNY Poly). STC is a 40,000 square foot facility of cleanroom space with semiconductor and optoelectronic foundry equipment used in the development and commercialization of micro electromechanical systems (MEMS) and photonics technologies. Importantly, STC has developed a 57-acre shovel-ready site to accommodate up to 800,000 square feet of new facilities, with a focus on growing semiconductor manufacturing in the region.



Tourism

Canandaigua's proximity to key points of interest in the Finger Lakes region, as well as its unique assets – the lake and historic sites, food & wine attractions, arts and culture events – create an unmatched platform for attracting tourism. Canandaigua attracts tourists from Niagara Falls, Buffalo, Ohio, Pennsylvania and other areas, including Canada, and contributes to travel income of over \$200 million per year in Ontario County⁸.

The Inn on The Lake with 134 rooms is the biggest hotel in the city, offering affordable accommodation at the Lakefront minutes away from the New York Wine & Culinary Center and other attractions. In addition, there is a new hotel under development at the Lakefront, as well as a number of smaller existing facilities (e.g., Holiday Express, Bed & Breakfast, other motels with a total of 143 rooms) in the city outside the downtown area.

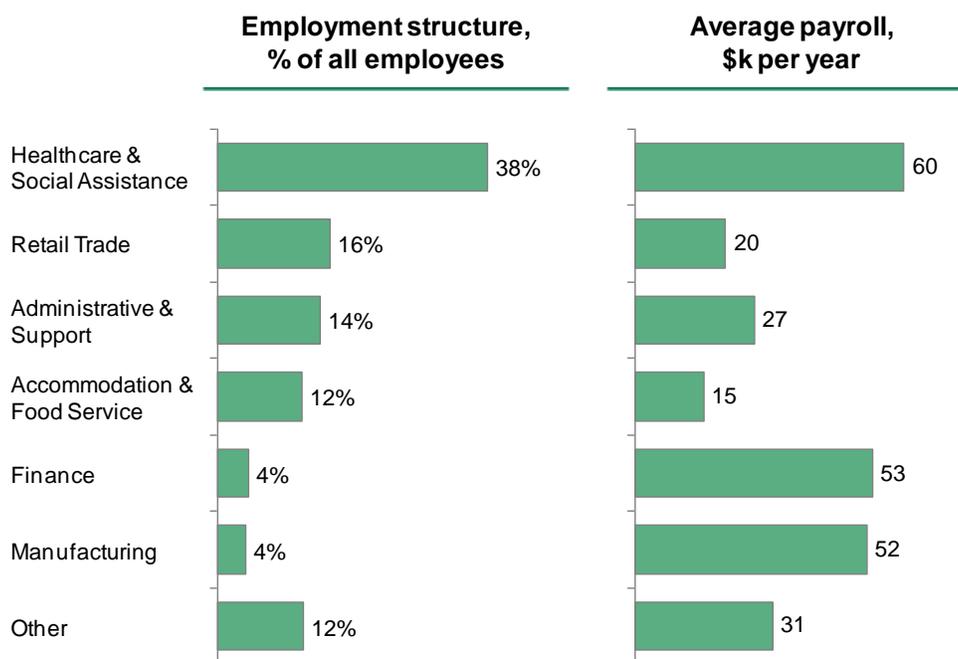
Tourism development in the city is supported by the \$120 million **Pinnacle North** development on the Canandaigua Lakefront, which includes over 70 thousand sq. feet of commercial space, over 2 acres of new parks and green spaces, a seasonal farmer market place, a farm-to-table restaurant, and over 450 modern residences. The project is expected to add 175 direct and at least 600 indirect jobs, once all phases of construction are complete.

⁸ Source: Tourism Economics, "The economic impact of tourism in New York, 2014"



1.3 Job diversity

The city's strong and broad asset base provides a diverse set of employment opportunities in terms of occupations and compensation (see Fig. 1).



Note: Average payroll for Administrative & Support and Accommodation & Food Service relates to the whole Ontario county
Source: US Census 2012

Fig. 1. Distribution of jobs by sector, 2012

Importantly, employers in the city and surrounding area offer numerous job opportunities requiring minimum entry-level skills – e.g., vineyard worker, sales associate, full- or part-time store employee. These jobs play an important role in supporting the broad community and, in particular, underprivileged groups and New Americans.

FLX 1.4 Alignment with regional priorities
FINGER LAKES FORWARD

Canandaigua's core assets are **well aligned with regional priorities** outlined by the URI plan and those reflected in previously approved public investments through Finger Lakes REDC.

As a reminder, the URI plan is supported by a strategic framework reflecting key objectives, 3 priority pillars and 3 key enablers (see Fig. 2).

Being a major research institution in photonics and micro electromechanical systems (MEMS) technologies, SUNY Polytechnic STC directly supports both the "Optics, Photonics & Imaging" and "Next generation manufacturing & technology" pillars of URI plan.

Food and wine companies, such as Wegman's Organic Farm, Canandaigua Wine and the New York Wine & Culinary Center, help the region move forward within "Agriculture & Food Production" pillar.

Finger Lakes Community college plays an important role in local workforce development – a key enabler highlighted in the URI plan. Over the last three years with a public investment of almost \$100k, the college trained over 30 unemployed individuals and workers in special populations as certified nurse assistants, home health aides, as well as in advanced manufacturing machinery and mechanotronics.

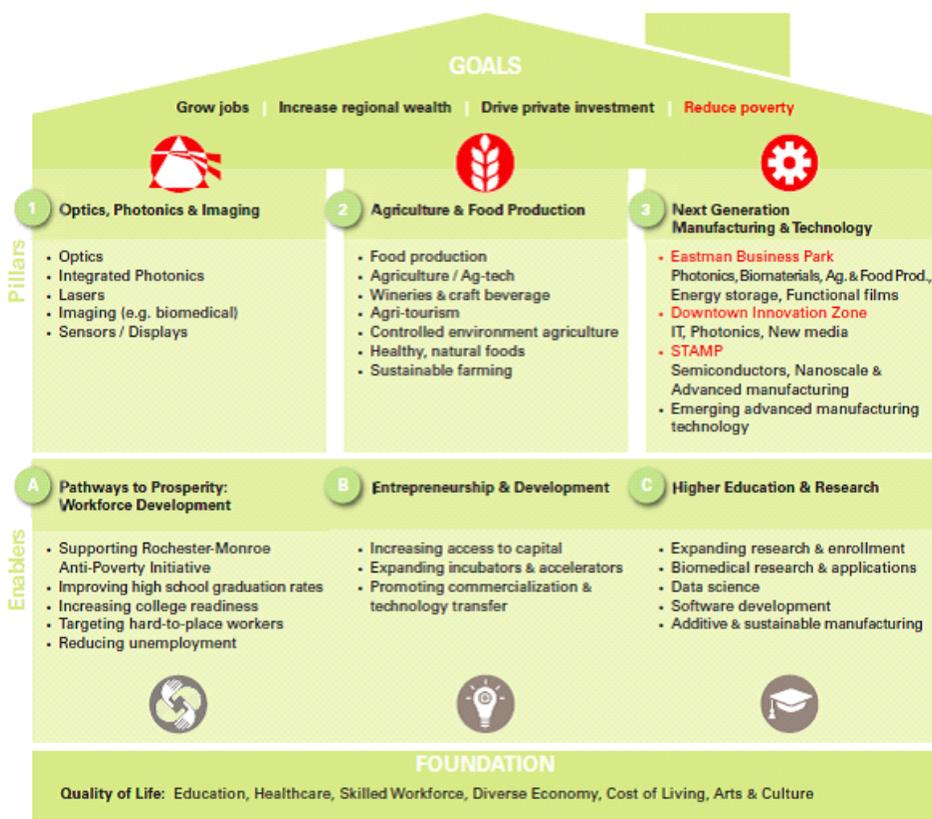


Fig. 2. URI strategic framework



Lakefront, recreational zones and tourist infrastructure of Canandaigua have been actively supported by public investment in recent years, e.g.:

- \$10 million public investment (including \$2 million through URI funding and \$4M in State Brownfield Cleanup Program (BCP) tax credits) to support the Lakefront Redevelopment Project that involves new construction of residential, commercial and open space
- Over \$500 thousand to support construction of Bristol Mountain Ski Resort Inn and Lodge at the base of mountain ski slopes to accommodate guests year-round and remain competitive among ski areas with similar market demographics
- \$100 thousand of public funding to support restoration of Sonnenberg Gardens and Mansion

Over the last three years, Finger Lakes REDC has also invested over \$650 thousand in green technologies to ensure long-term sustainability of natural assets in the city and surrounding area and their ongoing attractiveness to inhabitants and tourists, e.g.:

- \$340 thousand to support the Canandaigua Lake Watershed Council's efforts to protect the lake as a drinking water supply, create wetlands, manage stormwater and stabilize eroding road banks
- Over \$250 thousand for the EV Connect project, seeking to deploy EV charging stations in Canandaigua and other communities in the Finger Lakes region
- Over \$75 thousand to support CMAC Performing Arts Center Stormwater Project, focused on facilitating stormwater runoff to provide ground water recharge and prevent erosion

In addition, in 2016 the city entered a long-term contract with American Electric Power to purchase electricity generated from the company's 2.5 megawatts solar energy project in the city. The project will support the electricity needs of Canandaigua, including powering government buildings, waste water treatment facilities and public parks, with clean and affordable energy.

Importantly, Canandaigua's public investments have been strongly supported by private leverage. Over the last 10 years, total private investments in projects with both public and private participation amounted to \$155M, exceeding public assistance of \$33M by almost 5 times. Together with total private investments in the city of over \$250M over the last 10 years, this reflects a remarkable commitment of local businesses and donors to the city as well as growing interest of private investors.



1.5 Importance for broader region

While being a relatively small city by itself, Canandaigua plays an important role for the broader region of the Finger Lakes, NY state and, in some areas, the entire country.

Canandaigua provides an **attractive gateway to tourism** for the whole Finger Lakes region by offering proximity to Rochester, a variety of reasons to visit the city and easy access to other places of interest around the region.

Food and wine production assets of Canandaigua – such as Canandaigua Wine or Wegman's Organic Farm – contribute to the strength of the Finger Lakes region in agricultural output. In addition, the NY Wine & Culinary Center facilitates partnerships between industry players across the NY State and serves as a forum for education that supports NY wine, beer and agriculture.

Thompson Health provides medical services to inhabitants of the whole region, accepting around 160 thousand people per year.

Finger Lakes Community College provides affordable education to students from a broader region, with 62% of students coming from outside of Ontario County.

Mercy Flight Central Air Ambulance, located right outside the City of Canandaigua, services more than 26 counties in Western and Central New York, including the entire FLREDC region.

Finally, **SUNY Poly STC** contributes to the research operations of a broader State University of New York Polytechnic Institute (SUNY Poly) network, which represents the world's most advanced university-driven research enterprise with more than \$43 billion in high-tech investments and >4000 employees.

2. CHALLENGES

While Canandaigua is well-positioned for growth, it faces a number of challenges preventing it from realizing its full potential.

2.1 Poverty

Like many other cities in the Finger Lakes region, Canandaigua suffers from **poverty** – 13.3% of people live below the poverty line (vs. 33.8% in Rochester, and 11.5% for Ontario County)⁹. The share of school children receiving free or reduced-price lunch has increased from 20% in 2009-10 to 36%.

The city has undertaken a number of efforts to reduce poverty, e.g.:

- Leveraged Community Development Block Grant Funds to rehabilitate or build homes for residents in collaboration with Habitat for Humanity
- In partnership with PathStone, helped low-income homeowners with energy efficiency, leveraging funds from the city, NYSERDA, and private interests
- Hosts Nowhere to Go – a community-led forum on how to care for men, women and children in immediate crisis
- Through Community Partnership for Ontario County, provided programs to reduce child abuse and heroin use, support families and youth

While these efforts have helped address poverty, it remains an important challenge for the city.

2.2 Disjointed downtown and underdeveloped transport infrastructure

The Historic Downtown area and the Lakefront are separated by a **transitional “dead zone”** of underutilized, investment-starved properties along South Main Street. Unlike the rest of the city, this transitional zone – South Main Street – does not exhibit a cohesive identity. It is neither Downtown nor Lakefront and has evolved through unplanned, piecemeal development over the years. It is neither residential nor commercial. It is a mix of turn-of the century homes and 1970s commercial boxes, with structures built to the street line and structures set back behind parking lots.

⁹ Source: US Census 2014

In addition, the Eastern and Western Boulevards (Routes 5 & 20), intersecting South Main Street, have evolved into major highway arterials with little accommodation for pedestrians. The congested intersection effectively creates a physical barrier between historical downtown and lakefront areas.

Finally, the **public transportation and non-vehicle options** linking the two areas are currently underdeveloped. Lack of biking lanes and public transportation between the two areas exacerbate the impact of the 'dead' transitional zone.

Overall, the transitional zone prevents the city from having a coherent look and feel and makes it more difficult to access and move between the two areas, thus making it less appealing to both residents and visitors.

While this is a major challenge, existing land and properties provide **ample opportunities** to increase density and develop a high amenity and high rent-mixed use area with properties at different levels of affordability, walkable streets, vibrant commercial services and visual appeal consistent with other areas in the city. With good planning (through a DRI process) and the strategic use of incentives, the area represents a major new development opportunity for the city. This is a priority for the city as a way to further support and connect both the Historic Downtown and the Lakefront areas.



2.3 Housing

Until Pinnacle North project, there had been very **few new rental projects** in the city's downtown for over two decades, resulting in a lack of modern rental housing. More than half of the units lack many modern amenities. The availability of high quality rental properties is likely to be an important prerequisite for retaining and attracting residents – in particular millennials – to the city.

This challenge has been recognized by the city and is being addressed by a number of current and recent projects in and around the city, e.g. Pinnacle North (in progress, 450 units by 2020), Thompson Apartments (in the city but outside downtown, renovation of 42 low to moderate income housing units in 2012), Cottages of Canandaigua (in progress, 60 patio homes). Still, insufficient modern housing remains a challenge for the city's growth and an inability to address it might make it more difficult for companies to attract and retain talent.

Insufficient high quality housing, combined with other factors, has resulted in a decrease in population by 7% in the last 15 years¹⁰.

Today, there appears to be **ample room for redevelopment** in the city. In addition to the 'dead zone', numerous buildings in Historic Downtown are underutilized and present attractive investment opportunities for adaptive reuse projects that will not only provide creative new housing opportunities, but add new vitality to downtown.

¹⁰ US Census, Greater Rochester Regional Economic Development – Canandaigua community profile

2.4 Seasonality of tourism

The majority of visitors come to Canandaigua **between June and August**, making it more challenging for the city to operate tourism-dependent businesses (hotels, tours etc.). For example, average occupancy in the city's biggest hotel "The Inn on the Lake" is 41%, despite fairly low room rates. The natural seasonality of the tourism in this area is exacerbated by the fact that 7 out of 10 festivals, which are a strong driver of tourism from other regions, take place between June and August.

2.5 Competition with other tourist destinations

Finally, the city faces competition for tourists with **other destinations within and outside the region**. Both regional places of interest, like Lake Placid and Saratoga Lake, as well as major national tourist attractions, such as Lake Tahoe or Napa Valley, compete for tourist traffic.

The challenge for Canandaigua is to best capitalize on its assets and realize its full potential to become an attractive alternative to other important tourist destinations and thus contribute to development of the whole Finger Lakes region.

3. VISION FOR CANANDAIGUA

If the City of Canandaigua overcomes the challenges it faces today and capitalizes on its unique set of assets, it has a potential to become an **exceptional tourist destination** and a **gateway** to the whole Finger Lakes region. Leisure tourists from around the state, other regions or even from abroad will come to Canandaigua attracted by top cultural events, recreational opportunities or food, wine and beer experiences, whereas businesses travelers might choose the city to hold conferences and conventions.

Using Canandaigua as a hub, tourists will be able to travel to and stay in other places of interest in the Finger Lakes region, benefiting from proximity of the city to Rochester (35-45 min drive), New York State Thruway, major historic sites, wine trails, and natural attractions like Niagara Falls (only 1.5 hours away). As evidenced by the scale of other regional and selected national destinations, tourism in Canandaigua has a significant growth potential and can bring more income and jobs to the area (see Fig. 3).

The City of Canandaigua also has a potential to become a **community of extraordinary vibrancy and appeal** to its residents and visitors. Modern housing, a vibrant cultural scene, exceptional healthcare and convenient life-work environment will allow it to attract and retain the workforce of tomorrow – in particular, millennials. This will **support the growth of local anchor organizations and industries**, primarily Healthcare, Food & Wine, Optics, Photonics & Imaging, and Tourism, as existing organizations could expand and new companies could choose to establish themselves in the city. Given the strong ties of local businesses with a broader region, this growth will benefit the whole region.

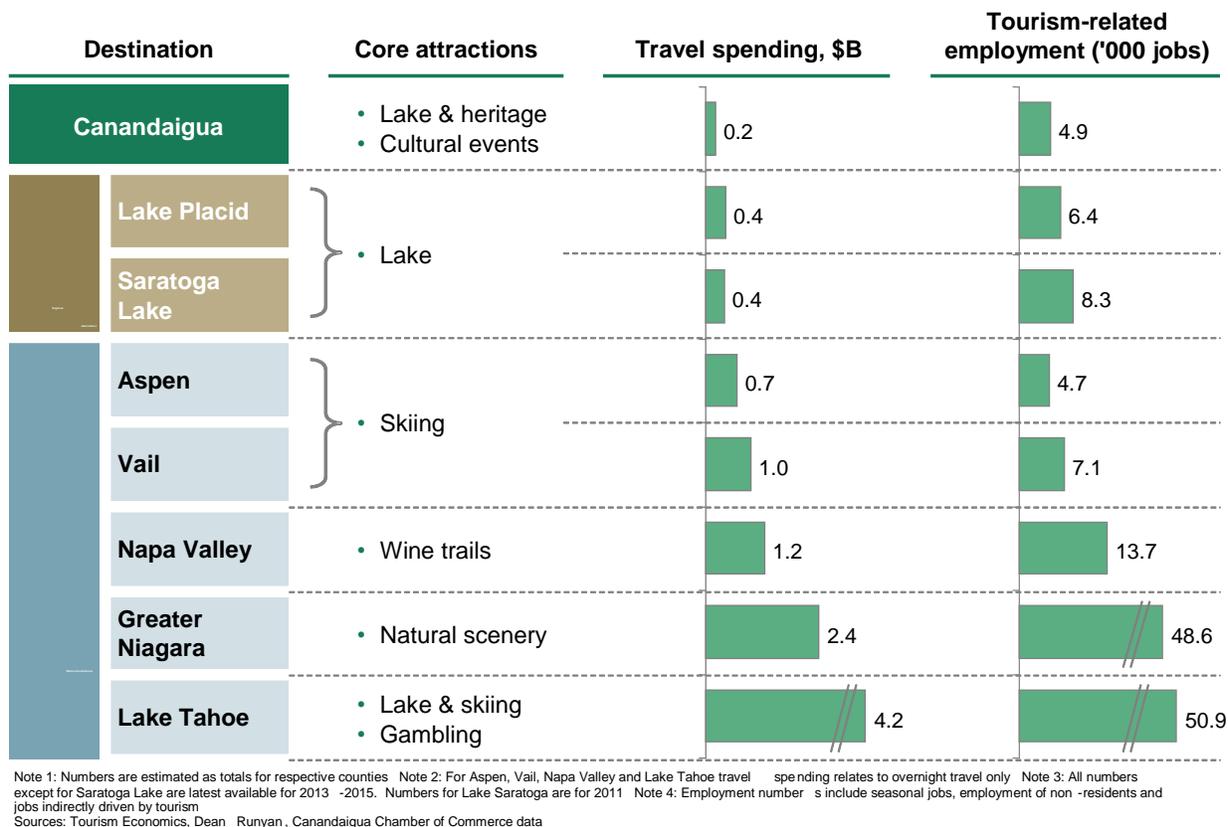


Fig. 3. Comparison of tourism in Canandaigua with selected regional and national destinations

The city's unique charm and state-of-the-art healthcare facilities can also attract an older generation (e.g., retired boomers), further contributing to the city's economic development.

Importantly, thriving industries and tourism will help reduce poverty in the city and broader region by offering employment opportunities to underprivileged community members. The efforts to reduce poverty could be reinforced by Finger Lakes Community College and the New York Wine & Culinary Center, which could provide essential training to underprivileged groups to facilitate their employment.

In moving towards this vision, the city will strive to achieve the following goals over the next 10 years:

1. **Reduction in poverty level by 6ppt** or 45%, to achieve current level for Saratoga Lake (see Fig. 4).

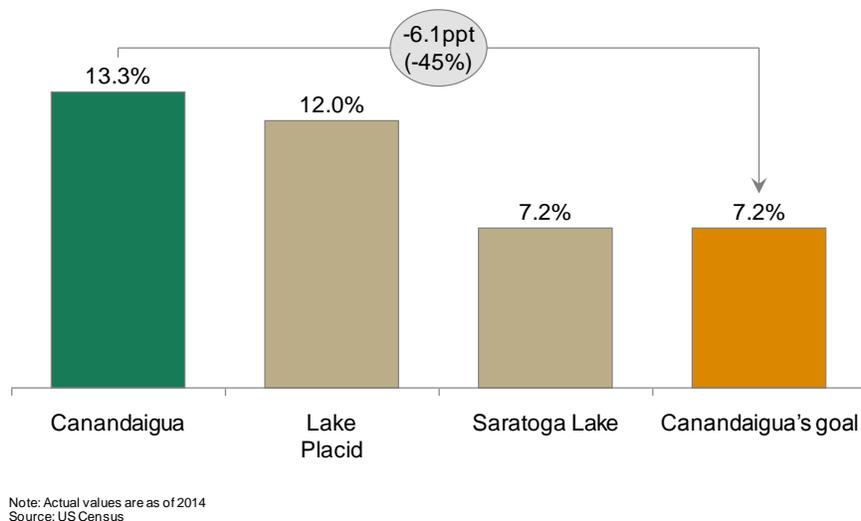


Fig. 4. Poverty level in Canandaigua and selected regional tourist destinations, and potential goal for Canandaigua

2. **Increase in median household income by 60%**, to reach current level for Saratoga Lake (see Fig. 5).

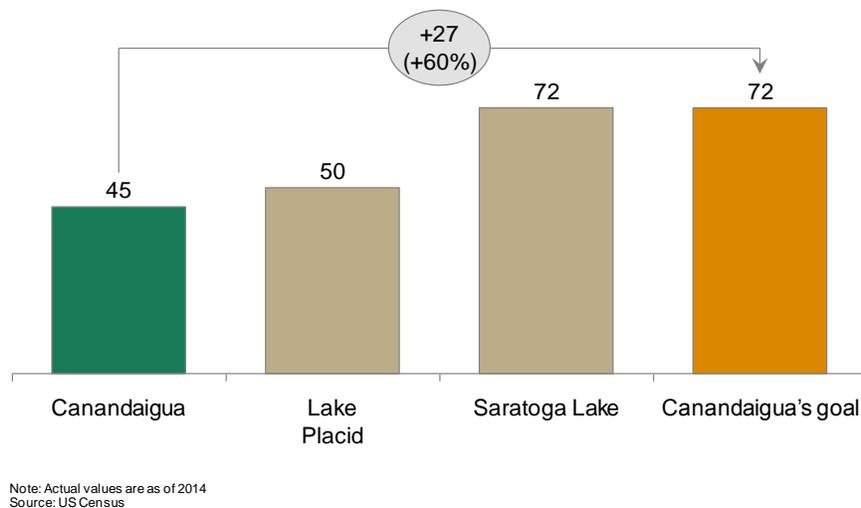


Fig. 5. Median household income in Canandaigua and selected regional tourist destinations, and potential goal for Canandaigua

3. **Increase in the number of visitors and tourism-related income by x2 to \$0.4B per year**, on par with Lake Placid and Saratoga Lake (see Fig. 6).

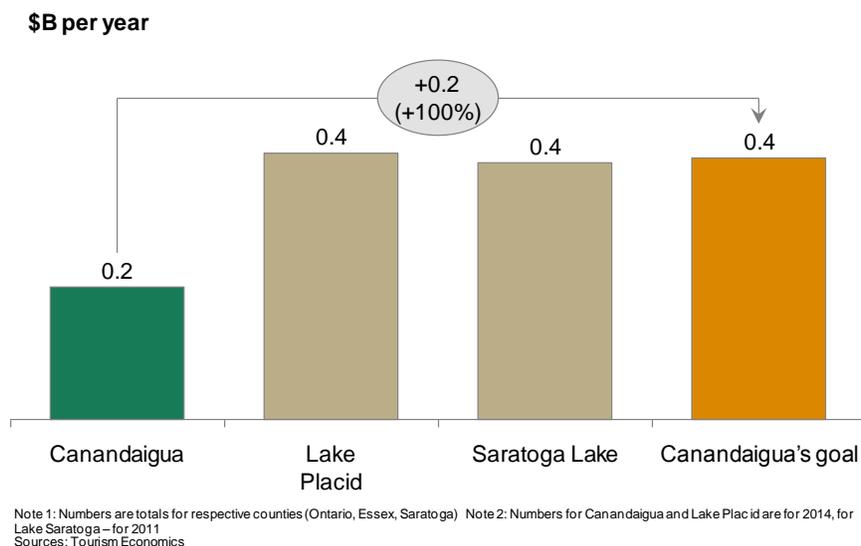


Fig. 6. Travel spending in Canandaigua and selected regional tourist destinations, and potential goal for Canandaigua

4. **Increase in population and attracting young professionals to the city.** The goal is to reverse the recent trend of declining population by retaining current inhabitants and attracting new residents to the city – in particular, millennials (see Fig. 7).

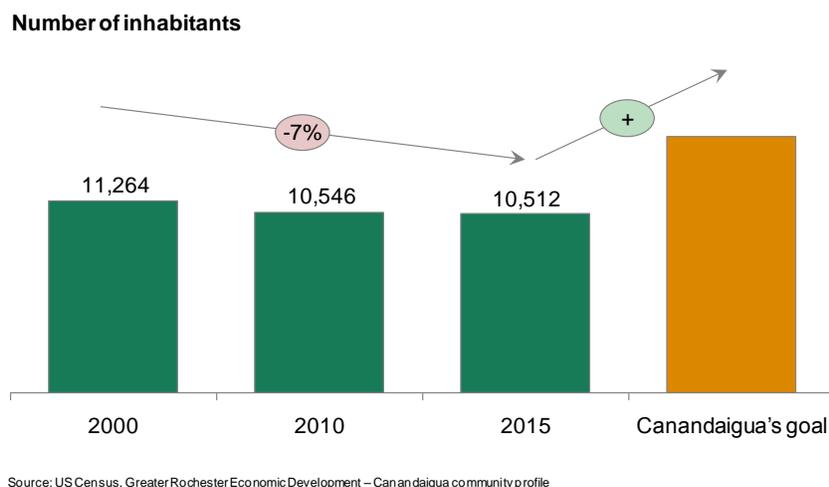


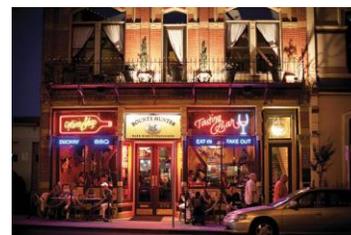
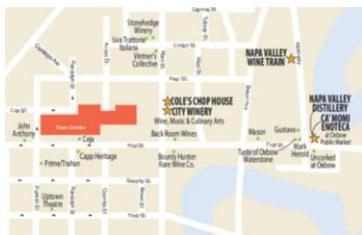
Fig. 7. Canandaigua's population in 2000-2015 and potential goal

4. KEY ROLE OF DOWNTOWN IN DRIVING CANANDAIGUA'S GROWTH

Canandaigua's downtown area -- from Historic Downtown to the Lakefront -- is **critical to unlocking the city's growth**. To a large extent, it is the downtown that determines whether tourists will come to the city, current inhabitants will stay or new will come.

A visually appealing and coherent downtown could make the city attractive to tourists, and a good transport connection between historic Main Street and the lake would foster travel spending in both parts of the city.

Cities that evolved into major national tourist destinations have managed to develop vibrant, visually appealing downtowns, offering a rich array of activities and ease of navigation to the city visitors. For example, the downtown of Napa Town – the heart of the Napa Valley region – offers a variety of tasting bars, restaurants (including a Michelin-starred), gardens, river and art walks. Importantly, the city center is a cohesive area with places of interest spread fairly evenly.



Quality housing in downtown, vibrant community and ease of transportation (including bikeability and walkability in the downtown) determine whether the city is able to attract and retain the working force of tomorrow – in particular millennials – to support growth of local businesses.

The convenience and walkability of the downtown will also determine the attractiveness of the city for an older generation who might choose Canandaigua as a place for retirement.

5. POTENTIAL PRIORITIES FOR INVESTMENT

5.1 Potential focus areas

The investments provided by DRI, if received, will focus on developing the downtown area, spanning from Historic Downtown to the Lakefront (see Fig. 8)¹¹. Canandaigua's core assets are located within or in close proximity to this area (see Fig. 9).

The area is around ~360 acres in size and is within easy reach for the whole population of the city (~10,500 inhabitants) and the neighboring Canandaigua Town (~10,500 inhabitants).

¹¹ More detailed description of the downtown's boundaries is included in Appendix B

Listed below are some of the potential focus areas if DRI grant is awarded. They indicate preliminary ideas and should not be considered as defined projects.

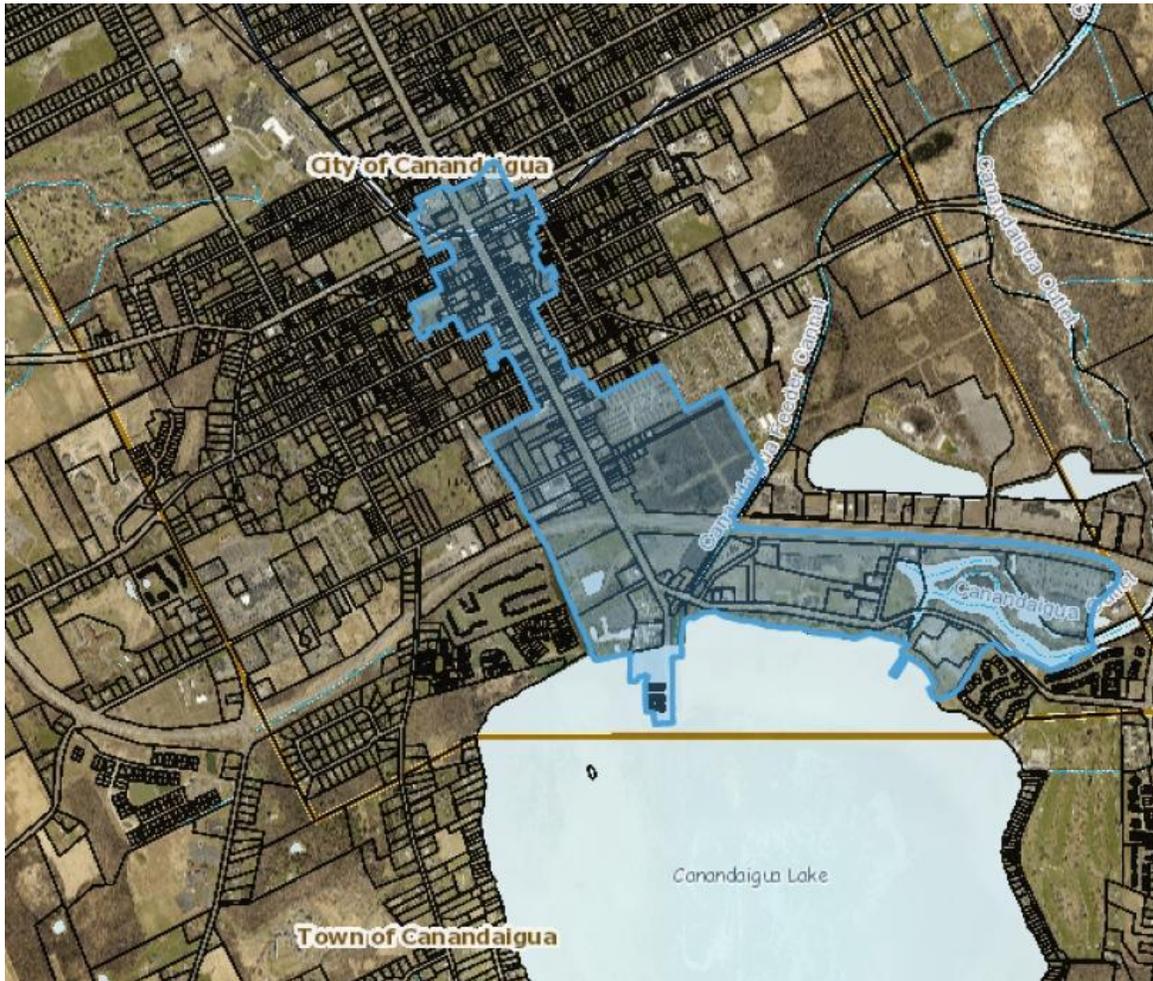


Fig. 8. Downtown area considered for DRI support

partially implemented, the DRI grant could provide valuable support for completion of recommended activities.

Redevelopment of the transitional zone would include the redesign and rebuilding intersection of Eastern and Western Boulevards with South Main Street to eliminate the physical barrier between the Lakefront and Historic Downtown areas. In proximity is the former Wegmans Plaza parcel at the southeast corner of Eastern Boulevard and Lakeshore Drive redevelopment which could also support the important connection between the Lakefront and Historic Downtown areas.

Finally, the city could use funding to support new transportation options focused on connecting the historic Main Street and the lake (e.g., close loop trolley).

2. Arts & cultural events throughout the year

Emphasis could potentially be made on organizing and promoting arts & cultural events throughout the year. This would help to reduce the seasonality of tourism and increase number of visitors and travel spending. The Christkindl Market festival in November, which attracts around 12 thousand visitors, and Fire & Ice Winter Festival in February with 4000 visitors indicate a potentially high demand for event-based tourism in the area during current low season.

3. Construction of the convention/event center

Constructing a center for conventions and conferences could help attract business tourism throughout the year and thus reduce seasonality of tourism in Canandaigua. A mini convention/event center hosting up to 300-400 people could be constructed in the 50,000 square foot facility at the intersection of South Main Street and Routes 5 & 20, which used to be the Wegman's Food Market. Completion of this project could bring many 200-300 person conventions to Canandaigua, which would help utilize hotel rooms in the off season, provide many job opportunities and growth in retail trade throughout the year.

4. Transient dockage for "day boaters"

DRI support could be used for expansion of dockage infrastructure to make it available and convenient for 1-day and short term visitors. The current dockage infrastructure includes 2 private marinas used mainly by area residents, as well as a boat launch site, but does not allow visitors to dock their boats for a few hours or overnight and spend the time in the city. Development of well located public-use transient docks and boarding slips (e.g., in Kershaw Park) could be an important lever for making Canandaigua more attractive versus other boating destinations and thus supporting local tourism-dependent businesses.

5. Housing

In addition to redevelopment of the South Main Street transitional area between Historic Downtown and the Lakefront, the city could seek opportunities to redevelop spaces on 2nd and 3rd floors of Historic Downtown buildings into high quality residential units or offices. Labelon, Bemis Block and Simco buildings are examples of currently underutilized properties that could allow adaptive reuse into housing and offices. These buildings have a high potential to attract individuals looking for a dense urban lifestyle just minutes away from lakeside recreation.



5.2 Emphasis on leverage

If DRI funding is received, specific emphasis will be placed on using it to attract **private leverage**.

The city has a strong track record of using public financing to kick start or accelerate projects with private financing. Some examples of projects with private leverage include:

- Pinnacle North (Lakefront mixed use development project): \$10M in public funding and \$110M private investment
- Expansion of Student Center at Finger Lakes Community College: \$3M in state assistance and \$33M private investment
- New York Wine & Culinary Center: \$3M in public assistance and \$7M private investment

Thanks to the strong commitment of local anchor companies and private donors to Canandaigua, as well as growing interest of other private investors in the region, we believe the city is well positioned to attract private leverage going forward.

Local anchor companies and philanthropists have demonstrated a strong and long standing dedication to the community. Some of the city's core assets – such as the New York Wine & Culinary Center, Constellation Brands-Marvin Sands Performing Arts Center (CMAC) and YMCA – were established with the help of contributions by Constellation Brands, Wegmans and private donors. Over the last 10 years private investments of local anchor companies and donors, as well as other private investors amounted to almost \$250 million. Over \$206 million of private investments were made in 2011-2016, indicating investors' growing interest in the city.

Over the last 10 years, total private investments in projects with both public and private participation amounted to almost \$250M (including over \$90 million of payroll for generated jobs¹²), exceeding public investments of \$33M by 7.5 times. If the city receives the \$10M DRI grant, we would aim to achieve the same leverage ratio or be in line with the Pinnacle North project, and attract private investment of \$75-100 million. Our track record and the level of interest and commitment of private investors give us confidence that this goal is achievable.

¹² Assuming average annual salary of \$40 thousand; for Pinnacle North including 1 year of full run rate of impact

5.2 The city's capacity to implement the program

The City of Canandaigua has a **strong capacity to successfully implement the DRI program**. To carry out its economic development program, the City contracts with the Canandaigua Chamber of Commerce, as its economic development arm, to professionally staff and carry out its economic development activities. This arrangement was created in 2012 following a review of several organizational options for implementing a local economic development program. The Chamber's economic development staff works closely with the Mayor, the City Manager and City Council, in addition to a range of community stakeholders such as the Business Improvement District (BID), to further a community-based economic development effort.

In addition, Canandaigua has an active local development corporation – the Canandaigua Area Development Corporation (CADC) – that works with the City and the Chamber to bring about strong private sector perspective to development and to forge public-private partnerships as needed. Recently, the CADC has been instrumental in leading the effort to re-plan and re-start the long-needed lakefront development by helping amass the resources, including a new development team, for the Pinnacle North mixed-use project.

6. COMMUNITY ENGAGEMENT

We consider community engagement and consensus to be a **critical prerequisite** for successful revitalization of Canandaigua's downtown. Thus, opportunities and strategic priorities for the city, outlined by this application, have been determined with active involvement of local community. If DRI grant is received, we will continue to place a strong emphasis on engaging a wide range of stakeholders and building a community-wide consensus.

This section describes the community engagement efforts during DRI application, as well as our plan for wider collaboration going forward.

6.1 Community engagement during DRI application

The local community was actively engaged in preparation of this application through a **variety of channels** (Fig. 10).

Preparation of the DRI application was coordinated by a working team, which included representatives of Canandaigua Chamber of Commerce, as well as selected local anchor companies. Over the course of recent weeks, the team had over 10 working meetings to facilitate the process of community engagement and to analyze inputs.

To solicit ideas for areas of focus, the team conducted over 15 interviews with stakeholders – leaders of local businesses, education and healthcare organizations, and City Administration. 20 local leaders confirmed their commitment by providing letters of support for this application, which are included in the Appendix A.

In conjunction, Canandaigua City Administration and the Chamber of Commerce announced the DRI application process in a press release sent to over 1000 organizations and individuals in Canandaigua and published online. The application has also been announced in the local newspaper "Daily

Messenger" with over 10,000 readers and on the Chamber's pages in social networks Facebook and LinkedIn (see Fig. 11).

The announcements encouraged community members to submit their ideas and share their stories in a survey and/or by email. Over 40 residents provided comments, which have been reflected in this application and will be used for project prioritization and implementation planning, should the city receive DRI support (see Fig. 12).

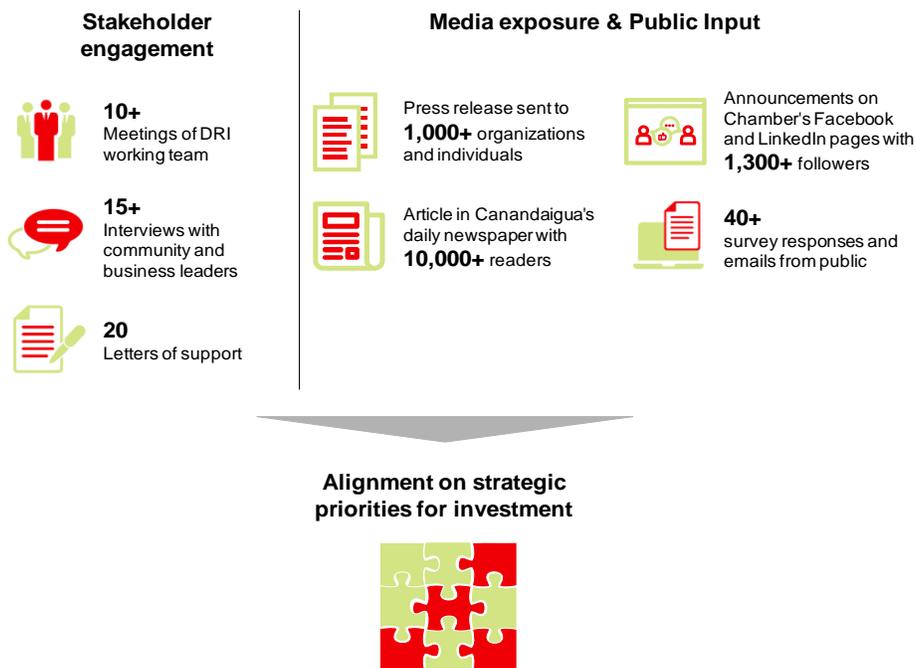


Fig. 10. Community engagement efforts during DRI application

This block contains a collage of public communication materials on the left, including newspaper articles and social media posts. On the right, there are three text boxes with a yellow background:

How would you spend \$10M in Canandaigua?
City and Chamber of Commerce officials are seeking public input as they prepare an application for state economic development money

Mayor Ellen Polimeni has announced that the City of Canandaigua is competing for the \$10 million Downtown Revitalization Initiative funding that New York State

We want to hear from the public about what makes the City of Canandaigua great! There are two ways you can help us be the winning community:

- Share your best story about Canandaigua and examples of public/private partnerships
- Fill out our survey

Fig. 11. Examples of public communication for community engagement in the application process

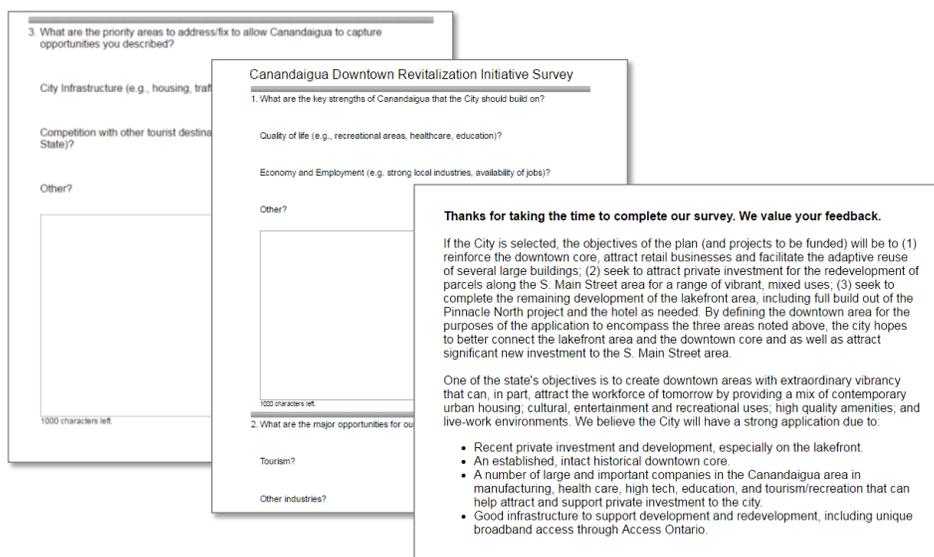


Fig.12. Online survey used to collect public inputs

6.2 Plan for community engagement going forward

If the DRI grant is received, a process for an **even broader community and stakeholder engagement** will be initiated (Fig. 13).

The City of Canandaigua will work with a dedicated committee, which will include representatives from the Chamber of Commerce and other anchor organizations, as well as representative citizens, to drive and coordinate the process. The committee will organize a set of Community Forums and Workshops to provide detail about the DRI processes, give an opportunity to present and discuss ideas, align on priorities and select projects for implementation.

In addition, a variety of media channels will be utilized to engage the public, including call-in shows on local radio, meetings with the editorial boards of key newspapers and social media. Active media coverage will pursue a goal of creating engagement and excitement among a broader group and ensure everyone has an opportunity to contribute using public input forms available online.

As the committee collects inputs from a broader community, additional interviews will be conducted with key stakeholders to get a more detailed understanding of potential projects and get alignment on inputs from other channels.

The committee will work closely with the Finger Lakes Regional Economic Development Council and New York State to follow their lead, ensure consistency with the regional priorities and maximize the synergies between DRI and other public support programs.

Finally, the committee will actively collaborate with local economic development organizations, including Business Improvement District (BID), Canandaigua Area Development Council (CADC), Ontario County Office of Economic Development (OCOED), Ontario County Industrial Development Agency (OCIDA), Finger Lakes Visitors Connection and others. The committee will be well-positioned to capitalize on their high level of engagement, illustrated, for example, by their participation in the effort to successfully restart the Pinnacle North project.

The result of this collaborative effort will be a community-wide consensus on the list of priority projects to be implemented with DRI support.



Fig. 13. Planned community engagement mechanisms

The City of Canandaigua believes it is uniquely positioned to leverage the DRI support in order to become a thriving place to visit, live, work and play. Its unique asset base and strong community commitment provide an unmatched platform for economic growth, poverty reduction and tourism with benefits spanning far beyond the city's borders.

We welcome the opportunity to apply for the DRI support and would be happy to further discuss our vision for Canandaigua outlined by this document, if you find it helpful.

The Appendix to this document includes letters of support to this plan from local community and business leaders, as well as some additional details on the plan.

APPENDIX A. LETTERS OF SUPPORT

Priorities for Canandaigua's downtown development are widely supported by local officials, business leaders and other members of the public. Below is a list of community members who have provided letters of support for this application. Letters of support are presented on the following pages.

- Michael F. Stapleton, President / CEO, University of Rochester Thompson Health Systems
- Kathleen Bailey, Workforce Development Specialist, Ontario County Workforce Development
- Paul Tolley, Executive Director, SUNY Poly STC
- Barbara G. Risser, President, Finger Lakes Community College
- Michael J. Manikowski, Economic Developer, Ontario County Office of Economic Development
- John Berndt, General Manager, New York Wine & Culinary Center
- Pamela A. Helming, Canandaigua Town Supervisor
- Lynne H. Erdle, Superintendent, Canandaigua City School District
- Alison Grems, President / CEO, Canandaigua Chamber of Commerce
- Christopher B. Burns, Managing Director, The Inn on The Lake
- Rod Kucera, Plant Manager, Pactiv
- Stephen Uebbing, Professor, University of Rochester, Member of Canandaigua Area Development Corporation
- Jennifer Miglioratti, Director of Corporate Communications, Pinnacle North
- Frank Hamlin, President/CEO, Canandaigua National Bank & Trust
- Jaime Hodock, President, Downtown Canandaigua Merchants Association
- Assembly Minority Leader Brian M Kolb
- Senator Michael F. Nozzolio
- Val Knoblauch, President/CEO, Finger Lakes Visitors Connection
- R. Randall Farnsworth, President, Randall Farnsworth Auto Group
- Denise Chaapel, Downtown Manager, Downtown Canandaigua Business Improvement District



June 6, 2016

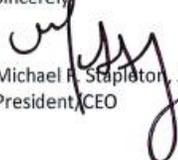
Finger Lakes Regional Economic Development Council
400 Andrews Street
Suite 300
Rochester, NY 14604

It is my pleasure to write a letter in support of the Downtown Revitalization Initiative (DRI) being submitted to the Finger Lakes Regional Economic Development Council by the Canandaigua Chamber of Commerce on behalf of the City of Canandaigua, New York.

The City of Canandaigua is not only an intact historical downtown but has good infrastructure to support development and redevelopment, including unique broadband access through Access Ontario. There are a number of larger and important companies in the Canandaigua area in manufacturing, health care, high tech, education and tourism that can help attract and support private investment in the city.

I fully support the efforts of the Canandaigua Chamber of Commerce on behalf of the City of Canandaigua as they seek external funding to support the reinforcement of the downtown core, attracting retail businesses and facilitate the adaptive reuse of several large buildings as well as completing the remaining development of the lakefront area, including full build out of the Pinnacle North project and the hotel. This effort will also help attract and recruit highly trained, competent healthcare professionals to our healthcare system. Defining the downtown area the city hopes to better connect the lakefront area and the downtown core and attract new investment to the Main Street areas.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael R. Stapleton, Jr.".

Michael R. Stapleton, Jr.
President, CEO

350 Parrish Street · Canandaigua, NY 14424
585-396-6000 · www.thompsonhealth.com



*Ontario County
Workforce Development
Finger Lakes Works – Ontario Center*



MAIN OFFICE

3010 County Complex Drive
Canandaigua, New York 14424
Telephone: (585) 396-4020
Facsimile: (585) 396-4028

E-Mail: ontariowfd@dfa.state.ny.us

BRANCH OFFICE

83 Seneca Street
Geneva, New York 14456
Telephone: (315) 789-6340
Facsimile: (315) 781-2942

June 3, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

To whom it may concern;

It is my pleasure to submit this letter of support for the grant application for the City of Canandaigua/Canandaigua Chamber of Commerce's Canandaigua Downtown Revitalization Initiative (DRI) – "Connecting Canandaigua". Ontario County Workforce Development and the Canandaigua Chamber of Commerce have a strong, supportive partnership in regards to the City's workforce and economic development projects.

Both tourism and the retail sectors are identified areas of focus and priority to Ontario County's economy and the region. We would welcome the opportunity to work in cooperation with the Chamber to provide workforce development services to attract, train and retain the workforce necessary to support the objectives of the grant. In addition, we would welcome the opportunity to provide recruitment and training services to the existing and new businesses attracted to the City of Canandaigua through this venture. As most all businesses can attest to, the need for a skilled and well trained workforce is crucial to the retention, expansion and success of our economy and in particular to the revitalization of the downtown Canandaigua area.

We fully support this initiative and look forward to the opportunity to assist with the Revitalization Initiative. If I may provide further information, please contact me at Kathleen.bailey@dfa.state.ny.us

Kathleen Bailey
Workforce Development Specialist
Ontario County Workforce Development



SMART SYSTEM TECHNOLOGY + COMMERCIALIZATION CENTER SUNY POLYTECHNIC INSTITUTE

5450 Campus Drive, Canandaigua, New York 14424 • www.stcmems.com
Phone: 585.919.3000 Fax: 585.396-3033

June 3, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street – Suite 300
Rochester, NY 14604

**RE: Support for Canandaigua Downtown Revitalization Initiative (DRI) –
“Connecting Canandaigua”**

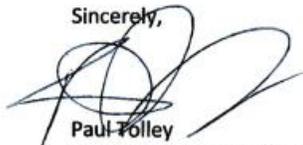
Dear FLREDC Members,

On behalf of the Smart System Technology & Commercialization Center of Excellence (STC), I am writing to express my support of the City of Canandaigua’s application to the Downtown Revitalization Initiative entitled, “Connecting Canandaigua.” This project, if awarded, will directly support STC’s efforts to develop its 57.5 acre, shovel-ready campus as a center for advanced manufacturing and research & development, specifically in the semiconductor, nanotechnology, optics, photonics, and imaging sectors.

The STC facility currently serves as a leader in the development and manufacturing of next generation micro electromechanical systems (MEMS) technologies impacting a number of market spaces, including defense & aerospace, display technologies, telecommunications, biomedical devices, and more. STC’s employees, and the employees of tenants (Carestream Health and Dynamax Imaging) currently located at the center, will benefit from a winning Canandaigua DRI application. Furthermore, as new high-tech firms scope out the STC site as a place to locate and grow, the added vibrancy to Canandaigua’s downtown district will serve as additional enticement for firms to locate at our site.

Again, I wish to express my strong support for Canandaigua’s DRI application. If the members of the FLREDC have any questions or comments, please feel free to contact me directly at either (585) 919-3001, or at paul.tolley@stcmems.com.

Sincerely,



Paul Tolley

Vice President for Disruptive Technologies, SUNY Polytechnic Institute
Executive Director, STC
AIM Photonics, Board of Officers



COLLEGES OF NANOSCALE
SCIENCE + ENGINEERING
SUNY POLYTECHNIC INSTITUTE





Finger Lakes Community College
Office of the President
3325 Marvin Sands Drive
Canandaigua, NY 14424-8395

p: 585.785.1201
f: 585.394.5017

TO: Finger Lakes Regional Economic Development Council

FROM: Barbara G. Risser, Ed.D.
President, Finger Lakes Community College

RE: Canandaigua Downtown Revitalization Initiative: *Connecting Canandaigua*

DATE: June 6, 2016

I am writing to express my enthusiastic support for the *Connecting Canandaigua* project which is being brought forward by the Canandaigua Chamber of Commerce on behalf of the City of Canandaigua. The main campus of Finger Lakes Community College is located in Canandaigua and the revitalization of our city will have a significantly positive impact on the college. In addition, a thriving Canandaigua will offer our graduates the opportunity to find employment in the area as well as to enjoy high-quality amenities and the contemporary urban housing they seek. With cultural, entertainment and recreational live-work environments just down the road from the college, our employees will be more likely to live nearby, resulting in stronger employee engagement than is possible when faculty and staff commute long distances in order to enjoy an exciting urban environment.

The project, if funded, will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The project envisions a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area. Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

On behalf of the faculty, staff and students of Finger Lakes Community College, I urge you to support the *Connecting Canandaigua* application.

June 3, 2016

Finger Lakes Regional Economic Development Council Members
400 Andrews St., Suite 300
Rochester, NY 14604

Re: Canandaigua Downtown Revitalization Initiative

Dear Council Members:

The Ontario County Office of Economic Development is pleased to support the City of Canandaigua's application for the Downtown Revitalization Initiative, Connecting Canandaigua. Connecting Canandaigua will strengthen existing businesses, attract additional ones, and connect the downtown with the new, FLREDC-supported Pinnacle North project.

Canandaigua has a vibrant, historical downtown. It is served by an active BID. The downtown core contains a mixture of stores and restaurants serving walking, biking, and driving clientele. Because it is historical, however, costly improvements are required to make the buildings ADA compliant and to attract mixed uses. The re-development of South Main St. is important to connect the historic downtown with new lakefront development. Finally, Connecting Canandaigua will assist the completion of significant lakefront projects, Pinnacle North and a hotel/conference center,

The City of Canandaigua and surrounding towns are home to important manufacturing, healthcare, education, and tourism businesses. It is also home to an energetic entrepreneurial network. It is supported by key assets including Ontario County's fiber optic ring, NY Wine and Culinary Center, SUNY Polytechnic STC, Canandaigua Airport, and Finger Lakes Railway.

We wholeheartedly support the City of Canandaigua's application for the Downtown Revitalization Initiative, and for keeping downtown Canandaigua a vital business hub.

Sincerely,



Michael J. Manikowski
Economic Developer

cc: Mary Krause, Ontario County Administrator
David Baker, City of Canandaigua, Supervisor
Richard Russell, City of Canandaigua Supervisor
Ellen Polimeni, City of Canandaigua Mayor
Fred Lightfoote, Planning & Research Committee Chairman
Alison Grems, Canandaigua Chamber of Commerce

Great opportunities grow here.



NEW YORK
WINE & CULINARY
CENTER
agriculture • food • wine

June 3, 2016

Vincent Esposito
Empire State Development
Regional Director, Finger Lakes Regional Office
Executive Director, Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Re: Canandaigua Downtown Revitalization Initiative (DRI) – “Connecting Canandaigua”—
Applicant—City of Canandaigua

Dear Mr. Esposito:

Please accept this letter of support from the New York Wine & Culinary Center for Canandaigua Downtown Revitalization Initiative (DRI) – “Connecting Canandaigua.” This project is well-suited to the state’s objective to create downtown areas with extraordinary vibrancy that can, in part, attract the workforce of tomorrow by providing a mix of contemporary urban housing; cultural, entertainment and recreational uses; high quality amenities; and live-work environments.

Canandaigua has in-place infrastructure to support development and redevelopment, including unique broadband access through Access Ontario, and an established, intact historical downtown core. The greater Canandaigua area is home to a number of important companies in manufacturing, health care, high tech, education, and tourism/recreation that can help attract and support private investment to the city.

The New York Wine and Culinary Center is very excited about the local private investment, especially the recent Pinnacle North Lakefront Development along the lakefront. This funding opportunity will have a positive impact on the vitality of the city, extending the downtown to the very lakefront. Canandaigua has all the key elements to attract the workforce of tomorrow by providing a mix of contemporary urban housing; cultural, entertainment and recreational uses; high quality amenities; and live-work environments.

We would be fully-committed to partner in this project.

Sincerely,



John Berndt
General Manager
John.berndt@nywcc.com
585-394-7070

Town of Canandaigua

5440 Routes 5 & 20 West
Canandaigua, NY 14424
Phone: (585)394-1120 / Fax: (585) 394-9476
www.townofcanandaigua.org
Established 1789

June 6, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Dear Council Members:

As the Canandaigua Town Supervisor, I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua and the greater Canandaigua area have tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people who have a "can-do" attitude.

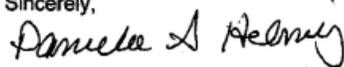
The City of Canandaigua's proposed Downtown Revitalization Initiative (DRI) is designed to spur economic development by enhancing the vibrant downtown area and attracting a new generation of Canandaiguans to the area.

If awarded the DRI, the City's vision to link the current historical city core and several underdeveloped parcels along South Main Street to the spectacular lakefront area could become a reality. This will benefit the greater Canandaigua area.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

As the Canandaigua Town Supervisor, I support the City's application and believe that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will benefit the greater Canandaigua Community and the Finger Lakes region for years to come.

Sincerely,

A handwritten signature in black ink that reads "Pamela A. Helming".

Pamela A. Helming,
Canandaigua Town Supervisor



Committed to Excellence

143 North Pearl Street
Canandaigua, New York 14424

Telephone: (585) 396-3700
Fax: (585) 396-7306

www.CanandaiguaSchools.org

June 6, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

To Whom It May Concern:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors to our region, and we have a community willing to come together for the betterment of our area.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area. The DRI funding would assist our community in making this a reality.

Canandaigua is a special community in which to live, work and play. If it is selected for the Downtown Revitalization Initiative there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, a nationally recognized health care network, the availability of up-to-date technology, outstanding public education and post-secondary education opportunities and tourism and recreation that attract and support additional private investment to the city. Our city has the potential to be a shining star - all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

The Canandaigua City School District is in full support of the City's application and believes that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua, our school district and the overall Finger Lakes region for years to come.

Sincerely,



Lynne H. Erdle
Superintendent

CANANDAIGUA



CHAMBER of
COMMERCE

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Finger lakes Regional Economic Development Council members:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people who have a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area, the DRI funding could make this a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

The Canandaigua Chamber of Commerce is in full support of the City's application and believe that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes region for years to come.

Sincerely,

Alison Grems, IOM
President/CEO
Canandaigua Chamber of Commerce

113 South Main Street
Canandaigua, NY 14424

Phone: (585) 394-4400

Fax: (585) 394-4546

Web Site:
www.canandaiguachamber.com

E-mail:
chamber@canandaiguachamber.com



June 8, 2016
Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Finger lakes Regional Economic Development Council members:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people who have a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area, the DRI funding could make this a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

The Inn on the Lake is in full support of the City's application and believes that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes region for years to come.

Sincerely,



Christopher B. Burns
Managing Director

770 South Main Street • Canandaigua, New York 14424
Tel. 585.394.7800 • Fax 585.394.5003 • 800.228.2801 In U.S. and Canada • www.theinnonthelake.com



Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Pactiv Corporation
5250 North Street
Canandaigua, New York 14424

June 1, 2016

To Whom it May Concern:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people who have a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area, the DRI funding could make this a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

Pactiv is in full support of the City's application and believe that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes region for years to come.

Sincerely,

Rod Kucera
Plant Manager



WARNER
SCHOOL OF EDUCATION
UNIVERSITY OF ROCHESTER

June 4, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Re: Canandaigua Downtown Revitalization Initiative

Finger Lakes Regional Economic Development Council members:

I am writing to offer my strongest support for the Canandaigua Downtown Revitalization Initiative (DRI) – “Connecting Canandaigua” application to the Finger Lakes Regional Economic Development Council.

Downtown Canandaigua is on the cusp of generating tremendous economic activity in the Finger Lakes Region. It boasts an established, intact historical downtown core business area that has withstood the pressures of big box retail and malls. Yet it currently falls short of the vibrancy one might find in a similar small city, Saratoga Springs, NY. With the right kind of redevelopment, Canandaigua would be extraordinarily vibrant, and an obvious choice for the growing high tech workforce in the Greater Monroe County region. The recent and significant private investment on the Lakeshore goes a long way in providing a mix of contemporary urban housing. The existing CMAC summer entertainment venue, along with the exciting recreational opportunities afforded by Canandaigua Lake, Bristol Mountain and Roseland Waterpark are truly unique within the region.

A dynamic downtown Canandaigua is critical to the economic development of the entire region. But, there are barriers that can only be overcome by significant redevelopment. Canandaigua needs to bolster its downtown core, attract additional retail and redevelop several large buildings. Additionally the Lakefront area requires additional support to ensure its full build out so that it can play its role as a catalyst in regional economic activity.

Canandaigua is uniquely positioned as a Gateway City. It is the first of the Finger Lakes small cities from the west to welcome visitors from Buffalo, Rochester and Ontario, Canada. It is home to a number of large and important companies and has a great track record in helping to attract private investment. It boasts a terrific health care system, excellent public education system and one of the very best community colleges in the state. Additionally Canandaigua benefits from countywide broadband access.

P.O. Box 270425 · Rochester, NY 14627-0425
585.275.8300 · 585.473.7598 fax · www.rochester.edu/warner

I believe that the choice of Canandaigua for Finger Lakes Downtown Revitalization Initiative funding would be a superior investment decision. As mentioned earlier, Canandaigua is on the cusp of creating a vibrant economic engine within the Finger Lakes. Its unique position as the western gateway to the Finger Lakes, the existing economic development initiatives underway and the “can do” attitude of its business community all make it the “chosen spot” for economic redevelopment.

Sincerely,



Stephen Uebbing
Professor
Member, Canandaigua Area Development Corporation

PINNACLE



Finger Lakes Regional Economic Development Council
400 Andrews Street, Suite 300
Rochester, NY 14604

To Whom it May Concern:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people who have a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area, and the DRI funding could make this a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star - all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

Morgan-LeChase and the Pinnacle North Development are in full support of the City's application and believe that awarding the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes Region for years to come.

Sincerely,



Jennifer Miglioratti, Director of Corporate Communications

w: www.pinnaclenorth.com a: 1080 Pittsford Victor Rd
t: 585.419.9630 Pittsford, NY 14534



investing
in you



Canandaigua
National
Bank & Trust

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

To Whom It May Concern:

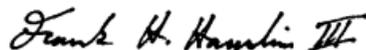
I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people with a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by enhancing a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area, which the DRI funding could make a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. The city of Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

Canandaigua National Bank & Trust is in full support of the City's application and believe that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes region well into the future.

Sincerely,



Frank H. Hamlin, III, Esq.
President & CEO
Canandaigua National Bank & Trust



Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Finger lakes Regional Economic Development Council members:

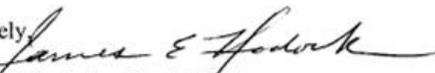
We are writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua and our Downtown Business District has tremendous assets. Our business district is vibrant and successful with over 100 mom and pop businesses.

The Downtown Revitalization Initiative funding will spur economic development by creating an even more vibrant downtown that will attract a new generation of Canandaigua's. The City has long envisioned a linking of the current historical city core with our waterfront. A combination of making our City more walkable, interesting to the younger generation and repairing or replacing many run down areas in between, the DRI funding could make this a reality.

Our Downtown Business District, Stakeholders and Business Owners are a close knit community with a vibrant spirit. If Canandaigua is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place that employs over 700.

The Merchants Association draws more than 6000 people annually to the district on one monthly event alone. We currently spend \$30,000 annually on Marketing our District to Shop, Dine and Explore. Our small businesses are as important as the many large organizations that we are fortunate to have in and around our City. These companies help attract and support additional private investment to the city. Our City is ready to move to the next level, thru investors, property owners and business leaders.

The Downtown Canandaigua Merchants Association is in full support of the City's application. We believe that awarding the City of Canandaigua the \$10 million Downtown Revitalization Initiative funding is a sound investment that will bring returns to the City of Canandaigua, the Finger Lakes region and to the State of New York, for years to come.

Sincerely, 
Jamie Hodock President DCMA



Brian M. Kolb
Assembly Minority Leader

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

June 7, 2016

Finger Lakes Regional Economic Development
400 Andrews Street
Suite 300
Rochester, NY 14604

Dear Finger Lakes Regional Economic Development Council members:

I write to support the City of Canandaigua's application for the 2016 Downtown Revitalization Initiative (DRI) grant. As both the Assembly representative and a resident of Canandaigua, I know how much hard work and planning has gone into their '*Connecting Canandaigua*' proposal and I believe this DRI grant will have a profound, positive impact on the city of Canandaigua.

Canandaigua has the advantage of being located within the beautiful Finger Lakes region. But like so many once-thriving downtown environments in upstate New York, downtown Canandaigua has endured its share of struggles to attract and keep its small businesses, such as restaurants and retail shops.

The City of Canandaigua has devised a thorough plan to fund projects linking the city's historical downtown core to its breathtaking lakefront areas by redeveloping underutilized parcels of land and adapting several large buildings along South Main Street. The '*Connecting Canandaigua*' proposal is poised to give Canandaigua the perfect opportunity to utilize the DRI grant to connect lakefront to downtown, which will attract new investments in small businesses that can thrive in this new downtown environment. It will help create a vibrant downtown Canandaigua for people moving to the area for new job opportunities and attract tourists visiting the Finger Lakes to the area.

I urge you to give the City of Canandaigua's '*Connecting Canandaigua*' proposal for the Downtown Revitalization Initiative grant your utmost consideration. Please do not hesitate to contact my office if I can be of assistance in the future.

Sincerely,

Brian M. Kolb
Assembly Minority Leader

THE SENATE
STATE OF NEW YORK

CHAIRMAN
CODES
CO-CHAIRMAN
NYS LEGISLATIVE TASKFORCE ON
DEMOGRAPHIC RESEARCH & REAPPORTIONMENT



SENATOR
MICHAEL F. NOZZOLIO
54TH DISTRICT
MAJORITY WHIP OF THE SENATE

COMMITTEES
FINANCE
RULES
CRIME & CORRECTIONS
ELECTIONS
HOUSING
INVESTIGATIONS
JUDICIARY
RACING & WAGERING
TRANSPORTATION

June 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street, Suite 300
Rochester, New York 14604

Re: City of Canandaigua
2016 Downtown Revitalization Initiative

Dear FLREDC Members:

As the New York State Senator for the 54th Senate District, it is my pleasure to offer my full support for the City of Canandaigua's application for funding for the 2016 Downtown Revitalization Initiative.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of Canandaiguans. The City has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. The City of Canandaigua has the potential to be a shining star – all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

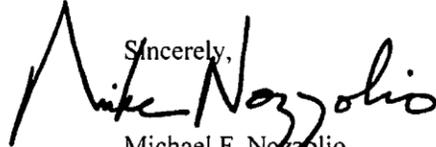
Seneca Falls 117 Fall Street Seneca Falls NY 13158 • (315) 568-9856 • FAX (315) 568-2090
Albany Room 503 Capitol Albany NY 12247 • (518) 455 2366 • FAX (518) 436-6751
Toll Free # 1-888-568-9856
www.nozzolio.nysenate.gov • noz2010@nysenate.gov



June 2016
City of Canandaigua
2016 Downtown Revitalization Initiative
Page 2

This grant has my full support and I ask that you give it every possible consideration. Thank you for your attention to this request.

With best wishes.

Sincerely,

Michael F. Nozzolio,
Senator, 54th District

MN/jsg/lms

Visit Ontario County, NY Finger Lakes

June 7, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

To Whom It May Concern:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets. Nature has provided unsurpassed beauty, we have a number of great attractions that bring visitors, and we have people who have a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by creating a vibrant downtown that will attract a new generation of residents and visitors. Canandaigua has long envisioned a linking of the current historical city core, several underdeveloped parcels along South Main Street and the spectacular lakefront area. The DRI funding could make this a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. There is an established, intact historical downtown core in place. Canandaigua has a number of large and important companies in the areas of tourism/recreation that help attract and support additional private investment to the city. The city has the potential to be a shining star - all of the pieces are there. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

Finger Lakes Visitors Connection, the official tourism promotion agency for Ontario County, is in full support of the City's application and believes that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes region for years to come.

Sincerely,



Valerie Knoblauch, President and CEO
Finger Lakes Visitors Connection

25 Gorham Street · Canandaigua, NY 14424 · 585-394-3815 · 877-386-4669



VisitFingerLakes.com

RANDALL



Cadillac

5375 Thomas Road / Canandaigua, NY 14424 / (585) 394-0050 / FAX 394-6406 (office) or 394-0828 (sales)

R. Randall Farnsworth
Randall Farnsworth Auto Group
5375 Thomas Road
Canandaigua, NY 14424

June 6, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

Dear Council Members,

I am writing to support the application of the Canandaigua Downtown Revitalization Initiative (DRI) – “Connecting Canandaigua.” As a Past Chairperson of the Canandaigua Chamber of Commerce and as Chairman of the Economic Development Committee, I would argue that there is no community in the Finger Lakes to better leverage the \$10 Million Revitalization Incentive than Canandaigua.

As a third generation Chevrolet Dealer doing business in the area for 99 years, I clearly understand how important this initiative is to the future of Canandaigua. The community needs to connect the past to the future.

The past: a Main Street with a proud history. Main Street is originally a pathway to “The Chosen Spot” as named by the Seneca tribe of the Iroquois Nation, the home of Gideon Granger - the fourth Postmaster General of the United States, and the Ontario County Courthouse where Susan B. Anthony’s historical trial occurred when she attempted to vote in a federal election. Main Street served as the hub for commerce on the route from Rochester to New York City. As a center for commerce, Main Street was the focal point for all activity.

The present state of Main Street has small shops lining the old city buildings (in many cases these buildings are approaching 200 years old). Like many cities, there is the old manufacturing building vacated over thirty years ago, a bankrupt gasoline station, and at the South end of Main Street older homes in disrepair. Just two blocks off of Main Street is a large, old manufacturing facility waiting for someone to put to better use than storage.

But there are also many positives. Within walking distance is UR Thompson Health Systems, the largest employer in Canandaigua. Since its affiliation, numerous health care professionals have been added to the organization. The VA Hospital sits just blocks off of Main Street and it too is in an expansion mode. Just outside of the city limits is the Smart System Technology and Commercialization Center with 50+ acres that are shovel-ready and eligible for Start-Up New

Visit our website at www.randallgmc.com
e-mail: randall.sales@farnsworthgroup.com

York incentives. Just off of Routes 5+20 sits Finger Lakes Community College's main campus, which also has property eligible for Start-Up New York incentives.

Finally, there is the beautiful natural resource of Canandaigua Lake. Presently, the Pinnacle North Project is working on Phase One of a \$100 million staged development. There is the Finger Lakes Resort Hotel which may be a \$60 million project when complete. Both of these projects offer a huge opportunity to assist in changing the perception of Canandaigua. These projects connected to Main Street over time and with future investments will leverage all the city's assets to ensure the true potential of Canandaigua.

For these large investments to pay dividends, Canandaigua needs to "connect" Main Street. Main Street needs a "shot in the arm" that can then be leveraged with other investments to make it vibrant, alive, and the heartbeat of a city resurgence. It needs to be a place where young employees, current employees, and retired employees want to live, work, walk, bike, shop, and play. Where the quality of life is seen in the vibrant environment of a "City Alive"! This revitalization incentive package will allow Canandaigua to leverage its tourism industry as the Gateway to the Finger Lakes. Leveraging its unique history, state parks (Sonnenberg Gardens and Squaw Island), beautiful lake, Waterpark, Aerial Park, and Bristol Mountain Resort (ski and snowboard), tourists will come, want to come back, and with the right job opportunities, will want to find a way to live in The Chosen Spot.

In closing, the City of Canandaigua offers the Finger Lakes Regional Economic Development Council the best "deal" to ensure that a \$10 million investment returns \$40 million to \$60 million in additional investment. The future of Downtown Canandaigua to become "connected" is in your hands. Please give careful consideration and review all of the facts and data. Please select wisely and "Connect Canandaigua" to its future.

Cordially,



R. Randall Farnsworth, President
Farnsworth Chevrolet
Randall Buick GMC Cadillac

Historic Downtown
Canandaigua
SHOP DINE EXPLORE

June 7, 2016

Finger Lakes Regional Economic Development Council
400 Andrews Street - Suite 300
Rochester, NY 14604

To Whom It May Concern:

I am writing to support the City of Canandaigua's application for the Downtown Revitalization Initiative entitled "Connecting Canandaigua." The City of Canandaigua has tremendous assets and is considered the gem of the Finger Lakes. Our Historic District rates among one of the most beautiful and vibrant in the State. However, we do have several blighted or underdeveloped properties with property owners that have expressed interest and need for assistance in redeveloping and improving their properties within our district. We are exploring expanding our district to better connect it with our waterfront. With the right financial resources, the potential is unlimited to add jobs, build tourism and promote economic growth.

Our lakefront is currently under redevelopment with even greater potential for growth in the future. We have a number of great attractions that bring visitors and we have people who have a "can-do" attitude.

The Downtown Revitalization Initiative funding will spur economic development by creating a more vibrant downtown that will attract a new generation to Canandaigua. The city has long envisioned a better linkage between the historical city core and the spectacular lakefront area, by redeveloping several underutilized parcels along South Main Street. The DRI funding could make this a reality.

Canandaigua is a special community with a vibrant spirit. If it is selected for the Downtown Revitalization Initiative, there is a very strong foundation on which to build. Significant private investment and development is already occurring. The BID raised over \$50,000 in just two months last year to expand on our recent Main Street streetscape project. We have an established and very successful historical downtown BID in place. Canandaigua has a number of large and important companies in the areas of manufacturing, health care, high tech, education and tourism/recreation that help attract and support additional private investment to the city. Our city has the potential to be a shining star – all of the pieces are in place. An influx of \$10M to support this initiative will take Canandaigua to the next level and will have a positive impact for generations to come.

Downtown Canandaigua Business Improvement District Manager and Board of Directors are in full support of the City's application and believe that the awarding of the \$10 million Downtown Revitalization Initiative funding will be a sound investment that will bring returns to the City of Canandaigua and overall Finger Lakes region for years to come.

Sincerely,

Denise Chaapel, Downtown Manager
Downtown Canandaigua Business Improvement District

APPENDIX B. ADDITIONAL DETAILS ON COMMUNITY ENGAGEMENT

This Appendix contains additional details about community engagement efforts throughout the preparation of this application:

- Press release, announcing the city's application
- Article in local daily newspaper
- Online survey

C.1 Press release

On May 27, 2016 the City Administration and the Canandaigua Chamber of Commerce issued a press release, announcing the city's application for the DRI grant and inviting community members to submit their ideas (see Fig. 14). The press release was sent to over 1000 organizations and individuals, and was posted on the Chamber's pages on Facebook and LinkedIn with a total audience of over 1300 people.

For Immediate Release;
May 27, 2016

For more information contact:
Mayor Ellen Polimeni
Ted Andrzejewski, City Manager
585-396-5000

Alison Grems, President/CEO, Canandaigua Chamber
585-394-4400 Ext. 206
585-905-7091

City of Canandaigua Needs Your Input for their bid to win the \$10 Million Downtown Revitalization Initiative competition

Mayor Ellen Polimeni has announced that the City of Canandaigua is competing for the \$10 million Downtown Revitalization Initiative funding that New York State has given to each Regional Economic Development Council. Working with the NY Department of State, the winning municipality will develop a specific strategic downtown investment plan. Most of the \$10M will be to help fund the projects identified in the plan. If selected, the city will establish a community advisory group to work with the state and its consultants to development the plan.

The application process is about telling Canandaigua's story and why we should win the \$10 million. We want to hear from the public about what makes the City of Canandaigua great! There are two ways you can help us be the winning community:

- Share your best story about Canandaigua and examples of public/private partnerships. Stories can be emailed to: agrems@canandaiguachamber.com or ta@canandaiguanevork.gov
- Fill out our survey at: <http://survey.constantcontact.com/survey/a07ecqyxv4siopvk9o1/start>

On behalf of the City of Canandaigua, the Canandaigua Chamber of Commerce, the city's economic development agency, is preparing an application that will designate a "downtown area" which includes the traditional downtown core (including the BID), the area on S. Main Street between this core area and Eastern Blvd, and the city's lakefront area. If the City is selected, the objectives of the plan (and projects to be funded) will be to (1) reinforce the downtown core, attract retail businesses and facilitate the adaptive reuse of several large buildings; (2) seek to attract private investment for the redevelopment of parcels along the S. Main Street area for a range of vibrant, mixed uses; (3) seek to complete the remaining development of the lakefront area, including full build out of the Pinnacle North project and the hotel as needed. By defining the downtown area for the purposes of the application to encompass the three areas noted above, the city hopes to better connect the lakefront area and the downtown core and as well as attract significant new investment to the S. Main Street area.

One of the state's objectives is to create downtown areas with extraordinary vibrancy that can, in part, attract the workforce of tomorrow by providing a mix of contemporary urban housing; cultural, entertainment and recreational uses; high quality amenities; and live-work environments. We believe the Canandaigua will have a strong application due to:

- Recent private investment and development, especially on the lakefront.
- An established, intact historical downtown core.

Fig. 14. Press release, announcing Canandaigua's DRI application (part 1 of 2)



Fig. 14. Press release, announcing Canandaigua's DRI application (part 2 of 2)

C.2 Article in local daily newspaper

On May 27, 2016 the City Administration and the Canandaigua Chamber of Commerce published an article in the local daily newspaper "Daily Messenger" with over 10,000 readers, announcing the application and encouraging public input (see Fig. 15).

C.3 Online survey

Community members were encouraged to submit their inputs either through an online survey or via email. We have received over 40 survey responses and emails with ideas.

The survey included the following questions:

- What are the key strengths of Canandaigua that the city should build on?
 - Quality of life (e.g., recreational areas, healthcare, education)
 - Economy and employment (e.g., strong local industries, availability of jobs)
 - Other
- What are the major opportunities for our City going forward?
 - Tourism
 - Other industries
 - Quality of life
 - Other
- What are the priority areas to address / fix to allow Canandaigua to capture opportunities you described?
 - City infrastructure (e.g., housing, traffic, parking, docking)
 - Competition with other tourist destinations (e.g., other tourist attractions in New York State)
 - Other

DAILY MESSENGER

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How would you spend \$10M in Canandaigua?

City and Chamber of Commerce officials are seeking public input as they prepare an application for state economic development money.

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By Mike Murphy
mmurphy@messengerpostmedia.com

Posted May. 27, 2016 at 5:30 PM

Canandaigua, N.Y.

CANANDAIGUA — The city of Canandaigua will be competing for \$10 million in state money, which not only could help improve and expand the downtown core but also shore up lakefront development projects.

But, how would you spend it? The city and Canandaigua Chamber of Commerce want to know.

A deadline is approaching to file an application for Downtown Revitalization Initiative funding, which the state has given to each of several Regional Economic Development Councils around New York.

Part of the process involves telling the story of Canandaigua and why the city should win the funding. So the city is seeking emails about why Canandaigua deserves the money and is urging people to fill out a survey as well.

Ordinarily, city officials would gather focus groups together and seek input from the public that way, said Mayor Ellen Polimeni.

But time is of the essence, as the deadline to apply is in early June.

 Zoom

Polimeni



Fig. 15. Article in "Daily Messenger" on May 27, 2016 (part 1 of 2)

"I think it is only good to have public input," Polimeni said. "This is a way to get a lot of community input and makes for a stronger application."

A winning municipality will develop a specific strategic downtown investment plan. Most of the \$10 million would help to fund the projects identified in the plan.

If selected, the city will establish a community advisory group to work with the state and its consultants to develop the plan.

The Canandaigua Chamber, which is the city's economic development agency, is preparing an application that will designate a "downtown area" that includes the traditional downtown core, the area on South Main Street between this core area and Eastern Boulevard, and the city's lakefront area.

The objectives of the plan and projects to be funded will be to reinforce that core area, attract retail businesses and facilitate the adaptive reuse of several large buildings. Also, private investment would be sought for the redevelopment of parcels along the South Main Street area for a range of vibrant, mixed uses.

Another objective would be to complete the remaining development of the lakefront area, including full build out of the Pinnacle North project and the stalled hotel project, as needed.

All stories and survey responses must be received by 5 p.m. Friday.

To help

To share your best story about Canandaigua and show examples of public and private partnerships, email Canandaigua Chamber of Commerce President/CEO Alison Grems at agrems@canandaiguachamber.com or to City Manager Ted Andrzejewski at ta@canandaiguanyork.gov.

Also, interested citizens are asked to fill out a survey at <http://survey.constantcontact.com/survey/a07ecqvxv4siopvk9ol/start>.

Fig. 15. Article in "Daily Messenger" on May 27, 2016 (part 2 of 2)

APPENDIX C. APPLICATION IN FORMAT PROVIDED BY DRI GUIDELINES

This Appendix contains the DRI application of the City of Canandaigua in the format provided by the DRI Guidelines. It contains no additional information compared to the main body of this document, but rather restructures it to match the proposed template. We would encourage you to read the previous, main document, as it better explains the rationale behind the city's application.

DOWNTOWN REVITALIZATION INITIATIVE

The City of Canandaigua – APPLICATION

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: Finger Lakes

Municipality Name: Canandaigua

Downtown Name: Canandaigua

County: Ontario

Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award:

The City of Canandaigua lies in the Finger Lakes region, Ontario County and is home to over ten thousand inhabitants. Next to the city lies Canandaigua town with a similar population.

Canandaigua's downtown occupies ~360 acres, includes the Historic Downtown area, the Lakefront and the transitional zone connecting them and is within easy reach for the whole population of both Canandaigua City and Canandaigua Town.

Summary of rationale behind nominating Canandaigua's downtown:

Today, the city and surrounding area possess a **remarkable and diverse set of well-developed assets in healthcare, education and entertainment**, which ensures a high quality of life to the city's inhabitants. A set of prominent industries, such as Food & Wine, Optics, Photonics & Imaging, and Tourism are also well established in the city. These assets are **strategically aligned with the Upstate Revitalization Initiative** plan - Finger Lakes Forward - and other public investments made through the Finger Lakes REDC in recent years.

Canandaigua's asset base presents a **"growth nucleus"** – a unique platform for the city's further development. As the city capitalizes on its assets and attracts more inhabitants, tourism and economic activity, the benefits will span far beyond the city's borders.

The city will, however, need to overcome a **set of challenges** on its path to growth. Although not as severe as in some other cities of the state, the poverty in the city is still high. A disjointed downtown and underdeveloped transportation infrastructure make Canandaigua less attractive to tourists who have a

vast range of options in the region and in the country to visit. The city also lacks a supply of modern rental housing making it harder to attract and retain a high quality workforce – in particular, millennials.

As we look into the future, Canandaigua has the potential to overcome these challenges and become an **exceptional tourist destination** and more importantly a major **gateway** to the entire Finger Lakes region. The vision is for Canandaigua, in the midterm future, to become a wine, culinary and tourist destination to rival other important regions in the country, generating tremendous economic activity for the Finger Lakes region and New York State. It is our strong belief that no other city in the Finger Lakes region could achieve the same milestone. In addition, it can become a **thriving community** for everyone – including millennials – to live, work and play. Attracting the workforce of tomorrow would support local industries, as existing organizations might expand and new companies choose to locate in the city. Over the next 10 years the city will aspire to dramatically reduce poverty by 40-50%, increase residents' income levels by 60%, double tourism, increase the overall population and attract younger professionals to the city.

DRI funding would be an important catalyst for this process. The grant, if received, would be **specifically focused on revamping downtown** – an area from historic Main Street, through the South Main Street area, to the Lakefront – as the key to unlock growth. Some of the priority areas for DRI support could include revitalization of the area between Historic Downtown and the Lakefront, arts & cultural events throughout the year, construction of a convention center and the development of more housing and dockage. Emphasis would be made on using DRI support to **leverage private investment** so that the DRI can be multiplied and generate the impact to which Canandaigua aspires. With the \$10 million DRI grant, Canandaigua would aim to attract \$75-100 million of private leverage – an ambitious goal which is achievable based on our track record.

We welcome the opportunity to apply for the DRI grant and would be happy to discuss the proposed priorities outlined by this document in more detail.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the criteria set forth in the DRI Guidelines.

- 1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment.

Canandaigua's downtown includes the Historic Downtown area, the Lakefront and the Transitional area connecting them. The downtown is around 360 acres in size and is within easy reach for the whole population of the city and the neighboring Canandaigua Town (Fig. 16)

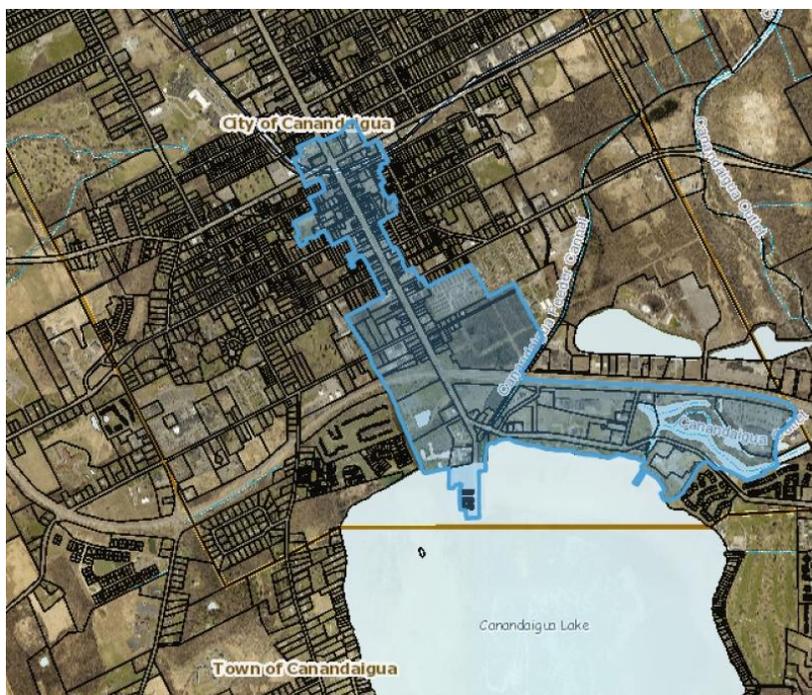


Fig. 16. Downtown area considered for DRI support

Historic Downtown is contained between the YMCA and Ontario County Court House at the North, Antis and Saltonstall St to the South and extending one block east and west, inclusive of commercial property facing bordering streets. Historic Downtown is also inclusive of businesses facing Niagara Street between Lafayette and Pleasant.

The Lakefront starts at NYS Routes 5 & 20, along the Northern border, and then extends along Lake Shore Drive to The Finger Lakes Resort Hotel, currently under development. This district consists of several major parcels and a few individual properties. These include State and Local parks, Parkway Plaza, Pinnacle North, and Canandaigua Finger Lakes Resort Hotel. Commercial development along Routes 5&20 includes Canandaigua Commons (the former Wegmans plaza), Parkway Plaza, and Wegmans Food Market.

The transitional area is defined as the portion of South Main Street directly south of the Historic Downtown beginning at Antis Street on the west and Saltonstall Street on the east, extending to the south to NYS Routes 5 & 20. For the most part, the district is limited to parcels that have frontage on South Main Street, but it does include land-locked parcels behind that could be consolidated with frontage property.

Canandaigua's core assets are located within or in close proximity to this area (see Fig. 17).

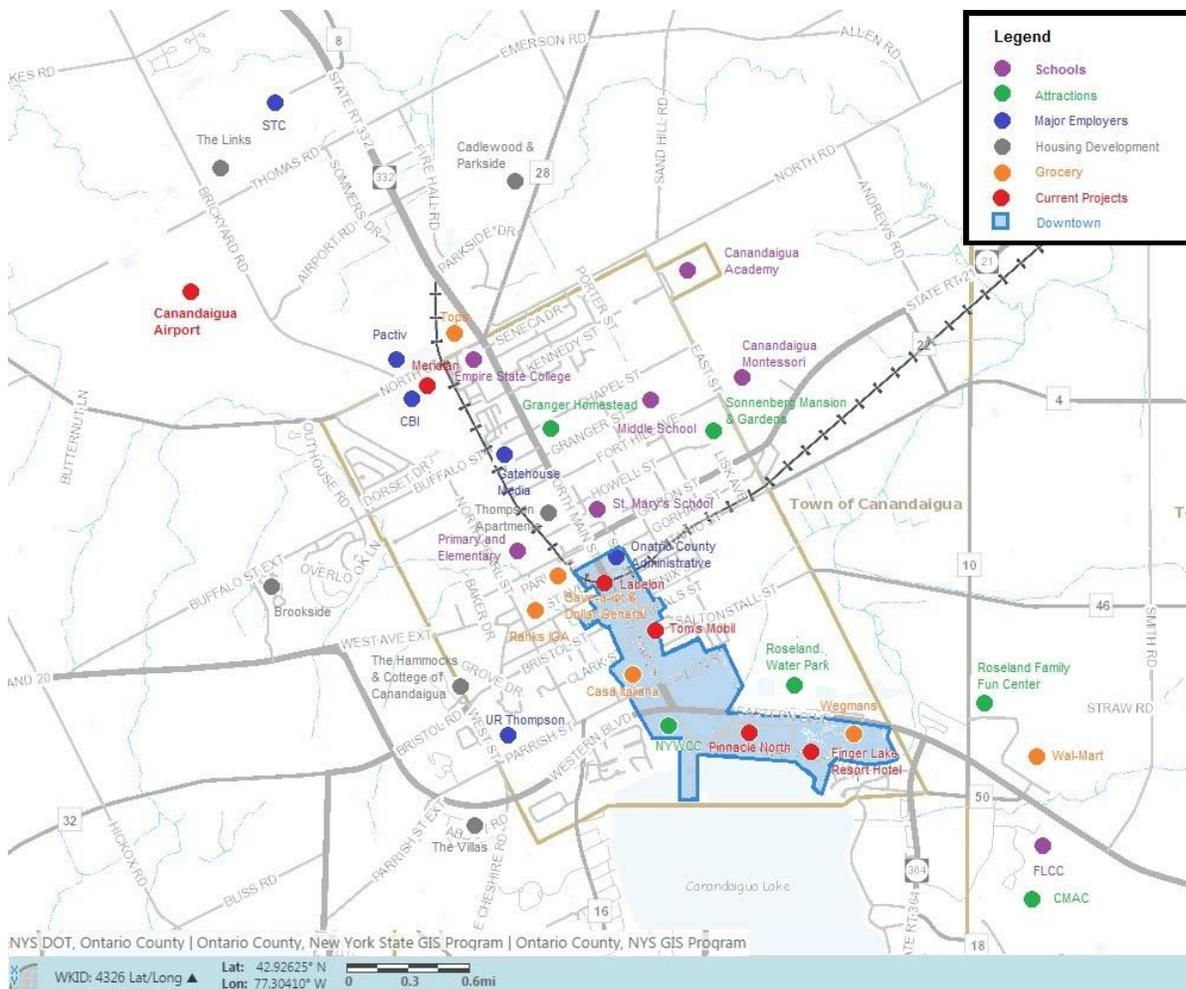


Fig. 17. Location of Canandaigua's core assets

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

Canandaigua's downtown is within easy reach for the whole population of the city – around 10,500 inhabitants. In proximity (~10-15 min drive) with the city is Canandaigua's Town with a similar population of around 10,500 inhabitants.

The thriving downtown will directly benefit **over 20,000 inhabitants** of Canandaigua City and Canandaigua Town.

- 3) **Past Investments & Future Investment Potential.** Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.

3.1 The presence of nearby investments planned or undertaken through the REDCs or with other public or private funding

Thanks to focused public programs, as well as commitment and generosity of local businesses and community, over the last 10 years the City of Canandaigua and the surrounding area have received

over \$160 million of public investments and almost \$250 million of private investments. Over \$206 million of private investments were made in 2011-2016, indicating investors' growing interest in the city.

Some of the most prominent projects with both public and private investments include:

- Pinnacle North (Lakefront mixed use development project): \$10M in public funding (including \$2 million through URI funding and \$4M in State Brownfield Cleanup Program (BCP) tax credits) and \$110M private investments
- Expansion of Student Center at Finger Lakes Community College: \$3M in state assistance and \$33M private investments
- New York Wine & Culinary Center: \$3M in public assistance and \$7M support by private investors, including CBI and Wegmans
- Sonnenberg Mansion and Gardens: almost \$2 million of public financing and \$0.143 million of CFA funds matched by private donations

Projects with only public financing include:

- Expansion of Veteran Administration Medical Center: \$122 million of public funding to develop outpatient housing, provide rehabilitation services and administrative support
- Expansion of Canandaigua Airport: almost \$8.5 million of federal and local financing for runway expansion to 5,500 ft and an addition of jet fuel pump
- Expansion of Axxcess Ontario fiber ring: \$0.85 million for wider coverage and better connection to other regional networks

Largest projects with private investments:

- Expansion and renovation of Thompson Hospital: \$43.5 million of private investments for addition of two floors and renovation of space within the existing hospital
- Constellation Brands-Marvin Sands Performing Arts Center (CMAC): \$13.5 million of contributions by Constellation Brands, Wegmans and private donors to support renovation of the building and upgrades to sound and lightning
- YMCA expansion: \$7 million private investments
- Canandaigua Wine: \$7.5 million for renovation of production center and \$9 million for the North East Distribution Center

Finally, over the last 3 years, Finger Lakes REDC has also invested over \$650 thousand in green technologies to ensure long-term sustainability of natural assets in the city and surrounding area and their ongoing attractiveness to inhabitants and tourists, e.g.:

- \$340 thousand to support the Canandaigua Lake Watershed Council's efforts to protect the lake as a drinking water supply, create wetlands, manage stormwater and stabilize eroding road banks
- Over \$250 thousand for the EV Connect project, seeking to deploy EV charging stations in Canandaigua and other communities in the Finger Lakes region

- Over \$75 thousand to support CMAC Performing Arts Center Stormwater Project, focused on facilitating stormwater runoff to provide ground water recharge and prevent erosion

As described in the next sections, the city and the surrounding areas offer ample investment opportunities. For example, existing land and buildings allow adaptive reuse and the SUNY Polytechnic Smart System Technology and Commercialization Center (STC) located close to downtown can accommodate up to 800,000 square feet of new facilities.

Going forward, specific emphasis will be placed on using public funding to attract private leverage. Over the last 10 years total private investments in projects with both public and private participation exceeded public funding by 7.5 times. If the city receives the \$10M DRI grant, we would aim to achieve the same leverage ratio or be in line with the Pinnacle North project, and attract private investment of \$75-100 million. Our track record and the level of interest and commitment of private investors give us confidence that this goal is achievable.

3.2 Continuity with the REDC's previously articulated vision for the area/region and consistency with recent planning efforts for the area

The city's asset base, as well as public and private investments are well aligned with regional priorities outlined by the URI plan, earlier city development plans and those reflected in previously approved public investments through Finger Lakes REDC.

As a reminder, the URI plan is supported by a strategic framework reflecting key objectives, 3 priority pillars and 3 key enablers (see Fig. 18).

Being a major research institution in photonics and micro electromechanical systems (MEMS) technologies, SUNY Polytechnic STC and expected new businesses in the center directly support both the "Optics, Photonics & Imaging" and "Next generation manufacturing & technology" pillars of URI plan.

Investments in food and wine companies, such as the New York Wine & Culinary Center, help the region move forward within "Agriculture & Food Production" pillar.

Finger Lakes Community college plays an important role in local workforce development – a key enabler highlighted in the URI plan. Construction of the new Student Center is thus in line with URI priorities. In addition, over the last three years with a public investment of almost \$100k, the college trained over 30 unemployed individuals and workers in special populations as certified nurse assistants, home health aides, as well as in advanced manufacturing machinery and mechanotronics.

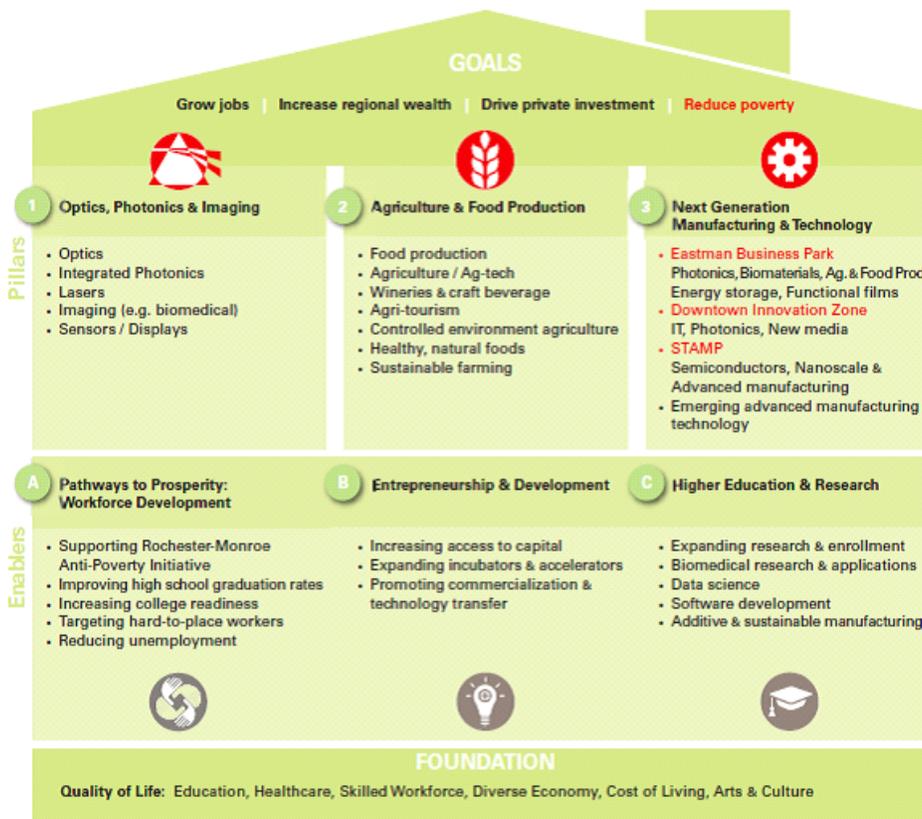


Fig. 18. URI strategic framework

Finally, investments in the Pinnacle North project, tourism infrastructure (e.g., recreational facilities) and sustainability are aligned with the city's focus on tourism, stated in the city's Strategic Economic Development Plan and Comprehensive Development Plan.

3.3 The existence of developable properties within the downtown, including properties that can be utilized for affordable housing

Both the Historic Downtown area and transitional zone between the Historic Downtown and the Lakefront present **ample opportunities** for development / redevelopment for residential or mixed use.

The city could seek opportunities to redevelop spaces on 2nd and 3rd floors of **Historic Downtown buildings** into high quality residential units or offices. Labelon, Bemis Block and Simco buildings are examples of currently underutilized properties that could allow adaptive reuse into housing and offices. These buildings have a high potential to attract individuals looking for a dense urban lifestyle just minutes away from lakeside recreation.



The Historic Downtown area and the Lakefront are separated by a **transitional “dead zone”** of underutilized, investment-starved properties along South Main Street. Unlike the rest of the city, this transitional zone – South Main Street – does not exhibit a cohesive identity. It is neither Downtown nor Lakefront and has evolved through unplanned, piecemeal development over the years. It is neither residential nor commercial. It is a mix of turn-of the century homes and 1970s commercial boxes, with structures built to the street line and structures set back behind parking lots.

The transitional South Main Street area provides a significant investment opportunity. It is zoned for mixed use development and offers 84 parcels on 106 acres. There is wide community support for an aggressive and thoughtful redevelopment of the transition zone.



In addition, the 50,000 square foot facility at the intersection of Routes 5 & 20 and South Main Street, which used to be the Wegman's Food Market, can be redeveloped into a **mini convention / event center** hosting up to 300-400 people. Constructing a center for conventions and conferences could attract business tourism throughout the year and thus reduce seasonality of tourism in Canandaigua, utilize hotel rooms in the off season, as well as providing many job opportunities and growth in retail trade throughout the year.

3.4 The growth potential and community involvement of anchor institutions in or near the Downtown

Local anchor institutions and philanthropists have demonstrated a strong and long standing dedication to the community. Some of the city's core assets – such as the New York Wine & Culinary Center, Constellation Brands-Marvin Sands Performing Arts Center (CMAC) and YMCA – were established with the help of contributions by Constellation Brands, Wegmans and private donors. Over the last 10 years, private investments of local anchor companies and donors, as well as other private investors, amounted to almost \$250 million. Over \$206 million of private investments were made in 2011-2016, indicating investors' growing interest in the city.

Local anchor institutions have demonstrated strong growth in recent years and many of them are well positioned for further expansion. See section 4.1 of this Appendix for details.

3.5 The municipality's current investment commitment to the downtown, including through business improvement districts or partnerships with non-profits

The city is committed to promoting and improving downtown for residents, property owners, merchants and visitors. For these purposes the city established a Business Improvement District (BID) managed by the non-profit Downtown Canandaigua Business Management Association (DCBMA). Created more than 20 years ago, DCBMA is funded annually through a property tax assessment (over \$34 thousand), contracted services agreement with the City (over \$66 thousand) and fundraising events. The events and services that the association provides for Downtown Canandaigua have a big impact on the entire community by helping to attract new residents, new businesses and tourists to the area. They previously administered the Main Street Grant program funds (\$0.4 million in public funding and \$1.1 million private leverage) that were awarded to the City.

DCBMA and BID organize a number of regular events in downtown (e.g., Downtown Art & Music Festival, Fall into Canandaigua festival, Fire & Ice Winter Festival), partners with the Downtown Merchants Association to co-op advertising and promote downtown and runs fundraising campaigns.

In addition, Canandaigua's Chamber of Commerce will be actively involved in working to help implement the DRI program (if the grant is received), including seeking to attract and retain businesses, and working to help facilitate the adaptive reuse projects involving several large underutilized downtown buildings.

3.6 The ability of existing infrastructure to support development of the downtown, and the potential to maximize recent infrastructure upgrades

The Development of Canandaigua's downtown is supported by existing infrastructure and planned upgrades, including Canandaigua Airport (located right outside the city), Axxess Ontario broadband network, Canandaigua National Bank & Trust and Finger Lakes Railway.

Canangaigua possesses a thriving General Aviation airport, which was expanded in 2012-2015 to accommodate larger jets (like Falcon 900), provide rental car services and thus support the growing corporate community.

The city is part of the Axxess Ontario – over 200 miles of open access fiber ring spanning across Ontario County. Axxess Ontario services County Administration, healthcare, public safety, education, and some individual business entities. The County is working with Genesee/Finger Lakes Regional Planning Council to secure \$850,000 for further expansion, which should create 50 new jobs.

Canandaigua National Bank & Trust is a major financial institution in the County with over 50% market share and ranked 22nd in the country among banks with \$2-10 billion in assets. The bank provides a broad range of financial services to the community and is focused on reinvesting funds in the community.

Finally, the Finger Lakes Railway provides freight service to the city's businesses, such as PACTIV and Canandaigua Wine.

3.7 Application of Smart Growth principles

Over the recent decade, the city has made a focused effort on applying Smart Growth principles, such as the focus on a vibrant and compact downtown, complete streets, mixed-use development, sustainability and community engagement.

Focus on downtown

The focus of some of the city's prominent projects, such as the downtown façade and building improvements in 2005-2006 (\$0.4 million public Main Street grants and over \$1.1 million private investment) and the \$120 million Pinnacle North project, has been to create vibrant, comfortable downtown areas in the historic part of the city and at the Lakefront. One of city's potential priorities going forward is to redevelop the transitional zone between Historic Downtown and the Lake to ensure cohesiveness and vibrancy throughout the downtown.

Complete streets

In 2009 the city adopted an Active Transportation Plan, which includes a complete streets policy intended to enable safe access for bikes, pedestrians, motorists, and transit riders to share the same space safely. The plan also includes a set of recommendations to facilitate transit-oriented development, e.g. bike lockers and shelters, bus bike racks. The plan has been partially implemented and the city will use it as a guidance for streets infrastructure development going forward.

Mixed-use development

Canandaigua's \$120 million Lakefront Redevelopment Project – Pinnacle North – will create a mixed-use environment on over 21 acres at the Lake, with over 70 thousand square feet of commercial properties including a seasonal farmer marketplace and farm-to-table restaurant, 454 residential units, parks and green spaces.

In addition, the South Main Street transitional area between the Historic Downtown and the Lake has been zoned for mixed use and presents major investment opportunities. There is a wide consensus in the community that the transitional zone should be redeveloped into a vibrant area with commercial and residential properties.

Sustainability

Over the last three years, Finger Lakes REDC has also invested over \$650 thousand in green technologies to ensure long-term sustainability of natural assets in the city and surrounding area and their ongoing attractiveness to inhabitants and tourists, e.g.:

- \$340 thousand to support the Canandaigua Lake Watershed Council's efforts to protect the lake as a drinking water supply, create wetlands, manage stormwater and stabilize eroding road banks
- Over \$250 thousand for the EV Connect project, seeking to deploy EV charging stations in Canandaigua and other communities in the Finger Lakes region
- Over \$75 thousand to support CMAC Performing Arts Center Stormwater Project, focused on facilitating stormwater runoff to provide ground water recharge and prevent erosion

In addition, in 2016 the city entered a long-term contract with American Electric Power to purchase electricity generated from the company's 2.5 megawatts solar energy project in the city. The project will support the electricity needs of Canandaigua, including powering government buildings, waste water treatment facilities and public parks, with clean and affordable energy.

3.8 Investments in arts and cultural institutions and activities

Canandaigua's core cultural institution – **Constellation Brands-Marvin Sands Performing Arts Center (CMAC)** – was founded in 2006 with \$13.5 million private investments. In addition, the center attracts \$1.5 million private support annually from VIP and floor boxes, sponsorships and season ticket sales.

Today, the center attracts top musical performers and provides children's activities, in addition to being the summer home of the Rochester Philharmonic Orchestra. The center hosts between 100 and 120 thousand visitors annually.

- 4) **Job Growth.** Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

4.1 The presence of major job-creating projects and initiatives near the downtown

4.2 The existence of new and expanding employers

The City of Canandaigua and the surrounding area possess a diverse and strong set of assets. In combination, they provide a strong "nucleus" – a foundation for future growth, which will benefit not only the city, but a broader region. While some of them ensure a high quality of life in the city (see sections 5.6, 5.7, 5.8 of this Appendix), others form a set of prominent industries – Food & Wine, Optics, Photonics & Imaging, Tourism. These assets provide ample job opportunities for the city residents.

Major employers in the city and the surrounding area include:

- University of Rochester Thompson Health Systems: 1700 employees, with plans to add 300 jobs in the next 2 years
- Veterans Administration Hospital: employs 1400 people and expects to hire additional 400 employees, primarily for the crisis center
- Canandaigua's School District: over 1000 employees
- Pactiv: 850 employees and expects to add 150 jobs
- Canandaigua Wine: over 700 employees in Ontario County, accounts for around 20% of total volume produced by Constellation Brands – a company that has doubled in size over the last 5 years
- Wegmans: almost 750 employees in Ontario County

In addition, there are a number of **job-creating projects** in the area.

The **Pinnacle North** project at the Lakefront is currently providing around 400 construction jobs and once all phases are completed is projected to add 175 direct and at least 600 indirect jobs.

Less than 10 minutes from historic downtown is **SUNY Polytechnic Smart System Technology and Commercialization Center (STC)** – part of New York's globally recognized, high-tech educational ecosystem SUNY Polytechnic Institute (SUNY Poly). STC is a 40,000 square foot facility of cleanroom space with semiconductor and optoelectronic foundry equipment used in the development and commercialization of micro electromechanical systems (MEMS) and photonics technologies. STC has developed a 57-acre shovel-ready site to accommodate up to 800,000 square feet of new

facilities, with a focus on growing semiconductor manufacturing in the region – this has the potential to add a significant number of highly skilled jobs to the city.

Finally, Canandaigua has a potential to become an **exceptional tourist destination** and a **gateway** to the whole Finger Lakes region. The growth of tourism will lead to new employment opportunities in the region. As evidenced by the scale of other regional and selected national destinations, tourism in Canandaigua has a significant growth potential and can bring more income and jobs to the area (see Fig. 19).

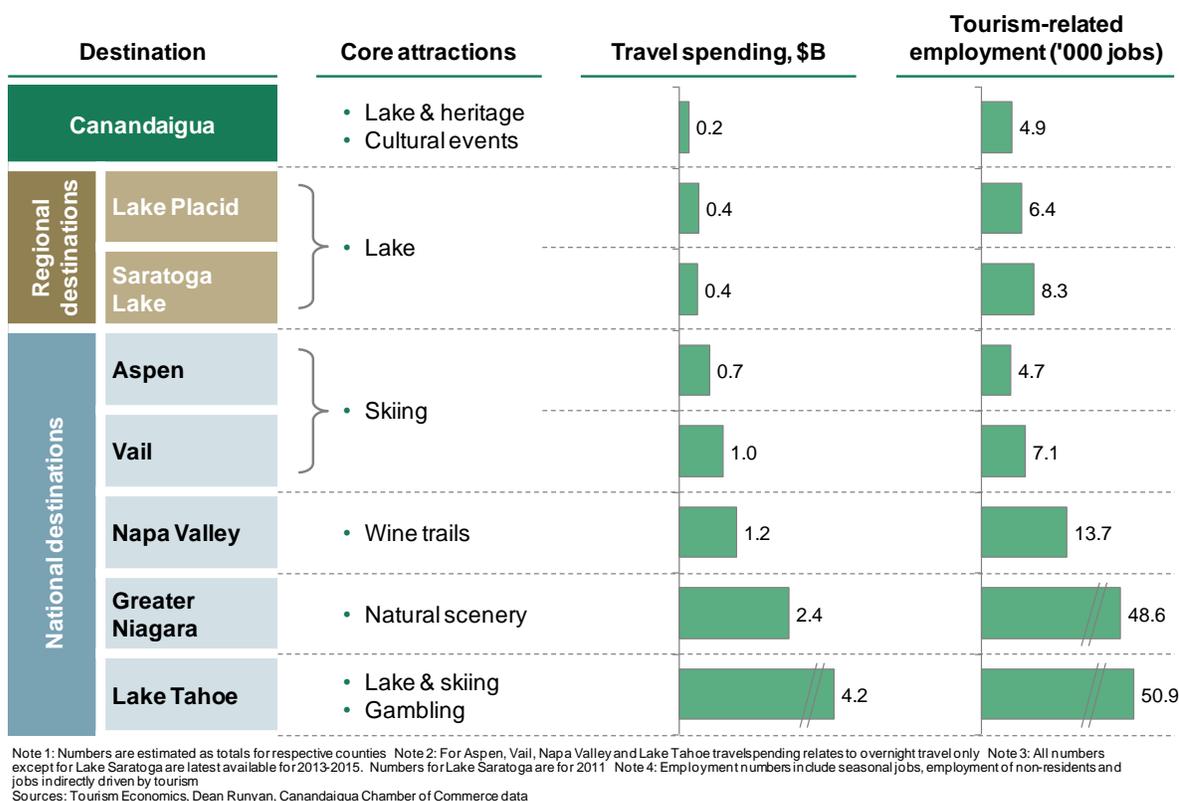


Fig. 19. Comparison of tourism in Canandaigua with selected regional and national destinations

4.3 Whether new and existing jobs are accessible from the downtown by foot or via public transit

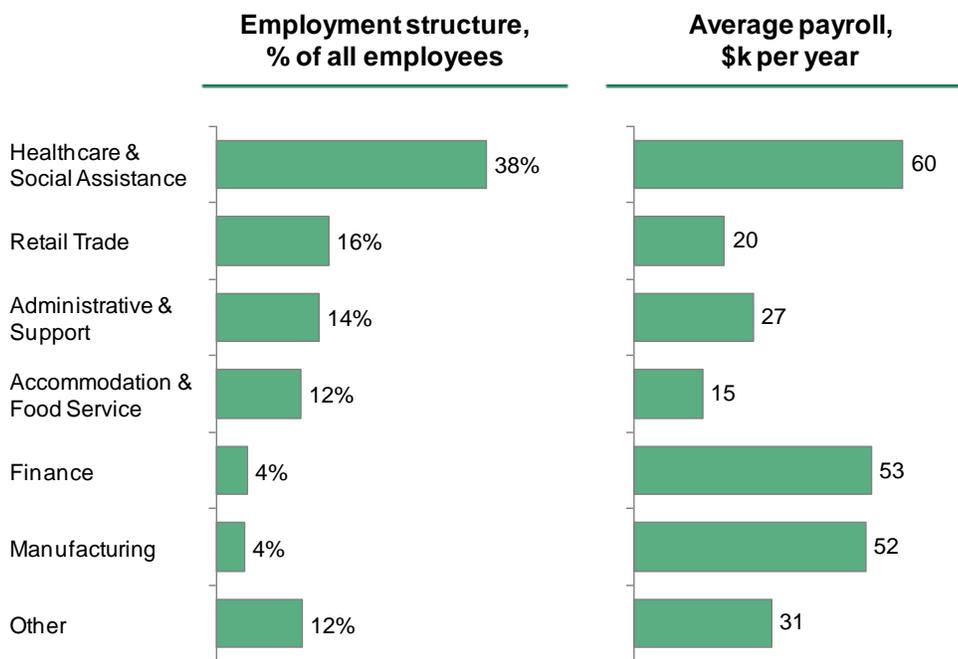
Most new and existing jobs are located in the downtown or adjacent to Canandaigua's downtown and are thus easily accessible by car or foot.

While most of the employers can be accessed also via public transport or by bike, the city has recognized the need to improve public transportation and non-vehicle options, in particular in the transitional South Main Street area between the Historic Downtown and the Lakefront. For these purposes, the city has developed and adopted an Active Transportation Plan, which includes a complete streets policy intended to enable safe access for bikes, pedestrians, motorists, and transit riders to share the same space safely. The plan also includes a set of recommendations to facilitate transit-oriented development, e.g. bike lockers and shelters, bus bike racks. The plan has been

partially implemented and the city will use it as a guidance for transportation and non-vehicle infrastructure upgrades.

4.4 The diversity in area job opportunities, with different salaries / entry levels and potential for mobility between jobs

The city's strong and broad asset base provides a diverse set of employment opportunities in terms of occupations and compensation (see Fig. 20).



Note: Average payroll for Administrative & Support and Accommodation & Food Service relates to the whole Ontario county
 Source: US Census 2012

Fig. 20. Distribution of jobs by sector, 2012

Importantly, employers in the city and surrounding area offer numerous job opportunities requiring minimum entry-level skills – e.g., vineyard worker, sales associate, full- or part-time store employee. These jobs play an important role in supporting the broad community and, in particular, underprivileged groups and New Americans.

5) Attractiveness of the Downtown. Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.

5.1 Developable mixed-use spaces

As mentioned above (see section 3.3 of Appendix B), Canandaigua's downtown offers ample opportunities for mixed-use (re-)development in Historic Downtown and in the transitional area.

The city could seek opportunities to redevelop spaces on 2nd and 3rd floors of **Historic Downtown buildings** into high quality residential units or offices. Labelon, Bemis Block and Simco buildings are examples of currently underutilized properties that could allow adaptive reuse into housing and offices.

The South Main Street **transition zone** between Historic Downtown and the Lakefront also provides ample opportunities for mixed use. The area is already zoned specifically for mixed-use development and offers 84 parcels of developable land spanning across 106 acres.

Finally, the \$120 million **Pinnacle North project**, planned for completion in 2020, is a major mixed-use development project at the Lakefront, with over 450 residences, over two acres of new parks and green spaces, and over 70 thousand square feet of commercial space.

5.2 Housing at different levels of affordability and type

As of 2013, 46.4% of total residents in the City of Canandaigua live in rental housing. 54.1% of residents in ward 2, and 49.5% of residents in ward 3 live in rental units. Housing choices range from apartment complexes just outside the focus area, to single-family and home conversions, as well as second story apartments and lofts through the Historic Downtown.

Overall, the city faces a challenge of having insufficient modern housing. E.g., until Pinnacle North project, there had been very few new rental projects in the city for over two decades and more than half of the units are lacking many modern amenities. Availability of high quality rental properties is likely to be an important prerequisite for retaining and attracting residents – in particular millennials – to the city.

This issue has been recognized by the city and is being addressed by a number of current and recent projects in and right outside the city, e.g. Pinnacle North (in progress, 450 units by 2020), Thompson Apartments (in the city but outside the downtown, renovation of 42 low to moderate income housing units in 2012), Cottages of Canandaigua (in progress, 60 patio homes).

While these projects partially address this issue, insufficient modern housing remains an important priority for the city's growth. Given ample opportunities in the city for residential and mixed-use development, the DRI grant, if received, will be used to facilitate housing projects and leverage growing private developer interest in the region.

5.3 Commercial and retail main street businesses, including healthy and affordable food markets

Canandaigua's Historic Downtown is a **vibrant retail area** with over 140 registered retail businesses¹³, including a variety of artisan and boutique stores. In addition, Pinnacle North project will facilitate retail development at the Lakefront.

¹³ <http://www.downtowncanandaigua.com/>

Located in Historic Downtown is Ontario County's only **farmer-run food market**, offering produce from approximately 30 local vendors throughout the year. The market offers a wide variety of quality vegetables, fruits, flowers, meats, and eggs, freshly baked goods, sauces, pickles, jams, maple products, specialty mustards and honey.

Another prominent retail location is **Wegmans Food Market** at the Lakefront which attracts customers from the city and a broader region. In addition to the quality food and produce, Canandaigua is one of only four The Burger Bar by Wegmans locations, and only one of two in New York State.

Downtown businesses are being supported by an active Downtown Business Improvement District (BID), which works with the City and the Chamber to attract and retain retailers and other commercial businesses.

5.4 Multi-modal transit

The Active Transportation Plan, adopted in 2009, includes a number of initiatives to make the city **more convenient for multi-modal transit**, e.g.:

- Bike lockers, intended for storage over 4 hours and useful for transit stations
- Bike shelters
- Bus bike racks

Ontario County joined Rochester Transit Authority August 2014, with one of the main hubs for Ontario County one block north-west of the Traditional Downtown Core. Rochester Transit Authority connects to 8 of the 9 counties in the FLREDC region (except Yates).

5.5 Walkability and bikeability, within the downtown and connecting the downtown to surrounding open space networks and regional destinations

Canandaigua's Historic Downtown and the Lakefront are fairly compact and easily walkable areas. Victorian buildings and the picturesque views of the Lake make walking an attractive alternative to transport.

The transitional zone between the Historic Downtown and the Lakefront have a number of challenges that the city plans to focus on going forward if DRI grant is received:

- The Eastern and Western Boulevards (Routes 5 & 20), intersecting South Main Street, have evolved into major highway arterials with little accommodation for pedestrians. The congested intersection effectively creates a physical barrier between historical downtown and lakefront areas
- Non-vehicle transport infrastructure in the transition zone is currently underdeveloped. Lack of biking lanes exacerbates the impact of the 'dead' transitional zone

The City of Canandaigua is well positioned to address these challenges. In 2009, the city adopted an Active Transportation Plan, which includes a complete streets policy intended to enable safe access for bikes, pedestrians, motorists, and transit riders to share the same space safely. The Plan's recommendations include a two mid-block crossing lights in the Traditional Downtown Core, a shared bike lane extending most of the length of Main Street through the City, bicycle off-street facilities (e.g.,

lockers), sidewalks along 5 & 20 and improved signs. While this plan has been partially implemented, the DRI grant could provide valuable support for completion of recommended activities.

Overall, we believe existing properties provide ample opportunities to create a vibrant, easily walkable and bikeable downtown, which will be convenient and visually appealing to both residents and visitors of the city.

5.6 Accessible recreation amenities, parks and gathering spaces

Canandaigua Lake is, without doubt, the greatest recreational asset of the city and is often referred to as the "Jewel of the Finger Lakes" for its scenic beauty and widespread public access. This seventeen-mile lake is a regional draw for boating, fishing, and water sports and the picturesque lakefront offers numerous recreational zones and activities. The Lakefront includes several public parks – State Marine Park and public boat launch site, Kershaw Park, Lagoon Park and the City Pier, with beach areas, picnic pavilions and walking trails. Adjacent to Kershaw Park are two private marinas with over 274 slips of permanent private docks.

In addition to natural assets, the city has one of most appealing **historic downtown areas** in New York State, with Victorian-style architecture and a variety of boutique and artisan stores. While it is a vibrant retail street with over 140 registered businesses¹⁴, Historic Downtown has preserved an eclectic character and a clear identity, and contributes to one of Canandaigua's most cherished commodities – small town character.



Canandaigua is home to a number of **historic sites** and has been on the National and State Register of Historic places for over 30 years. Sonnenberg Gardens and Mansion Historic Park is one of the nation's most extensively preserved country estates from the Victorian era. It offers visitors a view of 9 gardens and a 40-room, Queen Anne style mansion constructed in late 19th century sitting on fifty acres of land. With 35,000 visitors per year, the site is one of the biggest attractions of the city. Among other prominent historic buildings are Granger Homestead, Ontario County Court House and a second Court house, constructed in 1824 and serving today as a City Hall.

In addition to Sonnenberg Gardens and Mansion Historic Park, the city has nine more public parks, occupying over 90 acres of land.

¹⁴ Source: <http://www.downtowncanandaigua.com/>



Finally, the city serves as a gateway to a number of **modern recreation facilities** offering family-friendly activities. The Family YMCA center, located in downtown, offers a wide range of sports and wellness programs for both kids and adults. Within 20 minutes from the downtown is the Bristol Mountain ski resort which provides over 30 trails of various difficulties. Next to it is the Bristol Mountain Aerial Adventure Park – a high ropes course at the top of the mountain consisting of various climbing obstacles and zip-lines off a mountain. Finally, Roseland Waterpark is the largest waterpark in the Finger Lakes Region, with nine unique attractions for the entire family occupying 56 acres and operating in conjunction with Roseland Wake Park – the first full-sized cable wakeboarding facility in the Northeast.

5.7 Access to health care facilities

Canandaigua offers state-of-the-art healthcare services at both the University of Rochester Thompson Health Systems and the Veterans Administration Hospital. While contributing immensely to the overall quality of life for the city's residents, both facilities are also major employers in the region, providing over 3000 jobs with 700 new jobs planned for the next 3-5 years.

Thompson Health includes a 113-bed hospital with a full scope of medical services and some of the finest technology in Upstate New York, as well as Senior Communities, and a Continuing Care Center. Thompson Health was named the 2014 recipient of the Pinnacle Award from the Healthcare Association of New York State and recognized for two consecutive years as a Top Performer on Key Quality Measures by The Joint Commission. In 2012, the organization became an affiliate of the University of Rochester Medical Center, allowing it to broaden the spectrum of services and bring more high quality specialists to Canandaigua. Over the last 5 years, number of jobs in the organization grew from around 1300 to 1700. With the planned construction of a new in-patient tower and observation unit, as well as other growth initiatives, the organization expects to add 300 jobs over the next 2 years¹⁵.



¹⁵ Recent and expected growth is partially driven by acquisition of private practices

Veteran's Administration Hospital provides a wide range of inpatient and outpatient medical services to veterans living in Upstate New York and sees more than 6,000 veterans on a monthly basis. The hospital employs over 1,400 people and expects to hire additional 400 employees, primarily for their crisis center.

In addition, **the Anthony L. Jordan Health Center**, located in the northern part of the city and founded in 2009, provides non-urgent care to uninsured and underinsured community members. The clinic is able to provide patients who have Medicaid coverage or no insurance with a sliding fee scale to access the full array of family practice services.

Canandaigua (though not in the city proper) also serves as a base of the **Mercy Flight Central Air Ambulance** used for urgent care transportation in the city, as well as the broader region.

5.8 Cultural and entertainment amenities

Today, the City of Canandaigua serves as a **regional cultural center**.

Constellation Brands-Marvin Sands Performing Arts Center (CMAC) founded in 2006 with \$13.5 million private investment, attracts top musical performers and provides children's activities, in addition to being the summer home of the Rochester Philharmonic Orchestra. The center hosts between 100 and 120 thousand visitors annually and is supported by \$1.5M in private funding every year to sustain its ability to attract performers renowned nationally and globally.

Canandaigua also holds a number of **festivals and large events**, such as Finger Lakes Riesling & Craft Beer Festival, Art & Music Festival, Christkindl Market, Lakefront Art Show, Plein Air Competition & Festival, Fire & Ice Winter Festival and others. These events attract almost 80,000 visitors annually.

5.9 Broadband accessibility

The Finger Lakes Regional Telecommunications Corporation, dba Access Ontario, a not-for-profit local development corporation, has led the development of fiber optic infrastructure since 2006. Over 200 miles of open access fiber cable is now available in Ontario County. One section extends down Main Street in the City of Canandaigua, and then extends down to NY Rte 5 & 20 where it divides east and west. The Pinnacle North project is proposed as the first Fiber-to-the-Home (FttH) project taken on by Access Ontario.

The Fiber Ring managed by Access Ontario services County Administration, healthcare, public safety, education, and some individual business entities. The establishment of the fiber optic ring has already helped retain and attract businesses to Ontario County. In addition, a goal of Access Ontario is to attract new workers to the region who are seeking a viable broadband capability to telecommute to jobs anywhere in the world. A core, tech-savvy workforce will also position the County and region appropriately to attract technologically based companies.

Access Ontario's affiliation with the Southern Tier Network, Yates County Fiber project and several private telecommunication companies indicate potential further expansion of the network. The County is working with Genesee/Finger Lakes Regional Planning Council to secure \$850,000 for further expansion, which should create 50 new jobs.

5.10 Educational facilities

Canandaigua's school district provides high quality school education and serves as an activity hub for children and parents. The high school graduation rate of 89% is notably higher than the New York State average of 78%, while expenditures per pupil are 24% below average for Ontario County and almost 60% below New York State average¹⁶.

The city's Finger Lakes Community College has over 6,500 students currently enrolled and offers education in over 50 areas of study. With tuition fees ~\$2,000 per semester for New York State residents and 75% of students receiving some form of financial aid¹⁷, the college provides an affordable gateway to education and thus supports underprivileged community members.

The city's well-developed education system is reflected by a fairly skilled work force, with 69% of population having at least some level of college education¹⁸.

6) Policies to Enhance Quality of Life. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

6.1 Downtown plans

Over the last 5 years the city has developed a set of plans for Canandaigua's downtown.

In 2012 the city developed the Strategic Economic Development plan, which outlined city-wide as well as industry-specific recommendations related to quality of life, business climate, tourism and retail, manufacturing and healthcare.

In 2013 the city also adopted the Comprehensive Development Plan, which set a vision and goals for the city, analyzed the city's concerns (including transportation, housing, economy, recreation etc.) and identified recommendations for the Historic Downtown, the Lakefront and South Main Street transitional area.

Both plans were developed with active community engagement through stakeholder focus groups, surveys, community input meetings and in-depth interviews.

6.2 Modern zoning and parking standards

The Active Transportation Plan, which was adopted by the city in 2009, outlines recommendations regarding the zoning policy, including:

- Providing bicycle facilities to employees and customers of commercial properties
- More specific bicycle location
- Minimum number of bicycle locations per building type

¹⁶ 2015 figures. Source: nysed.gov

¹⁷ Source: FLCC website

¹⁸ Greater Rochester Regional Economic Development, Canandaigua community profile

- Land use design

In addition, the Active Transportation Plan and the Regional Transportation Study provide a set of recommendations related to parking standards in the city. While the recommendations have been partially implemented, the DRI grant could provide valuable support for completion of recommended activities.

6.3 Management structure, such as a Downtown Manager or Downtown Business Improvement District

The City of Canandaigua has a **strong capacity to successfully implement the DRI program**. To carry out its economic development program, the City contracts with the Canandaigua Chamber of Commerce, as its economic development arm, to professionally staff and carry out its economic development activities. This arrangement was created in 2012 following a review of several organizational options for implementing a local economic development program. The Chamber's economic development staff works closely with the Mayor, the City Manager and City Council, in addition to a range of community stakeholders such as the Business Improvement District (BID), to further a community-based economic development effort.

In addition, Canandaigua has an active local development corporation – the Canandaigua Area Development Corporation (CADC) – that works with the City and the Chamber to bring about strong private sector perspective to development and to forge public-private partnerships as needed. Recently, the CADC has been instrumental in leading the effort to re-plan and re-start the long-needed lakefront development by helping amass the resources, including a new development team, for the Pinnacle North mixed-use project.

6.4 Complete Streets plans and laws

As part of the Active Transportation Plan, adopted in 2009, the City implemented a complete streets policy intended to enable safe access for bikes, pedestrians, motorists, and transit riders to share the same space safely. An outcome of this plan is two mid-block crossing lights in the Historic Downtown, a shared bike lane extending most of the length of Main Street through the City, and sidewalks along 5 & 20.

6.5 Transit-oriented development

This section repeats section 5.4.

The Active Transportation Plan, adopted in 2009, includes a number of initiatives to make the city more convenient for multi-modal transit, e.g.:

- Bike lockers, intended for storage over 4 hours and useful for transit stations
- Bike shelters
- Bus bike racks

Ontario County joined Rochester Transit Authority August 2014, with one of the main hubs for Ontario County one block north-west of the Traditional Downtown Core. Rochester Transit Authority connects to 8 of the 9 counties in the FLREDC region (except Yates).

6.6 Land banks

The City of Canandaigua is exploring opportunities to set up a land bank and will work with existing regional banks as needed. This work will be continued by the city during the DRI planning process, if the DRI grant is received.

6.7 Energy-efficiency

The city has undertaken a number of initiatives focused on energy efficiency, e.g.:

- The FLCC Student Center, opened in 2012, is the first public building in Ontario County to be certified under the Leadership in Energy and Environmental Design (LEED) rating system of the U.S. Green Building Council
- The City has a long-standing partnership with PathStone to help low-income homeowners with energy efficiency, leveraging funds from the City, NYSERDA, and private interests
- Finger Lakes REDC invested over \$250 thousand for the EV Connect project, seeking to deploy EV charging stations in Canandaigua and other communities in the Finger Lakes region

Going forward, energy efficiency is going to remain one of the city's priority areas.

6.8 Smart Cities innovation

As mentioned above, the city is part of the Axxess Ontario – a fiber ring spanning across Ontario County. Accessible broadband infrastructure and expansion plans for the fiber ring create a good platform for Smart Cities innovation in Canandaigua going forward. Proliferation of broadband and inflow of the workforce of tomorrow (in particular, tech-savvy millennials) will create an environment for the integration of technology in the urban processes, including management of schools, libraries, hospitals, transportation systems and other community services.

6.9 An inclusive environment for New Americans

Employers in the City of Canandaigua and surrounding area – in particular food, wine and retail businesses – offer numerous job opportunities requiring minimum entry-level skills, e.g. vineyard worker, sales associate, full- or part-time store employee. The diversity of job opportunities creates an open and inclusive environment for New Americans (see Fig. 15).

7) Poverty Reduction. The FLREDC has identified reduction of poverty as a primary goal of its regional economic development strategy. Please identify if and how the proposed revitalization efforts would provide an opportunity to support this strategy.

Like many other cities in the Finger Lakes region, Canandaigua suffers from poverty – 13.3% of people live below the poverty line (vs. 33.8% in Rochester, and 11.5% for Ontario county)¹⁹. The Share of school children receiving free or reduced-price lunch has increased from 20% in 2009-10 to 36%.

The city has a number of initiatives and organizations to reduce poverty and support underprivileged community members:

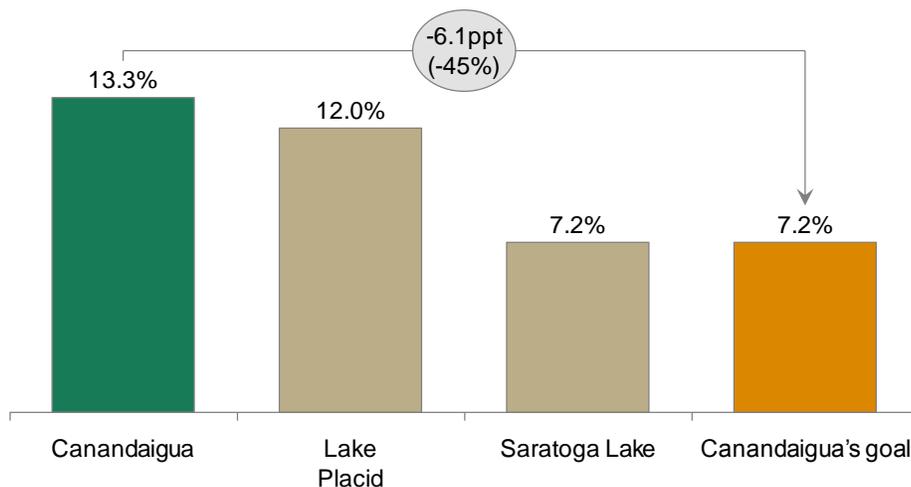
- The city's Finger Lakes Community College has over 6,500 students currently enrolled and offers education in over 50 areas of study. With tuition fees ~\$2,000 per semester for New York State residents and 75% of students receiving some form of financial aid²⁰, the college provides an affordable gateway to education and thus supports underprivileged community members
- In addition, Finger Lakes Community college contributes to local workforce development by providing training to underprivileged community members – a key enabler highlighted in the URI plan. Over the last three years with public investment of almost \$100k, the college trained over 30 unemployed individuals and workers in special populations as certified nurse assistants, home health aides, as well as in advanced manufacturing machinery and mechatronics
- The City of Canandaigua has worked with Habitat for Humanity to leverage Community Development Block Grant Funds to rehabilitate or build homes for residents. The current project involves demolishing two condemned homes just outside downtown, with subsequent construction of three new homes
- The City has a long-standing partnership with PathStone to help low-income homeowners with energy efficiency, leveraging funds from the City, NYSERDA, and private interests
- Nowhere to Go is a community-led forum on how to care for men, women and children in immediate crisis. Established in 2014, they work under the umbrella of the Community partnership for Ontario County
- The Community Partnership for Ontario County is a 501c3 founded in 1998 to support and administer social programs. Programs include child abuse, reducing heroin use, family support, youth court, and other services
- In addition, the Anthony L. Jordan Health Center, located in the Northern part of the city and founded in 2009, provides non-urgent care to uninsured and underinsured community members. The clinic is able to provide patients who have Medicaid coverage or no insurance with a sliding fee scale to access the full array of family practice services

Going forward, further development of the city's industries and tourism could reduce poverty in the city and broader region by offering various training and employment opportunities to underprivileged community members.

¹⁹ US Census 2014

²⁰ Source: FLCC website

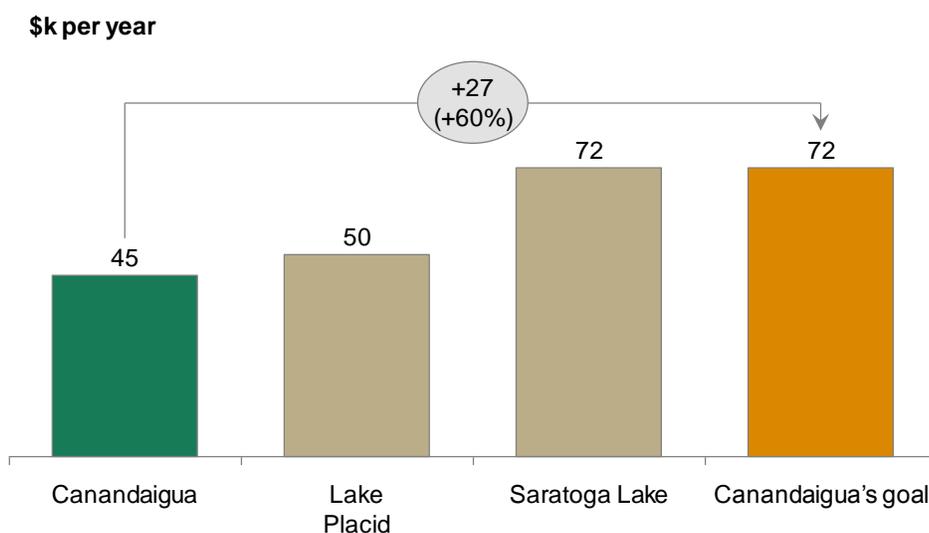
ver the next 10 years, the City of Canandaigua will strive to **reduce poverty level by 6ppt**, or 45%, to achieve current level for Saratoga Lake (see Fig. 21).



Note: Actual values are as of 2014
Source: US Census

Fig. 21. Poverty level in Canandaigua and selected regional tourist destinations, and potential goal for Canandaigua

Over the same period, the city will strive to **increase median household income by 60%**, to reach current level for Saratoga Lake (see Fig. 22).



Note: Actual values are as of 2014
Source: US Census

Fig. 22. Median household income in Canandaigua and selected regional tourist destinations, and potential goal for Canandaigua

8) Local Support. Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

We consider **community engagement and consensus** to be a critical prerequisite for successful revitalization of Canandaigua's downtown. Thus, opportunities and strategic priorities for the city, outlined by this application, have been determined with active involvement of local community. If the DRI grant is received, we will continue to place a strong emphasis on engaging a wide range of stakeholders and building a community-wide consensus.

This section describes the community engagement efforts during DRI application, as well as our plan for wider collaboration going forward.

8.1 Community engagement during DRI application

The local community was actively engaged in preparation of this application through a **variety of channels** (Fig. 23).

Preparation of the DRI application was coordinated by a working team, which included representatives of Canandaigua Chamber of Commerce, as well as selected local anchor companies. Over the course of recent weeks, the team had over 10 working meetings to facilitate the process of community engagement and to analyze inputs.

To solicit ideas for areas of focus, the team conducted over 15 interviews with stakeholders – leaders of local businesses, education and healthcare organizations, and City Administration. 20 local leaders confirmed their commitment by providing letters of support for this application, which are included in the Appendix A.

In conjunction, Canandaigua City Administration and the Chamber of Commerce announced the DRI application process in a press release, sent to over 1000 organizations and individuals in Canandaigua, and published online. The application has also been announced in the local newspaper "Daily Messenger" with over 10,000 readers and on the Chamber's pages in social networks Facebook and LinkedIn (see Fig. 24).

The announcements encouraged community members to submit their ideas and share their stories in a survey and/or by email and over 40 residents provided comments, which have been reflected in this application and will be used for project prioritization and implementation planning, should the city receive DRI support (see Fig. 25).

Stakeholder engagement

-  **10+**
Meetings of DRI working team
-  **15+**
Interviews with community and business leaders
-  **20**
Letters of support

Media exposure & Public Input

-  Press release sent to **1,000+** organizations and individuals
-  Article in Canandaigua's daily newspaper with **10,000+** readers
-  Announcements on Chamber's Facebook and LinkedIn pages with **1,300+** followers
-  **40+** survey responses and emails from public

Alignment on strategic priorities for investment



Fig. 23. Community engagement efforts during DRI application



How would you spend \$10M in Canandaigua?

City and Chamber of Commerce officials are seeking public input as they prepare an application for state economic development money

Mayor Ellen Polimeni has announced that the City of Canandaigua is competing for the \$10 million Downtown Revitalization Initiative funding that New York State

We want to hear from the public about what makes the City of Canandaigua great! There are two ways you can help us be the winning community:

- Share your best story about Canandaigua and examples of public/private partnerships
- Fill out our survey

Fig. 24. Examples of public communication for community engagement in the application process

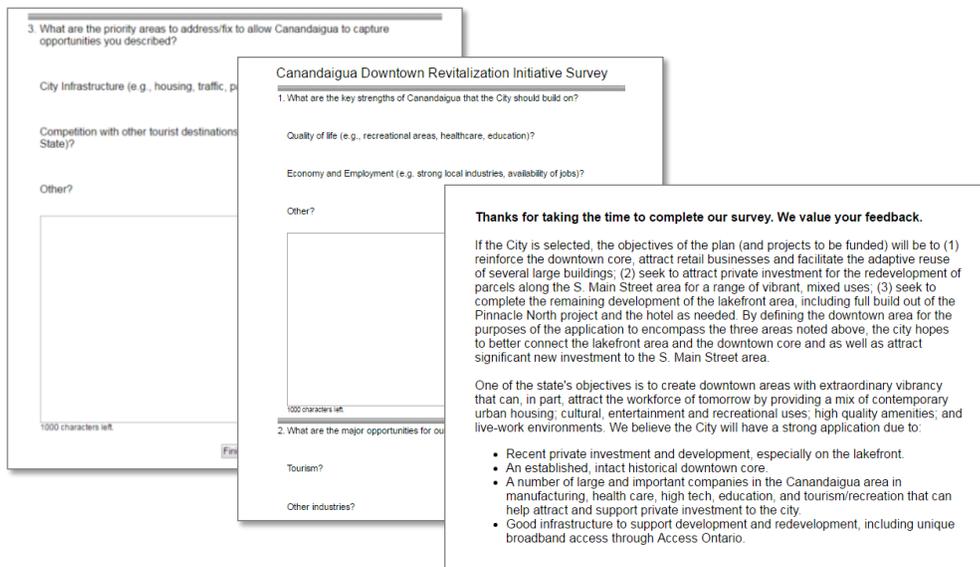


Fig. 25. Online survey used to collect public inputs

8.2 Plan for community engagement going forward

If the DRI grant is received, a process for an even broader community and stakeholder engagement will be initiated (Fig. 26).

The City of Canandaigua will work with a dedicated committee, which will include representatives from the Chamber of Commerce and other anchor organizations, as well as representative citizens, to drive and coordinate the process. The committee will organize a set of Community Forums and Workshops to provide detail about the DRI processes, give an opportunity to present and discuss ideas, align on priorities and select projects for implementation.

In addition, a variety of media channels will be utilized to engage the public, including call-in shows on local radio, meetings with the editorial boards of key newspapers and social media. Active media coverage will pursue a goal of creating engagement and excitement among a broader group and ensure everyone has an opportunity to contribute using public input forms available online.

As the committee collects inputs from a broader community, additional interviews will be conducted with key stakeholders to get a more detailed understanding of potential projects and get alignment on inputs from other channels.

The committee will work closely with the Finger Lakes Regional Economic Development Council and New York State to follow their lead, ensure consistency with the regional priorities and maximize the synergies between DRI and other public support programs.

Finally, the committee will actively collaborate with local economic development organizations, including Business Improvement District (BID), Canandaigua Area Development Council (CADC), Ontario County Office of Economic Development (OCOED), Ontario County Industrial Development Agency (OCIDA), Finger Lakes Visitors Connection and others. The committee will be well-positioned to capitalize on their high level of engagement, illustrated, for example, by their participation in the effort to successfully re-start the Pinnacle North project.

The result of this collaborative effort will be a community-wide consensus on the list of priority projects to be implemented with DRI support.

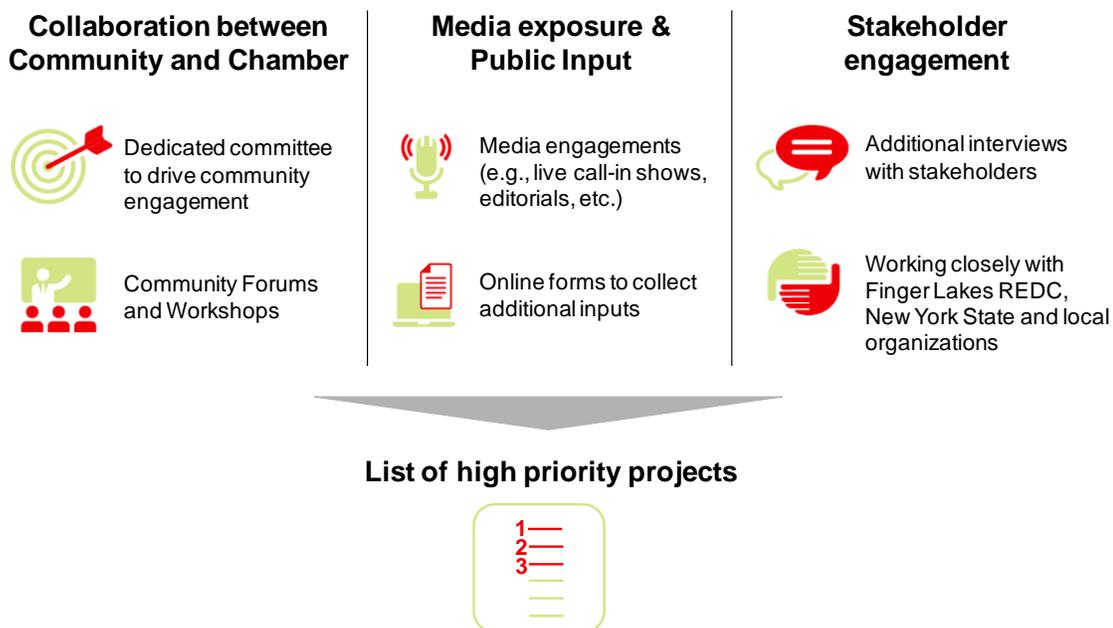


Fig. 26. Planned community engagement mechanisms

9) Other. Provide any other information that informed the nomination of this downtown for a DRI award.

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