

## Downtown Revitalization Initiative

---

### Application Template

---

Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications must be received by the Finger Lakes Regional Economic Development Council by **4:00 PM on June 14, 2017**. Submit your application as a Word Document to [NYS-FingerLakes@esd.ny.gov](mailto:NYS-FingerLakes@esd.ny.gov).

#### **BASIC INFORMATION**

Regional Economic Development Council (REDC) Region: Finger Lakes

Municipality Name: **City of Batavia**

Downtown Name: **Downtown Batavia Business Improvement District (BID)**

County: **Genesee**

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.

**Batavia is *All In* to reshape its urban core by embracing and celebrating its rich entrepreneurial history, fostering cultural appreciation and creating vibrant places for all to enjoy.**

**Justification.** Provide an overview of the downtown, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

The City of Batavia, birthplace of western New York, is the largest City of the Finger Lakes Region behind Rochester. Geographically central to Genesee County, Batavia is also centered between Buffalo and Rochester.

Downtown Batavia is a lively daytime place with access to diverse employers, community institutions, City and County government services. Structurally, merely one block remains of 19<sup>th</sup> century buildings while most others were razed having suffered an urban renewal movement in the 1960's. DRI investment will preserve physical community character as well as enable the City to cultivate and attract the creative class.

In addition, Batavia will be able to further capitalize on research identified sales leakages and missed market opportunities defined within the Downtown. Earlier this year, City of Batavia leadership expressed an "All In" rally-cry setting a goal to achieve \$100 million public-private investment by 2022, placing emphasis on the central business corridor. The \$10 million DRI investment could be leveraged ten-fold to achieve this community objective.

While recent efforts are bearing fruit, they have only stemmed the decline of job loss over the past 15 years. The City still faces 22% poverty and 1 in every 3 children lives below the poverty line.

Batavia is ripe for DRI investment. Strategic planning, favorable policies, local investment fund and market support are all in place. Incremental development is taking shape but the DRI support would be catalytic to reshape downtown and achieve the focus on quality of life initiatives.

**See Page 2** for a greater understanding of the Batavia DRI investment justification.

## **DOWNTOWN IDENTIFICATION**

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the DRI program description.

- 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 concentrated 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. Attach a map that clearly delineates the downtown neighborhood.

The Downtown area is well defined by the 88-acre Batavia Business Improvement District (BID). A detailed description of the area is outlined on **Page 4**. Downtown Batavia has the greatest opportunity for property investments that will restore the historic character of Batavia and establish new compelling reasons to live in the City. Aerial photos depicting investment options has been included on **Page 5**.

- 2) Catchment area.** 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 destination.

Batavia is the largest urban center in the Finger Lakes Region outside of Rochester and located less than an hour drive from either Buffalo or Rochester. Batavia's Downtown is easily accessible to 2.3 million people and regularly draws from neighboring rural counties, as well. Geographically central in Genesee County, Batavia represents the County seat and commerce hub. Batavia's immediate trade area is defined as Genesee County or the Batavia Micropolitan, having 60,000 residents. A detailed description of the catchment area outlining the vibrancy and year-round draw is included on **Page 5**.

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

The City of Batavia has experienced more than \$109 million of public and private investment over the past 10 years. New York State and FLREDC have both been instrumental to City planning, transportation and infrastructure improvements but more work is needed to create a vibrant community. Implementing City-led planning priorities, Batavia has incrementally advanced projects whereby the DRI would exponentially mobilize investment enabling Batavia's rebirth as a thriving community. Specific past and current partnerships are outlined on **Page 6**.

Batavia's future investment potential will be jumpstarted by three distinct market-based strategies where creativity and innovation become driving forces. An overview of the three priority investment strategies: Arts, Culture & Entertainment; Healthy Living & Wellness; and Prosperity for All can be found on **Page 9**.

- 4) Recent or impending 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.

Downtown Batavia is home to 220 businesses as host to more than 2,000 jobs of the 9,425 jobs documented City-wide. Over the decade, there have been an estimated 1,400+ jobs created/retained with nearly 70% of the activity taking place in the last five years as corporate investment gained momentum. Small business development is equally important, facilitated by the City and resulted in more than \$1.3 million investment since 2011 impacting 114 jobs.

**The DRI will enable the City of Batavia to reposition its industrial-minded community to embrace knowledge and creativity spurring new economy lifestyles and job growth.** Batavia's intent is to attract the creative class boasting an entrepreneurial climate, environmental quality, ethnic diversity and active lifestyles. Specific strategies can be found on **Page 14**.

- 5) Attractiveness of physical environment.** Identify the properties or characteristics that the downtown possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

The Batavia Downtown touts a mixed use, affordable neighborhood with access to jobs, community anchors, City and County services (Genesee County's seat). The Downtown has recreational opportunities including Austin Park, the YMCA and Jackson Square, host to the summer concert series. Local necessities such as healthcare, groceries, the downtown Public Market, Richmond Memorial Library, retail, restaurants and professional services are in the target area or in very close proximity. Downtown Batavia enjoys a Walk Score in the mid 80's, meaning most errands can be accomplished on foot.

The City will leverage DRI funds to preserve the few remaining underutilized iconic buildings and aggressively undertake quality of life initiatives from arts and culture enrichment facilities to healthy living and wellness developments. Market-based placemaking and innovation strategies are further defined on **Page 16**.

- 6) Quality of Life policies.** 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, comprehensive plans, complete streets plans, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

The City's collaborative planning efforts have contributed to well-balanced policy adoption created and supported by the community. Intended results will foster investments and increase property values. For

example, the City's updated Comprehensive Plan recommend form-based codes, complete street approach, walkability, tree management, energy efficiency and environmental resiliency. Unique tax exemptions and unprecedented tax investment policies were a direct result of Batavia Brownfield Opportunity Area planning already spurring investor interest in Downtown. More detail on policy initiatives can be found on **Page 18**.

- 7) Support for the local vision.** Describe the public participation and engagement process conducted to support the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing 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.

The DRI vision and strategies are a product of broad community support, targeted planning efforts, market-based data and early implementation success. The most recent City of Batavia Comprehensive Plan update encapsulates redevelopment plans from the Batavia Brownfield Opportunity Area (BOA) focused on the central business corridor and neighborhood investment playbook presented as the Community Improvement Plan, 2012. All plans were developed with extensive stakeholder interviews, interactive online communications, surveys and public open houses. With each instance, a dedicated Steering Committee was appointed to lead research and planning to conclusion. A complete list of planning efforts undertaken to better understand the issues and opportunities facing the City can be found on **Page 20**.

- 8) Readiness:** Describe opportunities to build on the strengths described above, including a range of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how the majority of projects proposed for DRI funding demonstrate their readiness for implementation.

Multi-million dollar private investments are already mobilizing at strategic brownfield sites, two of which have shown indicative progress. The DRI will most certainly catalyze downtown projects that may bolster arts, culture & entertainment, wellness and prosperity. Most importantly, the results would satisfy pent-up resident demand to reshape the community, impact hundreds of jobs and likely spur more than \$50,000,000 of additional investment in the City of Batavia. This sampling of Batavia's DRI projects can be found on **Page 21**.

- 9) Administrative Capacity.** Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts.

The City of Batavia leadership has proven success over the last decade cooperatively managing a range of community investment initiatives from conception to completion. The City DRI strategy is a product of

extensive, open, transparent and engaging community dialogue. In conjunction with Downtown representatives, a truer cross-section of the community may also involve members County-wide who appreciate the civic center and cultural rebirth. City Manager Jason Molino will act as the Batavia DRI point person. He can be reached at (585) 345-6332, or by email at [jmolino@batavianewyork.com](mailto:jmolino@batavianewyork.com).

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

Agriculture and food production, next generation manufacturing, entrepreneurship and pathways to prosperity pillars are shared priorities in Batavia. Leveraged DRI investments, expected to be ten-fold in Batavia, will stem the tide of decline and attract the creative class boasting an entrepreneurial climate, environmental quality, ethnic diversity and active lifestyles.

DRI investment will recharge and remind regional stakeholders “why” Batavia has been a special place since 1802, founded as the birthplace of western New York. Batavia’s Downtown will be reborn as a thriving community of choice once again.

\*Don’t forget to attach a map that clearly delineates the downtown neighborhood. (See item 1.)



---

# DOWNTOWN REVITALIZATION INITIATIVE: ROUND TWO

---

# I'M ALL IN!



## **Bet on Batavia, we're all in!**

The City of Batavia launched a community campaign earlier this year to cause \$100 million additional public-private investment to enhance the City's quality of life and opportunities by year 2022.

Winning Governor Cuomo's \$10 million DRI award would be catalytic and fully leveraged to achieve Batavia's investment goal.

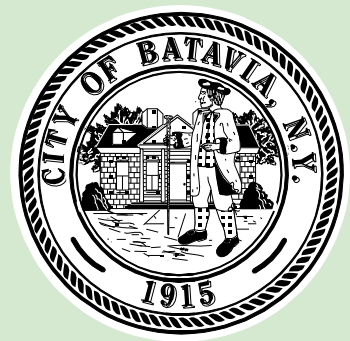
The Batavia DRI will be strategically and swiftly implemented to grow jobs, increase wealth, drive private investment ten-fold, and reduce poverty in Batavia.

#FLXFWD #100millionimallin

---

## BATAVIA, NY

---



## \$100 Million I'M ALL IN!

**Downtown Revitalization Initiative**  
**Batavia's strategic focus:**

- Arts, Culture & Entertainment
- Healthy Living & Wellness
- Prosperity for All



**Regional Economic Development Council Region:** Finger Lakes

**Municipality Name:** City of Batavia

**Downtown Name:** Batavia Business Improvement District (BID)

**County:** Genesee

**Vision for Downtown.** *Provide a brief statement of the municipality's vision for downtown revitalization.*

Batavia is **All In** to reshape its urban core by embracing and celebrating its rich entrepreneurial history, fostering cultural appreciation and creating vibrant places for all to enjoy.

**Justification.** *Provide an overview of the downtown, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.*



### **Overview & Defining Characteristics**

The City of Batavia, birthplace of western New York, is the largest City of the Finger Lakes Region behind Rochester. Geographically central to Genesee County, Batavia is also centered between Buffalo and Rochester.

Downtown Batavia is a lively daytime place where historic three-story 19<sup>th</sup> century buildings are held dear, having suffered a mid-century urban renewal movement. While most physical structures were razed, this area remains densely populated (2,000 workers), pedestrian-oriented (one can walk from the center to any boundary in 5 minutes), and

experiences extraordinary vehicular traffic with nearly 12 million people traveling through the district annually.

The Batavia Business Improvement District (BID) touts a mixed use, affordable neighborhood with access to jobs, community anchors, City and County services (Genesee County's seat). Despite the lack of natural amenities, BID has recreational opportunities including Austin Park, the YMCA and Jackson Square, host to the summer concert series. Local necessities such as healthcare (UMMC), groceries (Save-A-Lot and the downtown Public Market), Richmond Memorial Library, retail, restaurants and professional services are in the target area or in very close proximity. Downtown Batavia enjoys a Walk Score in the mid 80's, meaning most errands can be accomplished on foot.

The Batavia BID was originally established as a result of the dire City conditions of by-gone years. Currently, the BID has achieved successes from significant capital improvement initiatives, facade programs and serves as primary downtown event leader. The BID operates through its Executive Director, active Board members and passionate volunteers. In recent years, intentional emphasis, partnership and coordination of City Hall with the

Batavia Development Corporation as well as the Genesee County Economic Development Center (GCEDC) has caused new multi-million dollar investments within the BID. Still, more needs to be done to cultivate and attract the creative class breathing new life, hope and enthusiasm to the civic core of our regional commerce hub.

### ***Ready for Investment***

With DRI investment, Batavia will be able to further capitalize on the research identified sales leakages and missed market opportunities defined within the BID. Genesee County eating and drinking sales leakages top \$12 million wherein the BID merely captures 8% of total sales. Experts say this is a low capture for a place that is the government and economic center of the County; strong business districts should capture 20%. Entertainment spending is another \$17 million untapped opportunity in Batavia.

Immense potential exists to re-create the former density downtown as experienced pre-urban renewal. Short of infill construction, Batavia has already begun to aggressively encourage conversion of vacant upper floors to apartments and offices with some success. More downtown residents and office workers would provide a built-in market for downtown retailers, a new revenue source for property owners and greater security for the district. Every new household in downtown Batavia should bring with it \$20,000 in demand for retail goods and services.

Ripe for investment, downtown Batavia already serves as headquarters for banking and insurance. Given the market study employment projections, the health care sector jobs are expected to increase 25% by 2022, more than 49,000 square feet of new medical office space is also possible to complement the existing office cluster.

Downtown Batavia business leaders are committed to Batavia's future. These leaders have invested more than \$109 million in private capital over the last decade and continue to support community activities such as Jackson Square Concert Series, Christmas in the City and the 2015 Centennial Celebration. Elected officials and economic development leaders are equally as committed to downtown Batavia having inked an agreement to repurpose future tax dollars into revitalizing the City's urban core. These targeted investments should stem the tide of decline, reversing the City's alarming poverty trends, radiating benefits region-wide.

**With both the public and private sector working together to improve downtown Batavia, DRI discussions have dramatically shifted the local conversation to placemaking and innovation as the impetus for wealth creation and economic growth.**

After years of planning, Batavia is now armed with "how" to tactically transform the City; the DRI investments will help tell the story of "why" Batavia has been a special place since 1802. The DRI will immediately enable strategic plan implementation and propel current community development initiatives forward mobilizing new investment. Batavia's DRI strategies will move local leadership beyond a planning and tactical front to a more thoughtful and deliberate quality of life emphasis of arts, culture, entertainment, wellness and prosperity for all.



*Batavia Pre-Urban Renewal Density, Circa 1950's*



Recently, City of Batavia leadership expressed an “All In” rally-cry setting a goal to achieve \$100 million public-private investment by 2022, placing emphasis on the central business corridor. The \$10 million DRI investment could be leveraged ten-fold to achieve this community objective.

Batavia is ripe for DRI investment. Strategic planning, favorable policies, local investment fund and market support are all in place. Incremental development is taking shape but the DRI support would be catalytic to reshape downtown and achieve the focus on quality of life initiatives.

### 1) Boundaries of the Downtown Neighborhood.



***Batavia Business Improvement District***

In 2016, Batavia outlined a DRI campaign to Bet on Batavia’s Brownfield Opportunity Area (BOA) as the primary investment zone for the DRI investment. This year, we propose a smaller geographic area within the BOA to go “All In”. A DRI investment will be concentrated within the City of Batavia Business Improvement District (BID), the central business district still recovering from the devastating impacts of “urban renewal” of the 1960’s. We narrowed our focus to the 88-acre BID which includes three priority BOA sites, City Hall and marginal public spaces. The BID has the greatest opportunity for property investments that will restore the historic character of Batavia and establish new reasons to live downtown.

Approximately 2,000 people work within the Batavia BID among the 220 diverse businesses, in addition to, City and County government also located in the district. However, the BID has multiple underutilized sites with some brownfield, vacant and abandoned buildings. Studies have revealed approximately 30% of the BID acreage is underutilized and more than 200,000 square feet of buildings require substantial investment.



## 2) Catchment area.

Besides being the largest urban center in the Finger Lakes Region outside Rochester, Batavia can draw from a much larger population base because of its central location and other factors:

- The Downtown target area is easily accessible from the NYS Thruway exit which is equidistant between the Rochester and Buffalo metro areas (30-45 minutes) and their combined populations of 2.3 million people;
- Darien Lake Theme Park attracts more than 1,000,000 people annually, many who drive through the target area on Routes 5 and 33 and patronize restaurants, retail and services in Downtown;
- Batavia Downs, a mile away from Downtown, attracts 800,000 visitors annually;
- Approximately 35,000 vehicles pass through the target area on Route 5 daily; another 40,000 pass nearby on the NYS Thruway daily.
- An estimated 9,425 people are employed within the City limits. Of these jobs, 2,000 are within the proposed Batavia DRI district

Batavia's immediate trade area is defined as Genesee County or the Batavia Micropolitan, having 60,000 residents. A quarter (25%) of the county population is concentrated in the City of Batavia which is geographically central having multiple state highways traversing downtown in addition to I-90 and I-490 providing easy access to and from this Genesee County government post, regional commerce and employment hub.

Unfortunately, the City of Batavia's population is slowly shrinking, losing resident buying power estimated at \$20,000 annual retail demand per family. More debilitating is the pervasive poverty and unemployment in the City resulting in the \$37,522 median household income, far below the Finger Lakes regional average. However,

experts have emphasized that a reinvigorated downtown, introducing a more vibrant main street, could quickly reverse the City of Batavia population loss and begin attracting new retail, create jobs and invite more people to live downtown.

Significant to note, a priority FLREDC supported Upstate Revitalization Initiative is taking shape a short drive away. Batavia is preparing for population growth anticipated as a result of the Western New York Science and Technology Advanced Manufacturing Park (STAMP) planned 15 minutes from downtown Batavia, in the northwest corner of Genesee County. With more than 10,000 jobs predicted at full build out, the project could attract as many as 20,000 new residents into a County of 60,000 people. Many of those new residents will be millennials who appreciate urban lifestyles and gravitate toward downtown areas for living, culture and entertainment.

### 3) Past investments, future investment potential.

Batavia has seen more than \$109 million in public and private investments in or near the BID over the last 10 years according to Genesee County Economic Development Center (GCEDC). The City and Batavia Development Corporation have also secured more than \$10 million in State grants to improve infrastructure, rehabilitate affordable housing stock, address blight and inspire low-moderate income persons to become entrepreneurs. Projects receiving New York State grant funding will springboard more downtown activity.

#### *Precedent projects within the last decade:*

- Masse Gateway Redevelopment Project: \$3 million total project supported by a \$1.5 million RestoreNY grant funding demolition, revitalization and reuse of former industrial buildings;
- St. Jerome Senior Apartments: \$10 Million + total project partially funded by \$5.1 million NYS Housing Trust Fund TCAP and \$107,000 NYSEDA grant funding the creation of 37 apartments in a former hospital building.
- Healthy Neighborhoods Sidewalk Project: \$960,000 project funded by a \$720,000 Transportation Alternatives Program (TAP) grant funding 12,000 lineal feet of sidewalk replacements.

#### *Recent CFA sponsored initiatives:*

Implementing City-led planning priorities in alignment with Finger Lakes Forward, Batavia has incrementally worked to advance projects whereby the FLREDC has played a supporting role.

- **Ellicott Station** redevelopment is the cornerstone \$17 million project now underway in the BID to return a blighted, vacant, abandoned and contaminated site into a thriving mixed-use campus. Facilitated by the Batavia Development Corporation with support from the **FLREDC CFA Round VI** \$1.9M Empire State Development Capital grant and NYS Department of Conservation Brownfield Clean-up Program, it is a key City of Batavia BOA redevelopment. The City was also awarded a \$500,000 **Restore NY** grant to contribute. The project design and financing are well underway, the developer is now seeking entitlements to begin site work in 2017.







- Newberry Place** historic building renovation has grown from introducing a unique restaurant incubator concept to a complete overhaul of the iconic 20,000 square foot Main Street building to the tune of \$2.6 million. The project was induced by **CFA Round V** New York Main Street Anchor Building grant of \$500,000. The renovation is on schedule to deliver by December 2017. USDA Rural Development has also contributed to the freshLAB restaurant incubator as it requires local ingredient sourcing expanding farmer's access to markets. Batavia Brewing Company will be the anchor start-up tenant.
- New York Main Street** sponsored building improvements in the Batavia BID will top \$3 million by the end of 2017, yet, there is much more to do specifically along the BID's Ellicott Street corridor/State Route 63 as gateway to the City's Southside, a most distressed neighborhood.
- Façade and Capital Improvements** coordinated by the BID exceed \$1.7 million since organizational inception. Most recently, a **FLREDC CFA Round V** Rural Area Revitalization Program grant renovated two downtown anchor buildings. Now considered the hippest area in the City, the higher quality building tenants generate lunch and dinner crowds plus daily pedestrian traffic working or working out in updated classic Main Street buildings.
- Batavia's Downtown Public Market** received a **CFA Round VI** Empire State Development planning grant to study the potential for an expanded farmer's market, likely to extend the harvest season and explore other agricultural research and development for Genesee County, a top NYS producer.
- City of Batavia Microenterprise Program** successfully closed-out having five of the seven businesses located directly in the BID, three of which were start-ups. The other two business expansions enhanced city-wide daycare and trash removal services. Upwards of 10 jobs were made available to low-moderate income persons. **FLREDC CFA Round V** support more than doubled the State investment as Batavia benefitted by \$530,000 small business investment over two years.
- Harvester Center**, through the support of an Empire State Development planning grant **CFA Round V**, Harvester is now poised to attract investors on the order of \$38 million expected to transform an obsolete 20+ acre industrial campus into a mixed-use neighborhood outside the BID but pivotal within the City's BOA central business district.

***Anchor institution investments stretch beyond BID borders but directly impact the downtown DRI district.***

***Rochester Regional Health's United Memorial and Jerome Centers***

When Rochester General and Unity Hospitals merged in 2014 to create Rochester Regional Health (RRH), the organization became the second-largest employer in the Rochester region; and in 2015, Batavia's United Memorial Medical Center (UMMC) joined that health system, too. Not only has RRH/UMMC invested in infrastructure and technology increasing the center's employment by 100 jobs in the past two years, the organization has placed an emphasis on wellness initiatives from which the BID benefits.

- Prior to that merger, UMMC had invested nearly \$30 million in its medical campus including the renovated Jerome Center as well as a new surgical center and maternity wing.
- Since joining RRH, the investment has continued with the addition of the Lipson Cancer Institute; a \$6.5 million 9,500 square foot radiation oncology center built in 2016.
- As the medical nucleus of Genesee County, UMMC sees an estimated 50,000 people annually and continues to increase access to local healthcare for all Geneseeans.
- The Jerome Center is directly in the middle of the BID district and portions of the formal medical center have been converted into apartments for seniors. These apartments are next door to the YMCA and Senior Center providing easy access to healthcare, the library and the public market.

### *Invested Community Partner*

“OUR BATAVIA CANCER CENTER IS FAR FROM A SATELLITE, IT’S THE REAL THING. ALL OUR OPERATIONS IN BATAVIA ARE PART OF A BIGGER WHOLE,”

DR. ERIC BEIBER, CEO

ROCHESTER REGIONAL HEALTH

### *SUNY Genesee Community College (GCC)*

SUNY GCC’s Batavia campus is located less than three miles from downtown Batavia. GCC is growing, and the City of Batavia is benefitting from that growth. The most recent projects for GCC are two new buildings slated to open Fall of 2017 at a cost of \$24.8 million. The College raised funds for a significant portion of the cost, with a great deal of that coming from the agriculture community. The project is also funded through New York State SUNY and Genesee County.

The 18,478 square foot Student Success Center will be a two-story facility connecting to the existing Conable Technology Building through a second story bridge. It will become the new “front door” of the Batavia Campus partially enclosing the College’s central academic quad. Within this structure, the college is taking an innovative

### *Invested Community Partner*

“THERE IS UNDOUBTEDLY A NEED FOR GCC STUDENTS TO HAVE GREATER CONNECTIVITY AND INVOLVEMENT AT THE DOWNTOWN LEVEL. ROUTES TO AND FROM THE GCC CAMPUS HAVE GROWN 32% IN THE PAST YEAR. IN SUMMER 2017, WE ARE ADDING WEDNESDAY NIGHTS FOR SUMMER STUDENTS.”

JAMES MOTT, REGIONAL MANAGER  
ROCHESTER REGIONAL TRANSPORTATION  
AUTHORITY

approach to supporting student success. The one-stop service center will feature new success coaches who will provide each new GCC student with a single point of contact from his or her first day on campus all the way through commencement. The Student Success Center brings the admissions, financial aid, academic advisement, job and career counseling and a variety of other student services into one building.

The new GCC Event Center, at 56,614 square feet will include the largest open public space in Genesee, Livingston, Orleans and Wyoming Counties. The large arena will not only accommodate an array of athletic competitions, but all kinds of civic, community, trade, industry as well as college events—from regional and even state-wide farm, boat and tractor shows to commencement ceremonies where a whole family can sit together.



### The Ellicott Trail

This locally administered federal aid multi modal trail project begins construction in September 2017 with completion within a year. The trail runs approximately 4.6 miles via on and off-road segments through the Town and City of Batavia, and directly through the BID. The trail will consist of a 10 ft. wide stone dust surface trail for off-road segments, and use existing sidewalks for pedestrians and bike lanes for bicyclists. An existing bridge, over CSX Railroad, will be refurbished with new decking and railings and a new bridge to carry pedestrians and bicyclists over Tonawanda Creek, will also be constructed as part of the project.



Other improvements for the trail corridor include, streetscape enhancements, pedestrian safety improvements, and wayfinding signage.

The trail will connect commercial, industrial and residential areas in the Town and City of Batavia. With the exception of the existing sidewalks in the City of Batavia, there are limited alternative transportation opportunities currently within the project vicinity. The new trail will provide an internal bicycle and pedestrian route through the City and Town, including off-road sections, providing more efficient and safer travel options for travelers.



*"This trail belongs to the community," said Tom Lichtenthal, Town of Batavia Highway Superintendent and leader of the Trail Steering Team. "We've been fortunate to garner an enormous amount of public support and attention."*

*A community logo design competition garnered 176 submissions before choosing the winning design (above) by local graphic artist, Jayme Privitera.*

Project funding is provided by the Transportation Enhancement Program (TEP) in the amount of \$1,366,000, State and Municipal Facilities Capital Program (SAM) in the amount of \$250,000, and the Town and City of Batavia are sharing the remaining 25% local share costs for the design, construction and property acquisition of the project.

**Batavia's future investment potential** will be jumpstarted by three distinct market-based strategies where creativity and innovation become driving forces. City planning efforts support the following priority investment strategies for placemaking and innovation: **Arts, Culture & Entertainment; Healthy Living & Wellness; and Prosperity for All.**

**Arts, Culture & Entertainment:** Batavia has a rich cultural history, one that is still alive with ethnic neighborhood pride today. The faith-based community is strongly represented among half a dozen century-old restored churches to modern sanctuaries. GO Art! leads arts programming across Genesee and Orleans Counties and are always quick to point to research showing that arts engagement results in better performing students. Years of planning has identified these abundant,

yet, underfunded and underutilized resources. Leveraging these assets would offer compelling ways to tell Batavia's story for the next century. The DRI will enable us to do so.

Leadership is poised for a purposefully organized downtown neighborhood in which individuals, couples and families from the entire Genesee region have an appetite for theatre, art shows and concerts celebrating

community. Recently the City of Batavia celebrated 100 years in 2015, bringing together the business and cultural communities in a year-long celebration. Tree planting, historic walking trails, legacy gifts, multiple socials coalesced enthusiasm for living in Batavia we want the momentum to continue.

Anchored by Jackson Square and freshLAB, efforts have already begun to reshape downtown into a local and regional entertainment district. Eventually, the goal is to provide a cluster of successful restaurants that will reverse the \$12 million eating and drinking Genesee County sales leakages. This will assist in spearheading a vibrant calendar of events, build performing arts venues, encourage engaging storefront displays and add several galleries featuring regional and national artists. Genesee-Orleans Arts Council (GO Art!) is already a downtown pillar to become instrumental in DRI visioning and implementation.

Further supporting the strategy, Buffalo's Savarino Companies \$17 million investment in the BID at Ellicott Station is being led by Resurgence Brewing to repurpose a vacant and abandoned building into unique dining venue and niche sour beer production facility. The outdoor beer garden will directly link to the Ellicott Trail, the City's expanded and improved pedestrian trail traversing east-west more than 4 miles. Batavia will literally build around this impending success story.

We also support the re-location of our community theatre (which we envision expanded to a local arts complex) to this DRI district. Harvester 56, which is managed by a local non-profit, has been searching for the perfect location for its new theatre. Not only does Harvester 56 house the Batavia Players, which provides 50 live theatrical performances each year, it offers three distinct after school and summer programs for youth ages 6 – 17. These programs are partially funded by various organizations allowing 150 youth annually to participate in theatre arts who might not otherwise have that opportunity.

*Research consistently demonstrates that children struggling with poverty who have early and frequent exposure to the arts perform better on writing and science tests, have higher high school graduation rates and attend college at a rate 30% higher than their counterparts with lower levels of arts engagement.*

*Source: The Arts & Achievement in At-Risk Youth, NEA, March 2012*

Other local arts-focused initiatives, some of which could be expanded with a new theater and arts center, include:

- **GO Art!:** features regional, national and international artists and works and is curated by a panel of local volunteers.
- **Artists as Entrepreneurs:** GO Art! Offers low-cost rental space for local artists and entrepreneurs to offer classes at affordable rates within one building. Last year alone saw over 100 attendees with ages ranging from one to 70.
- **Arts Camps for Kids:** In addition to the Batavia Player's performing arts camp, GO Art! Offers create arts camps featuring music, dance, visual arts and creative writing to kids in grades 2 – 5. Many local organizations donate scholarships to students in need.

### *Invested Community Partner*

*"THIS COMMUNITY IS COMMITTED TO THE ARTS AS EVIDENCED BY THE LARGE NUMBER OF SCHOLARSHIPS AVAILABLE AND THE COMMUNITY'S WILLINGNESS TO RAISE FUNDS. WE DON'T HAVE TO RELY ON RESEARCH TO TELL US THAT THE ARTS SIGNIFICANTLY IMPACT CHILDREN STRUGGLING WITH POVERTY. THE THEATER PROVIDES AN OUTLET TO PERFORM WHILE GAINING CONFIDENCE AND IMPROVING SOCIAL SKILLS – WE SEE THE DIRECT IMPACT IN EDUCATION EVERY DAY."*

*PATRICK BURK, PRESIDENT, CITY OF BATAVIA SCHOOL BOARD AND EXECUTIVE DIRECTOR, THE BATAVIA PLAYERS*

- **Genesee Chorale:** Created in 1971, the repertory encompasses a wide variety of music in various styles from motets and madrigals of the Renaissance, to folk, musicals, and jazz.
- **Batavia City Canvas Art Trail:** Sometimes canvas and an easel just isn't enough for an artist with a big idea. Sometimes, you need to search out a different medium, something bigger, like a building. Batavia City Canvas Art Trail is striving to include 20 to 30 works of art painted directly on a building or weatherproof art hung on a building. The art trail incorporates existing works, such as those in Jackson Square, as well as planned new works.
- **Genesee Symphony Orchestra:** With a mission to link a diverse public with the arts, the GSO is passionate about getting everyone – young and old – exposed to the orchestra. From its annual Meet the Orchestra event to the Young Artist Competition and String Workshop, the GSO engages the community and brings a distinct awareness of the arts to our rural region.

**Healthy Living & Wellness:** Batavia must focus on many dimensions of health to include social, occupational, environmental, financial and physical wellness from walkability to brownfield redevelopment.

One of the largest collaborative community partnerships coming forward involves RRH and the YMCA to create a Healthy Living Campus in the heart of downtown. The Genesee Area YMCA and RRH have developed a partnership with community leaders and stake holders to develop a comprehensive, multi-purpose health campus that will be located on a 10 acre site in the center of Downtown Batavia.

Initial surveys and feasibility studies have discovered a need to strengthen our rural community with more comprehensive and cooperative health services. The proposed healthy living campus will have a transformative impact on the revitalization of Downtown Batavia and will provide Genesee County with a first class facility offering holistic, multi-generational health services that address disease prevention, wellness, nutrition, rehabilitation and therapy for the mind and body. The YMCA and Rochester Regional Health currently share independent facilities on this campus in a variety of obsolete structures with potential environmental issues and inefficient energy sources on poorly planned, underutilized acreage on the City's Main Street. This project provides an opportunity for the partners to strategically collaborate to create a downtown anchor that will improve the health of the community and, at the same time, promote economic development and revitalization in downtown Batavia.



*Photo Credit: Howard Owens, The Batavian*

The hospital is the County's largest non-government employer with 800 employees including 125 that work in the BID district. The hospital needs additional space for its own activities and to provide Class A medical office space for area health practitioners. Its main campus on North Street is fully built out with no space available for additional development and therefore this project will facilitate the hospital's expansion needs and support an estimated 50 jobs at the site.

Similarly, the YMCA's current 53,000 sq. ft. building is out of date with no room for expansion. The layout of the urban renewal era building also does not lend itself to the flexibility needed as the requirements of its client base changes. More importantly, a joint facility allows both entities to share services that enhance their

common mission to improve the health of the community. The vision is to have a comprehensive and integrated health campus offering opportunities for:

- Wellness and prevention of serious health issues: exercise, weight management & nutrition programs;
- Rehabilitation: cardiac rehabilitation and physical therapy;
- Coordinated basic medical care for primary care and population health;
- Enhanced teaching campus for UMMC;
- Seeking AARP age-friendly community certification; and
- Community arts, culture and inter-generational social activities.

This integrated approach will also encourage additional employment growth for both entities. The medical portion of the building is anticipated to attract up to five businesses with up to 50 employees, this is in addition to 50 new jobs at the hospital and 15 new jobs at the YMCA. It is anticipated that the project will generate the need for 115 additional employees. Employees at both facilities will be professionals with medical and physical fitness backgrounds that will earn good salary.

Other wellness-focused initiatives, some of which could be aided with resources from the DRI, include:

- The **Healthy Children and Families Coalition**, made up of the hospital and seven local organizations, including the City's Youth Bureau, is tackling childhood obesity through several collaborative programs. One such program, "**Get Fit!**" has become popular with local families. "We've seen an average of 30 new families or 120 individuals each year from our schools participating in this program," says Michael Bromley, School District Athletic Director. "It's a great way for families to learn and practice healthy habits together which makes it very effective."
- As mentioned above the **Ellicott Trail**, is approximately 4.6 miles through the Town and City of Batavia. The trail consists of off-road segments and the use of existing sidewalks for pedestrians and bike lanes for bicyclists. An existing bridge, over CSX Railroad, will be refurbished and a new bridge to carry pedestrians and bicyclists over Tonawanda Creek, will also be constructed as part of the project. This trail spans the entire length of the City riding in the heart of downtown Batavia.
- In 2015, the town and city of Batavia combined their farmer's markets into one, and the **Batavia Public Market**, located right in the middle of the Healthy Living Corridor, is open six months of the year and features produce and gifts from up to three dozen farmers and crafters located right here in Genesee County – we are the agri-center of the region after all! The market also participates in the NYS Farmer's Market Nutrition Program, making freshly grown food available to everyone regardless of income.
- Batavia's **freshLAB restaurant incubator** was conceived to address the restaurant sales leakage, capitalize



on healthy foods linking to area agriculture and strengthening restaurant management. Now under construction, the freshLAB programming will respond to consumer demands to source local ingredients providing healthy food options. As a result, USDA Rural Development has already become a key sponsor.

**Prosperity for All:** The City of Batavia suffers from poverty where 1 in 3 children and more than 22% of the population live below the poverty line. The BID directly represents each of the City’s six Wards, three of which are considered “highly distressed” by most standards. A primary tenet of the City’s updated Comprehensive Plan, “prosperity” is thought to resonate as having a strong and diversified economy, quality buildings, a variety of quality housing options, engaged residents, and unique neighborhoods.

Savarino Companies by way of its Ellicott Station project will bring unprecedented prosperity to one of the most distressed neighborhoods within the City of Batavia, 36% of its residents now live in poverty. The significant \$17 million brownfield redevelopment will not only mitigate public health risk, it will transform the physical landscape and provide new financial, emotional and occupational opportunities for Batavia residents. In fact, Savarino Companies will replicate a workforce training program used successfully at a Buffalo construction site to employ hard to place workers, pay above minimum wage and offer certification pathways to each participant. It is estimated the project will induce upwards of 136 temporary construction jobs and house more than 80 permanent jobs onsite not available on location since the turn of the century.

Since 2003, the City’s long-standing micro-enterprise funding programs have provided dozens of low-moderate income persons new paths to prosperity. Moving forward, these programs will be managed in a more deliberate and focused way cultivating entrepreneurs via START-UP Genesee collaborative, specifically highlighting market opportunities and more fully supporting entrepreneur management training.

Other incremental investment is anticipated. Moody’s Analytics and NYS Department of Labor have both forecast job growth in Batavia by 2022. However, DRI leadership will enable Batavia to deliver more creative solutions to support 10,000 veterans served in the tri-county area (Genesee, Orleans & Wyoming), design and deliver high quality mixed-income housing and strengthen educational programs leading to a sustainable and innovative economy.

### *Invested Community Partner*

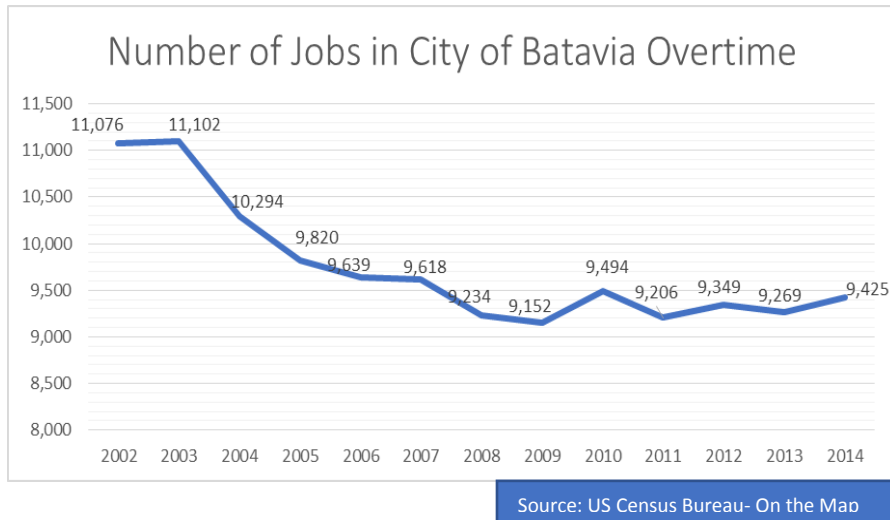
“THIS IS AN EXAMPLE OF HOW THE GAME SHOULD WORK – DEVELOPERS WORKING WITH THE COMMUNITY, BUILDING WEALTH BY CREATING LIVING WAGE JOBS,”

AARON BARTLEY, EXECUTIVE  
DIRECTOR, PUSH BUFFALO  
COMMUNITY ORGANIZATION  
FIGHTING TO MAKE AFFORDABLE  
HOUSING AVAILABLE ON  
BUFFALO’S WEST SIDE.



#### 4) Recent or impending job growth.

Batavia has experienced significant job loss (1,651) since 2002, yet, remains host to one-third (33%) of all jobs in Genesee County. Today, Genesee County unemployment hovers at 5%; nevertheless, more than 22% of Batavia residents live in poverty having more than 54% of the Batavia City School District students qualify for free or reduced lunch.



As of 2014, US Census data shows 9,425 people were employed within the Batavia city limits. Of these jobs, approximately 2,300 are filled by City of Batavia residents while a stunning 7,000 people commute to work in Batavia.

It is estimated that more than 2,000 jobs are located within the downtown proposed DRI district.

Years ago, Genesee County Economic Development Center (GCEDC) deployed an edge development strategy whereby targeted industry greenfield sites were established outside the city to capitalize on natural resources and available infrastructure attracting next generation manufacturing, private investment and job creation. The strategy has been slowly working but has only stemmed the tide of decline and makes access to jobs more difficult for City residents without means to get there.

Based only on projects that have received incentives through the GCEDC, 776 jobs have been retained and 645 jobs have been created in the city in the last decade. The majority of those jobs (70%) have been retained or created within the last five years as development activity gained momentum.

O-AT-KA and Tompkins Financial Corporation are representative corporate highlights for job growth. Blended agency and grassroots entrepreneur efforts drive growth otherwise.



**O-AT-KA**

Representing more than 400 of the region's dairy farms, O-AT-KA Cooperative was founded in 1959.

Last year, O-AT-KA opened its new \$21 million, 200,000 square foot warehouse and material handling facility and 35,000 square foot equipment room.

**Tompkins Financial Corporation**

In 2014, Tompkins Financial Corporation expanded its Batavia Financial Center by acquiring a 30,000 square foot facility across the street from its downtown Main Street headquarters. This beautiful new location sits in the middle of the BID and, with accommodations for 60 employees, is home to Customer Care Centers for both Tompkins Insurance and Tompkins Bank of Castile and contains the company's new state-of-the-art training facility. The Tompkins family of companies is committed to Batavia and employees spend an average of 20 hours volunteering in the local community. Tompkins now has four buildings within City limits housing 136 employees, 106 of which are located in the targeted DRI district.

*Invested Community  
Partner*

"WE DECIDED TO INVEST AND EXPAND IN DOWNTOWN BATAVIA, BECAUSE AMONG OTHER THINGS, BATAVIA IS PERFECTLY POSITIONED TO DRAW EMPLOYEES FROM GENESEE AS WELL AS THE ROCHESTER AND BUFFALO REGIONS. WE HAVE ACCESS TO AN EXCELLENT WORKFORCE."

TIM SPEZZANO, SVP  
PERSONAL LINES INSURANCE

*Udderly Impressive!*

Amount invested in past 10 years.

**\$114 million**

Expected investment over next five years.

**\$100 million**

Hired **100 new** employees in the past 2 years

Hiring **30 new** employees in the next 7 months

**Initiatives otherwise fueling Batavia's job growth:**

- Small Business Loan Programs:** For more than a decade the City has partnered with the Batavia Development Corporation (BDC) to administer the City's revolving loan funds fostering job creation and start-up businesses within city limits. Since 2011, the program has sponsored more than 36 businesses having total investment top \$1,360,430 and approximately 114 jobs introduced in the City of Batavia. The BDC has already aligned future investment priorities with the strategies proposed for the DRI that being to enhance arts, culture, entertainment, wellness and prosperity for all.
- START-UP Genesee:** Launched in 2016, a collaborative program where all Genesee County economic development specialists teamed-up to host bi-monthly networking socials highlighting the entrepreneur support systems of the region. Hosted in the heart of the DRI targeted BID district, 95 guests attended the freshLAB restaurant incubator event excited about the potential for three more start-up businesses and on-going programming to strengthen entrepreneurship.
- Ellicott Station:** When fully realized, the \$17M Ellicott Station downtown redevelopment will be a job generator on a site that has been dormant or detracting from downtown for decades. More than 136 temporary construction jobs and 80 permanent jobs are the anticipated result of the investment. More so, Savarino Companies will replicate its proven construction training program targeting the unemployed who may take advantage of the short walk or bike to work.

- **STAMP:** In addition to direct downtown job potential, the STAMP mega project nearby continues to gain momentum. In the next decade, the project is anticipated to house up to 10,000 workers. 1366 Technologies, a state of the art solar wafer manufacturer, is STAMP's first tenant and intends to build a 100,000 sq. ft. plant with a \$700 million investment. The new solar plant is expected to employ up to 1,000 workers at the plant, most of which will be high tech professionals.

**The DRI will enable the City of Batavia to reposition its former industrial-minded community to embrace knowledge and creativity spurring new economy lifestyles and job growth.** Batavia's DRI strategic intent is to attract the creative class boasting an entrepreneurial climate, environmental quality, ethnic diversity and active lifestyles. Perhaps this approach will also pique interest of the existing 7,000 commuters to reconsider Batavia as a community of choice not only for work but to live, play and raise a family, too.

Fortunately, an 11% job growth is also forecast in Batavia for the coming years. According to Moody Analytics approximately 1,000 more professional and medical jobs will be created in Genesee County by 2022.

### 5) Attractiveness of physical environment.

Historically, downtown commercial districts were designed to maximize retail activity and profitability. Large storefront windows invite people inside to browse and buy, blurring the distinction between the sidewalk and store. Contiguous storefronts draw people along the sidewalk, helping businesses benefit from spinoff traffic from other businesses. Recessed entries provide shoppers with shelter from bad weather. Upper-floor uses provide multiple sources of rental income for property owners.

Unfortunately, Batavia's urban renewal project in the 1960's demolished dozens of traditional downtown commercial buildings, wiping out many of the district's retail-supportive physical characteristics and crippling the district's effectiveness as a retail center. Fortunately, some key physical characteristics of this economic directive remain and some rebuilt. A core group of historic/older mixed-use commercial buildings on the south side of Main Street are still intact, offering the district its greatest potential for regaining a foothold as a retail and commercial center. For the district to significantly boost its economic performance, it will be imperative that the community physically knit the district back together, re-connecting the North and South sides of Main Street and re-establishing the design characteristics that maximize retail performance.



Downtown Batavia aligns well with the priorities outlined in the Finger Lakes Forward plan and includes many of the key characteristics needed to attract both jobs and residents:

- In the mid-1990s the City of Batavia amended its Zoning Ordinance to permit upper floor housing in the Downtown which had been previously prohibited during its urban renewal planning. Within the last five years 12 upscale lofts renting for \$900 - 1,200 have been built and rented within a week of their

completion. Half the units were helped by NY Main Street funding. Another seven units will come online with the completion of the Newberry NY Main Street project at 109-111 Main Street.

- Downtown provides a hub of over 150 low-income senior apartments and another 15+ of affordable loft apartment units funded by the NY Main Street Program.
- The BID hosts more than 100 retailers, offices, services and restaurants. Over the last twenty years the Downtown has attracted more than 10 new restaurants which has energized the Downtown and created activity in the evening hours.
- Affordable food options include a Save-A- Lot grocery in the center of Downtown. Between spring and summer the Downtown Public Market offers fresh produce, baked goods and specialty items from local farmers. Food stamps are accepted at the Public Market.
- The Ellicott Trail, a 4.3 mile pedestrian trail, begins construction this year and will stretch through the BID offering a transportation alternative in the city.
- The Rochester-Genesee Regional Transportation Authority (RTS) provides public transit from the region to downtown. This includes access to Genesee County College (GCC) that has seen an uptick in recent millennial ridership and demand to connectivity in the downtown.
- The downtown is within an arm's length reach to multiple recreational opportunities, parks and gathering spaces within walking distance such as Jackson Square, an alley in the center of Downtown, that has been converted into an outdoor entertainment venue hosting 10 or more summer concerts; Austin Park is a small 6 acre park providing playground equipment and the City's Spray Park and Centennial Park, a larger 14 acre park, just outside the BID, offering green space and passive recreational opportunities such as running, walking and sledding.
- The BID provides prime access to health care facilities and unlike other health care facilities throughout the Finger Lakes, United Memorial Medical Center (Rochester Regional Health) has been committed to reinvesting in the downtown and being accessible to people of all ages and income mixes. Its main campus is less than a mile from the BID and has recently invested more than \$20 million for a new surgical center and another \$6.5 million for a cancer infusion center which opened in 2016. There is also an Urgent Care Facility in the center of Downtown as well as offices of health care practitioners.
- Cultural and entertainment amenities in the downtown include The GO Art! Cultural Center is located in the center of Downtown and features local artists in its galleries and holds cultural programs at the facility on a regular basis, Batavia Showtime operates two first run movie theatres and Batavia Players





has a regional theatre less than a mile from downtown for the Performing Arts, and offers 50 live performances each season.

- The BID organizes and supports over 15 special events every year from Beertavia, an annual craft beer festival that offers craft beer tastings from across New York State, food trucks, and live music to Christmas in the City, where every family in the region can take a horse and buggy ride, visit with Santa and watch the largest parade in the City. Thousands from the region travel to Batavia to participate every year.
- The downtown is serviced by Time Warner Cable/Spectrum for residential and business class high speed broadband throughout the BID, and Empire Access a new entrant into the broadband market providing internet access to downtown.

The city can leverage DRI funds to enhance the accessibility of the downtown district by expanding on the Ellicott Trail with surrounding neighborhoods and opening pedestrian and cycling venues across the city and into the surrounding region. Also, capitalizing on opportunities to boost historic restoration and revitalization with the existing historic buildings will complement and contribute to the downtowns dynamic liveliness and provide more options to live, work and play downtown.

## 6) Quality of Life policies.

The targeted interest and redevelopment activity in downtown Batavia is a result of focused community-based planning that has set the stage for revitalization in the downtown district. Planning efforts for the past 10-years have created policy structure, the basis for private and public investment as well as long-term sustainable initiatives that have seen, and continue to see, tangible and measurable results.

### Planning

The City's collaborative planning efforts over the past decade have contributed to well-balanced policy adoption created and supported by the community. Examples include:

- The City's award winning **Strategic Plan** launched a revised focus in 2017 structured upon *one foundational goal*: to achieve **\$100 million** in additional investments within the next five years – by the year 2022. **#100millioninallin**
- The City's **Comprehensive Plan Update**, slotted for adoption in August 2017, has had extensive public input and dialogue and will act as a guide to Batavia's future. The resulting plan includes key recommendations that will accommodate new growth responsibly, enhance economic development and create dynamic neighborhoods. The update sets the stage for a new **Form Based Zoning** for the Downtown District and well as enhanced public streetscapes. Updates from the last Comprehensive Plan update include: **Design Guidelines and Review** for the Downtown District, a **Historic Preservation Ordinance**, permitted 100% lot coverage and **eliminated parking requirements** for Downtown development.





- Building upon the 2014 **Batavia Opportunity Area Plan** illustrative plans based on a market analysis has triggered the **Ellicott Station** redevelopment, an \$18 million downtown redevelopment, including venues for entertainment, housing and new office space.
- In 2017 the City revised its **sign code** focusing on improving the review and approval process for compliance and issuance of sign permits. The revisions include a “form based” look that provides visual examples of authorized signage, minimum and maximum specifications and incorporates the authorization of digital signs. In addition, the sign permit approval process has been simplified cutting down the approval time from 20-30 days to same day issuance of sign permits; making it easier to do business in Batavia!
- The City’s walkability is 81, which is considered very walkable, however **Batavia’s Walkability Action Plan** calls for greater traffic calming, repurposing of excess parking spaces for curb extensions and parklets, additional community spaces downtown, extend Ellicott Trail into spur connections to key destinations (schools, parks, shopping and senior housing), improvement walking/bike signage and continue ADA compliant curb ramp improvements. The action plan is intended as a framework for improving walkability and bikeability in downtown Batavia.
- The City’s **Tree Management Plan** includes goals to substantially increase the city’s tree canopy as well as implementing an efficient tree management system.
- **Complete Streets** initiatives have been a key component of recent street improvements. As part of a recent reconstruction project on Route 63 bike lanes were installed on Ellicott Street through the BID. Main Street underwent a “road diet” as part of the 2005 Route 5 reconstruction bringing corner bump outs, new sidewalks, enhanced streetscapes and landscaped medians to calm traffic and makes the Downtown pedestrian friendly. Adopting a formal Complete Streets policy is a recommendation in comprehensive plan update.

### **Collaboration**

Prior strategic planning efforts have resulted in the adoption of cooperative initiatives designed to foster investments and increase property values.

- The City has lead, and the County and School District have supported the local adoption of property tax exemptions **RPTL 421-f** and **RPTL 485-a** targeting housing investment in typical residential neighborhoods and downtown. In 2015 the City authored and implemented new home-rule legislation, **RPTL 485-r**, to sever the grid-lock associated with “Zombie Properties” city-wide and put families into vacant homes.
- A unique relationship with **Genesee Habitat for Humanity** has mobilized hundreds of volunteers and enabled 13 foreclosed home in as many years to be substantially rehabilitated in order for families that would not otherwise be able to afford independent living to do so.



- The city and **Business Improvement District** have had a twenty year partnership highlighted by downtown capital investments, enhanced services for businesses, residents and visitors and collaborative initiatives. The city levied funds are managed by the BID for marketing and promotion of downtown and special events. The City and BID also share 60/40 in all capital infrastructure improvements downtown to add greater leverage of tax dollars.
- To support and finance development within the BOA the **City, County, School District, GCEDC and Batavia Development Corporation** collaborated to develop the innovative Batavia Pathway to Prosperity (BP<sup>2</sup>) Pilot Increment Financing (PIF) program. Through this new model, 50% of PILOT payments from new projects in the City of Batavia are earmarked for the BP<sup>2</sup> Fund. The PIF district spans the entirety of the geographic boundaries of the City of Batavia and is the first of its kind in the State of New York where all taxing jurisdictions have consented to full participation. The first project to contribute to the BP<sup>2</sup> fund was approved in spring 2017.
- This year the City has opted-in to create a **Community Choice Aggregation (CCA)** in partnership with other communities to purchase lower cost energy for residents and small business users. This shared purchasing model capitalizes on the collective buying power of participating municipalities and in turn provides the opportunity for residents to have more control to lower their overall energy costs, to improve customer choice and value and to protect the environment.
- With the foreseen build-out of STAMP the City continues to support **renewable energy** projects. The Comprehensive Plan Update calls out potential opportunities for individuals, groups or businesses to participate in the green economy in many ways including energy performance audits, micro-grids, community solar projects, rooftop solar, green roofs, geothermal and electric vehicle charging stations, to name a few. These collective efforts will reduce green-houses gases overtime and lead to a more resilient and prosperous Batavia.

Continued collaboration with all of our partners to implement the city's plans, will ensure the community will achieve the outlined goals and objectives, laying the foundation for building a better Batavia, and enhancing the quality of life for our residents, businesses and visitors.

## 7) Support for the local vision.

The DRI strategy and vision is a product of broad community support, targeted planning efforts, market-based data and early implementation success. The City of Batavia revised Comprehensive Plan is under review followed two years shaping redevelopment plans for the Batavia Brownfield Opportunity Area (BOA) which started with a 2012 central business corridor and neighborhood investment playbook called the Community Improvement Plan. All plans were developed with extensive stakeholder interviews, interactive online communications, surveys and public open houses. With each instance a dedicated Steering Committee was appointed to lead research and planning to conclusion.

Batavia began its planning efforts years ago taking full advantage of consultant teams to better understand the issues and opportunities facing the City. City planning activists involved:

- Community Action Teams, 2002
- Community Improvement Plan, 2012: key stakeholders were City Council, Batavia Development Corporation, Batavia BID

- Batavia Brownfield Opportunity Area, 2014: steering committee included City leadership, Batavia Development Corporation, Batavia BID, Genesee County Chamber of Commerce, Genesee County
- Batavia Pathway to Prosperity, 2015: involved all affected taxing jurisdictions (County, City and school district) and economic development agencies
- G-Force, 2016: community leaders advocating for a Healthy Living Campus, project collaboration of RRH and YMCA
- City of Batavia Comprehensive Plan, 2017: active discussions led by the City Planning Board

Armed with expert advice and data, Batavia City Council endorsed a breakthrough goal to trigger \$100 million investment in the City by 2022. Batavia leadership is driven to implement plans while looking to the DRI to guide and actualize investments.

### 8) Readiness.

Since the City of Batavia turned around its bleak financial status of the early millennium, a variety of targeted plans, public engagement forums, research of best practices and solicitation of expert advice has uncovered market opportunities that perfectly position Batavia to become a deserving DRI community. Batavia leadership has already adopted progressive plans to rally the community around a \$100 million investment goal by 2022, prescribed local tax exemptions rewarding community investment, implemented new programs to facilitate intentional growth and strengthened its strategic alliances to ensure shared progress. Furthermore, the approach is in complete alignment with both regional and state priority pillars, streamlining efforts to forge ahead.

Multi-million dollar private investments are already mobilizing at strategic brownfield sites, two of which have shown indicative progress. The DRI will most certainly catalyze Batavia BID projects that may bolster arts, culture & entertainment, wellness and prosperity. Most importantly, the results would satisfy pent-up resident demand to reshape the community, impact hundreds of jobs and likely spur more than \$50,000,000 of additional investment in the City of Batavia. This sampling of Batavia's DRI projects will advance quickly:

Project	Est Total Investment	Impact	Status	Economic Dev	Transportation	Housing	Community Dev
<b>Arts, Culture &amp; Entertainment</b>							
Newberry Place* & freshLAB	\$2,400,000	Historic building preservation; restaurant incubator to support 5 start-ups; strengthen industry; stop sales leakage; source regional ingredients expanding farm markets; new resident buying power living downtown	75% under construction; top floor to be completed when building begins to cash flow	✓		✓	✓

Project	Est Total Investment	Impact	Status	Economic Dev	Transportation	Housing	Community Dev
Theatre 56	\$500,000	Relocate community theatre downtown to leverage arts, entertainment and retail synergies	Site selection, fundraising	✓			✓
Jackson Square	\$375,000	Update concert venue; extend season; expand entertainment	Concept development	✓			✓
Batavia City Art Canvas	\$100,000	Public art, enhance culture, generate interest	2016 started first artist series	✓			✓
<b>Healthy Living &amp; Wellness</b>							
Healthy Living Campus*	\$22,500,000	State of the art facility on Main Street infill site; 115 new jobs; new health care programming	Planning nearly complete; draft design docs; prep for capital campaign	✓			✓
Batavia Public Market*	\$24,000-\$750,000	Expand farmers market; extend harvest season; R&D	Planning	✓			✓
<b>Prosperity for All</b>							
City Centre	Significant	Reposition prime 15 acres on Main Street, add liner building on Bank Street	Capital Planning/Mgt negotiations	✓		✓	✓
45-47 Ellicott Street	\$5,625,000	Lease-up 1st floor retail, renovate upper floors for best use	Tenant recruitment, Concept development	✓		✓	✓
Carrs ReBorn	\$5,250,000	Overhaul a 45,000 sf vacant Main Street department store, thriving center of commerce	Concept development; LOI	✓		✓	✓
Ellicott Street Corridor	\$4,500,000	Enhance Ellicott Trail bike lanes along Route 63; bury utilities; augment façade program	Trail construction 2017; Concept development	✓	✓	✓	✓
Historic Masonic Temple*	\$1,200,000	Install elevator for upper floor access; market and improve for highest and best uses featuring original public assembly spaces	Rework scope to meet budget	✓		✓	✓
Batavia Wireless	\$125,000	Introduce WIFI downtown	Research	✓			✓
Downtown Branding	\$100,000	Galvanize a compelling brand for Batavia's civic core	Concept development	✓			✓
		<b>*FLREDC CFA commitment</b>					

## 9) Administrative Capacity.

The City of Batavia staff, led by City Manager Jason Molino, will act as the Batavia DRI point person. In partnership with Julie Pacatte, BDC Executive Director now leading City economic development, both have over 25 years of project management and local government experience. The pair will be responsible for leadership, local coordination, allocation of resources and communications.

That said, the City DRI strategy is a product of extensive, open, transparent and engaging community dialogue. We expect a local Steering Committee of involved agencies such that the Batavia BID, GO ART!, Chamber of Commerce, GCEDC and likely anchor institution leadership will be instrumental in visioning and implementation.

A truer cross-section of the community may also involve not only downtown representatives, but community members County-wide who appreciate the civic center and cultural rebirth. We understand an all-inclusive and collaborative DRI strategic planning process will provide guidance for evaluating and prioritizing projects to ensure that projects are meeting the objectives and goals of Governor Cuomo, FLREDC as well as propelling the community and region forward.

## 10) Other.

In complete alignment with REDC Finger Lakes Forward plan, DRI support for the City of Batavia will reposition its industrial-minded community to embrace knowledge and creativity for a new, diverse economy with a robust appreciation for culture.

Agriculture and food production, next generation manufacturing, entrepreneurship and pathways to prosperity pillars are shared priorities in Batavia. Leveraged DRI investments, expected to be ten-fold in Batavia, will also stem the tide of decline and attract the creative class boasting an entrepreneurial climate, environmental quality, ethnic diversity and active lifestyles.

DRI investment will recharge and remind the regional stakeholders “why” Batavia has been a special place since 1802, founded as the birthplace of western New York, enabling Batavia to be reborn as a thriving community once again.