

The BRIDGE District

Build—Renew—Invent—Develop—Grow—Empower



City of Hudson, New York

Downtown Revitalization Initiative

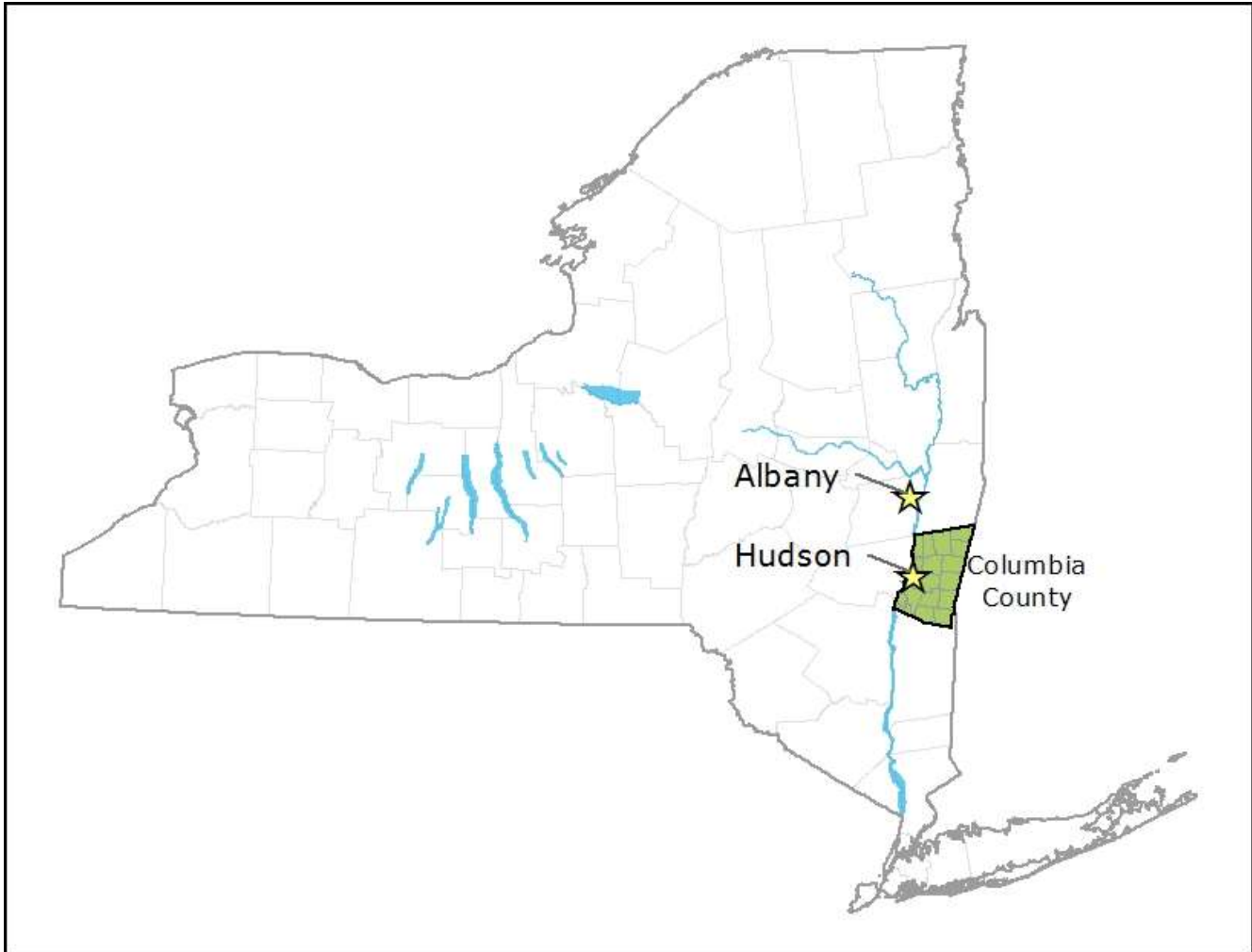
Grant Application Submitted June 14, 2017

BRIEF DOWNTOWN DESCRIPTION/EXECUTIVE SUMMARY

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

A lively urban gem set in the jewel-like natural environment of Columbia County, Hudson, New York is a minor miracle: beautifully preserved. . .yet buzzing with all the ingredients of a city many times its size. With its diverse and creative people, world class retail and dining and a happening art and music scene, it's the American of the past, present AND future.

- GoToHudson.net



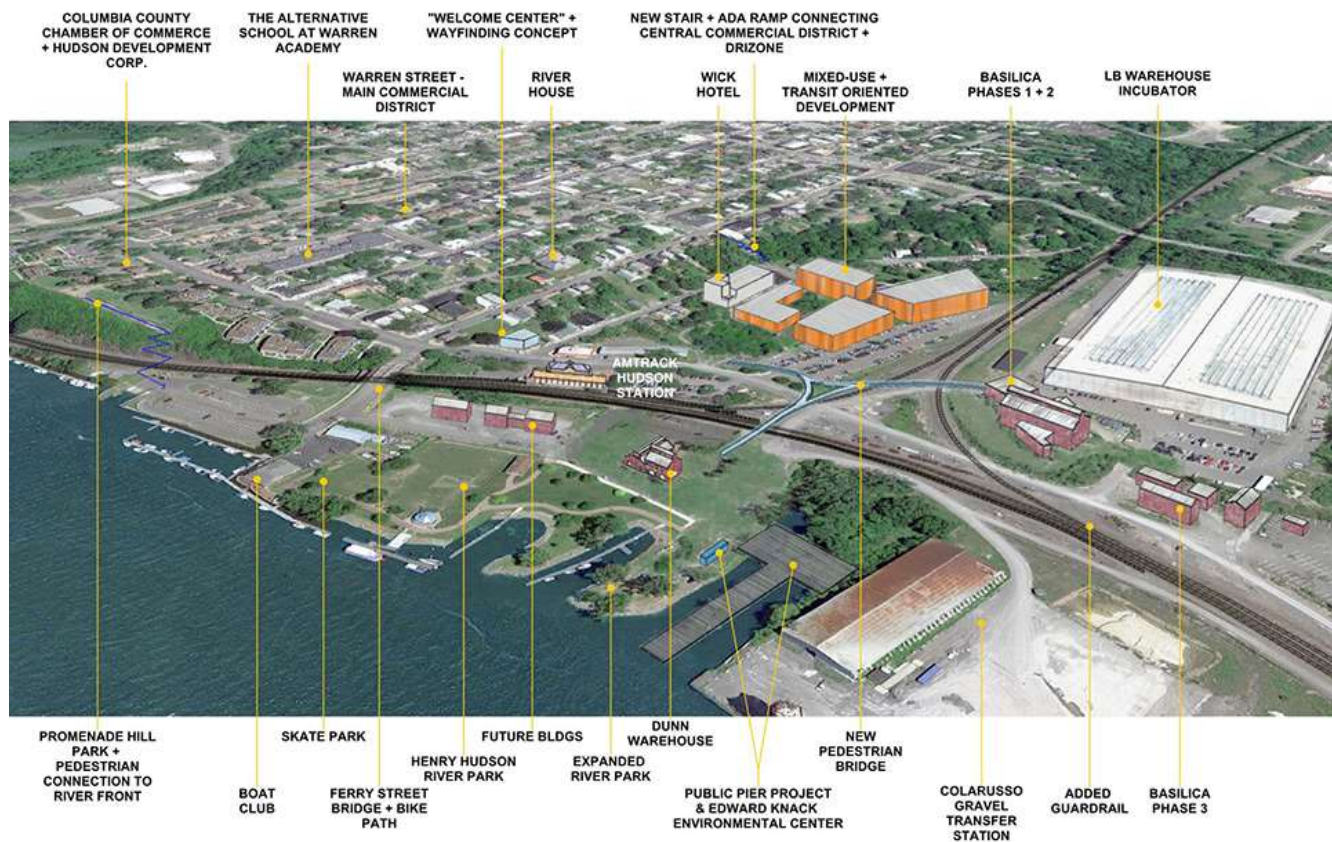
In no part of the City of Hudson are these ideas better reflected than in the District we nominate for the Governor's DRI award. The District has:

- compact, well-defined boundaries with an evolving, diverse population
- potential to build on and increase public and private investment
- measurable recent and impending job growth
- characteristics that, once enhanced, increase livability
- local policies that advance revitalization
- strong, demonstrated community support

Hudson is a bridge from past to present, from poverty to prosperity, from a manufacturing economy to a creative economy. Our DRI District is a bridge from the Hudson River to our urban core, and from our City to the world. We nominate

The BRIDGE District | Build, Renew, Invent, Develop, Grow, Empower

Recent organic, entrepreneurial development of the BRIDGE District have primed Hudson for the inevitable next phase of its revitalization: the increased development of mixed-use projects that incorporate affordable and market-rate housing and transportation oriented design; workforce development; and re-imagining the waterfront for expanded public use and enjoyment. Critically, pedestrian and vehicular traffic rationalization and wayfinding strategies will unify the District, expand its accessibility, and create its identity. DRI investment in these initiatives will drive the continued success of existing private and public ventures, and set the stage for economic and civic expansion in the District and across Hudson.



The industrial character of the BRIDGE District is contrasted by the scenic splendor of the Hudson River and the surrounding Catskill Mountains. As the City reconnects to its waterfront, opportunities for recreation and education abound for residents and visitors alike. Within the BRIDGE boundaries are New York State's oldest planned public park—the Promenade—and a National Register-eligible fishing village, both of which harken back to Hudson's beginnings as a fishing and whaling community. Dense housing is clustered primarily in the north and central portions of the BRIDGE District, ranging from magnificent, historically-designated single-family homes to townhouses and high-rise apartments. Families chat on front porches, kids play on the sidewalks. Along the Warren Street spine, the bustling commercial area offers varied dining and shopping options in charming, revitalized historic structures. One can readily and quickly reach all of these District elements on one's own steam—BRIDGE is decidedly walkable and bikeable, achieving a walkscore of 84/100.

The BRIDGE District—and all we will accomplish in it with DRI support—meets the [Capital Region Economic Development Council’s Strategic Plan](#) and the [Upstate Revitalization Initiative Plan](#).

(1) Next-Tech: Capturing the Next Growth Horizons—Clean-Tech Cluster

- » includes spaces for a trades & apprenticeship hub and an innovation zone, focused on the burgeoning sustainable building trades and renewable energy economy
- » expands the reach of established small and family-run businesses—from gravel production to semiconductors to cross-laminated timber—to regional and global markets
- » introduces hyper-local approaches to addressing Hudson’s carbon footprint such as an anaerobic digestion facility for community food waste

(2) Gateway: Connecting Markets and Businesses

- » builds a robust year-round local economy by focusing on light manufacturing and the creative economy as well as tourism
- » amplifies the local economy’s relationship with regional, national and international urban centers and economies; River House will accomplish this in the film industry
- » improves pedestrian and vehicular traffic flows to deliver economic activity to the local economy, matching infrastructure improvements such as sidewalks and lighting to organic growth driven by entrepreneurial spirit

(3) Talent: Building the Workforce of Today and Tomorrow

- » benefits from existing innovative institutions and programming to create a job-readiness pipeline from early childhood to higher education, including Kite’s Nest and the Alternative School at Warren Academy
- » incorporates workforce development in mixed-use development to maximize the potential of Hudson’s human resources, including trades apprenticeships and other vocational training
- » builds collaborative relationships with regional institutes of higher education, including Bard College, Columbia-Greene Community College and the New York State Land Grant University, Cornell

(4) Lift-Off: Accelerating Ideas, Entrepreneurs & Businesses

- » builds a local economy that is resident-relevant *and* visitor-viable and thrives year-round
- » introduces new job sectors such as film & media
- » expands opportunities for incubation in commerce and the arts, creating cooperative spaces and organizations where seamless work cross-overs can happen
- » adaptively reuses historic structures for enterprising, innovative uses

(5) Metro: Building Vibrant Cities for Business & Families

- » maximizes the District’s proximity to the Hudson River and surrounding natural resources by restoring public accessibility to the waterfront and creating linkages with The Empire State Trail and the Hudson River Greenway Water Trail
- » emphasizes mixed-use and transit-oriented development, taking advantage of the City’s Amtrak station on the Empire Capitol line
- » creates multi-modal connectivity throughout the District and from the District to the surrounding city, introducing new, safer pedestrian and bike linkages and an ADA-accessible kayak launch
- » provides amenities desirable to a wide range of demographics—from playgrounds to medical offices
- » innovatively addresses the existing USDA-designated “food desert,” creating linkages between residents and the Hudson Valley’s agricultural riches

Table 1. DRI PRIORITY PROJECTS	Private Investment	DRI Investment	Total	FTE to be Created	PTE to be Created
KAZ Mixed Use Redevelopment	\$0	\$675,000	\$675,000	120	70
Direct Assistance: Basilica Hudson Gallery	\$1,400,000	\$250,000	\$1,650,000	46	6
Direct Assistance: The Warehouse-DigiFabShop	\$18,200,000	\$250,000	\$3,450,000	7	5
Direct Assistance: River House	\$1,300,000	\$250,000	\$1,550,000	114	10
Direct Assistance: The Wick	\$6,500,000	\$250,000	\$6,750,000	1	10
Workforce Development/Maker Space Hub- CGCC	\$0	\$250,000	\$250,000	4	50
Dunn Warehouse & Waterfront Environs	\$0	\$2,800,000	\$2,800,000	15	55
Waterfront Pier	\$0	\$1,200,000	\$1,200,000	0	40
Circulation Improvements	\$0	\$2,800,000	\$2,800,000	0	100
Total	\$27,400,000	\$8,725,000	\$21,125,000	307	346

TABLE 2

DRI SECONDARY PROJECTS	Public Investment	DRI Investment	Total	FTE to be Created	PTE to be Created
Fugary Remediation & Redevelopment *	\$11,000	\$165,000	\$176,000	0	6
Promenade Hill Park Plaza and Gateway	\$136,000	\$340,000	\$476,000	0	6
Wayfinding & Signage	\$4,000	\$200,000.00	\$204,000		7
Citywide WiFi	\$7,000	\$175,000.00	\$182,000	2	2
BRIDGE Arts	\$0	\$250,000.00	\$250,000	0	20
Green Hudson	\$0	\$350,000.00	\$350,000	4	10
Organic Recycling Hub	\$0	\$200,000.00	\$200,000	2	8
Community Food Hub	\$0	\$700,000.00	\$700,000	5	20
Total	\$158,000	\$2,380,000	\$2,538,000	13	79

DOWNTOWN IDENTIFICATION

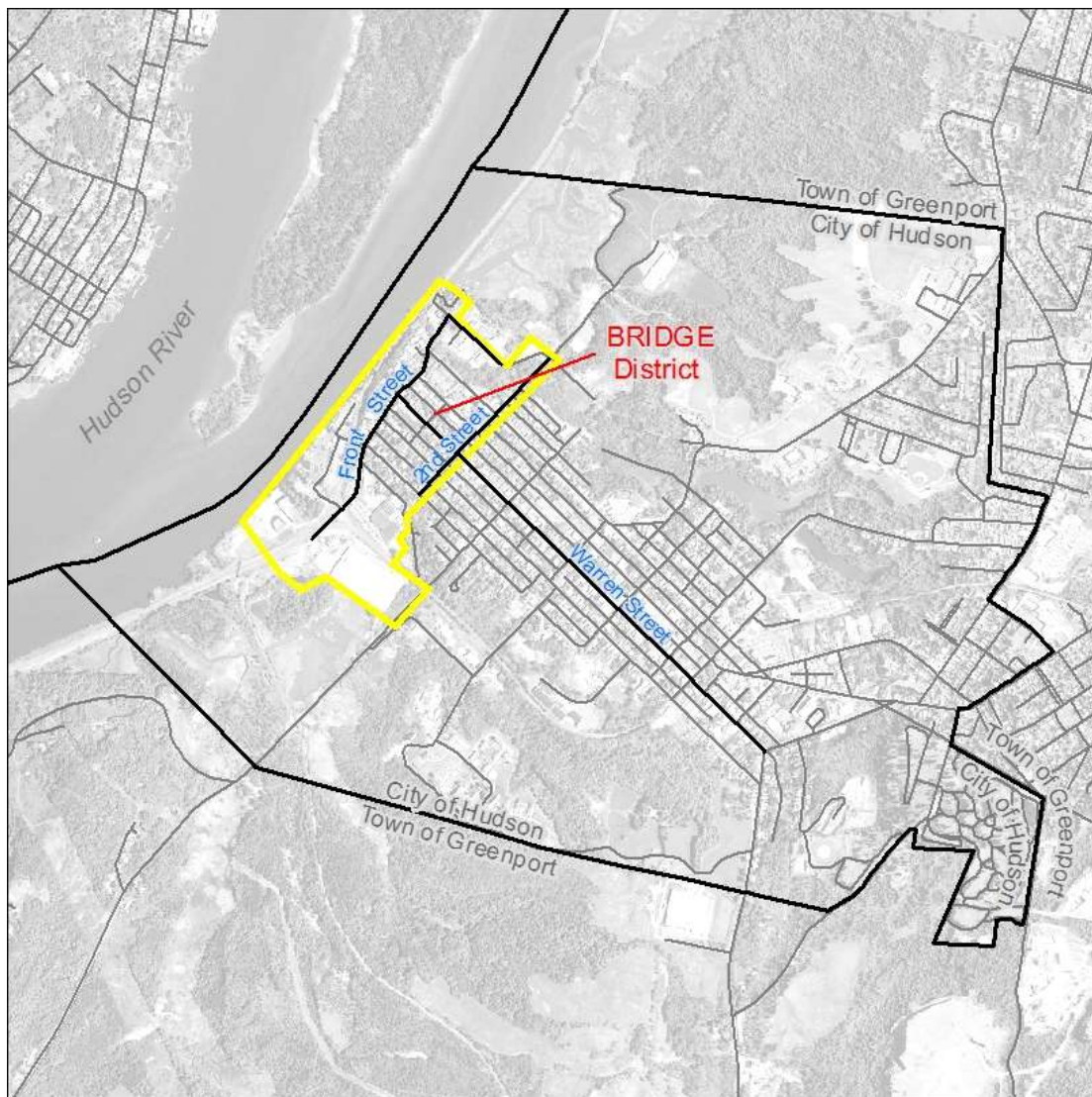
1. **Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business District are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

The BRIDGE District has well-defined physical boundaries that are part of the felt experience of its residents, merchants and business owners, and is readily identifiable by visitors. On the west is the Hudson River and the City's historic waterfront—the local economy's driving engine and today shared by recreation as well as industry. To the north, a transition zone roughly following Dock Street flows from

light manufacturing and municipal infrastructure services (wastewater treatment and public works) into an expanding, evolving conservation area and greenway. Along the eastern edge, Second Street has become a socioeconomic dividing line. At the southern edge of the District is the historic manufacturing area, where robust heavy and light industry now exists alongside Hudson's burgeoning arts and culture scene. Similar to the north of the District, the southern area is naturally delimited by a protected wetland.

In selecting the boundaries, we specifically considered the capacity to:

- Accelerate ideas, entrepreneurs and businesses
- Connect existing and new businesses to viable markets
- Incubate growth in the clean-tech and lite industry clusters in ongoing and proposed mixed-use developments
- identify, inspire and preparing the workforce of today and tomorrow
- build a strong economy for commerce and a vibrant community for families



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.

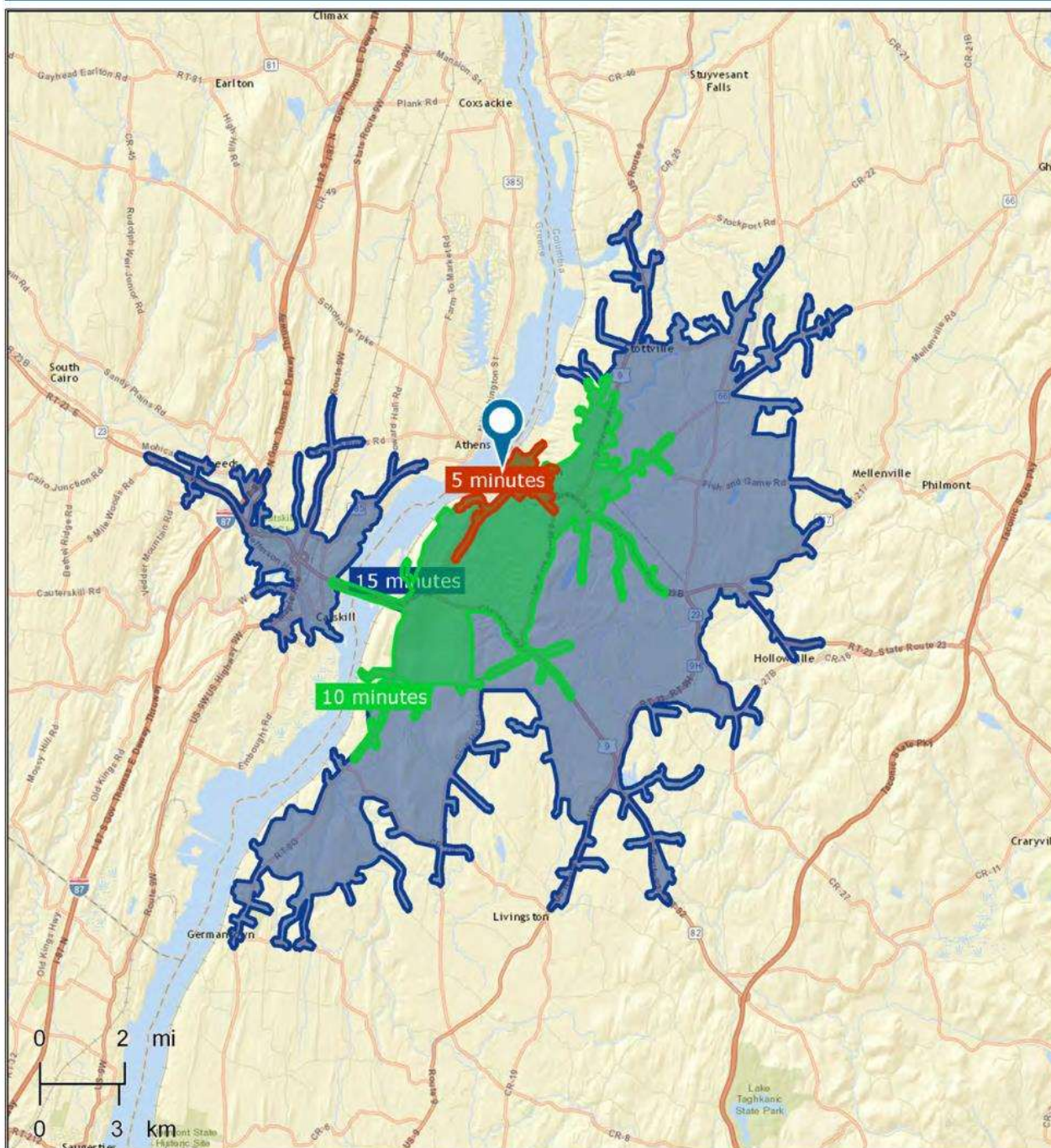
The BRIDGE District covers roughly 133 acres of the City of Hudson’s approximately two square miles. Given the density of the Hudson, the whole city can be thought of as the primary catchment area for our District. The city bounds, however, do not limit our catchment area. Hudson is the urban heart of scenic Columbia County, and it is directly connected to New York City and the Capitol Region via Amtrak’s Empire Line. In fact, Hudson’s station—a magnificent 1874 brick Eastlake structure—is ranked third among all of Amtrak’s 27 destinations across New York State for “on-off” ridership, surpassed only by New York and the capitol. People are coming to Hudson in record numbers to explore, experience art and architecture, shop, eat and linger.



The District itself is densely populated, with 1,272 people representing 19% of the City’s population, all socioeconomic categories and a multitude of ethnicities. BRIDGE forms a crossroads for this permanent population, along with second-home owning, part-time Hudsonites, shoppers and service-seekers from surrounding Columbia County, and ever-increasing numbers of tourists and visitors seeking recreational and entertainment venues.



Dunn Warehouse Drive Time Analysis



June 30, 2015

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Tourists provide a seasonal surge economy for the City. But those who are hip to Hudson's vibe and decide to make it home, together with long-time residents, balance that surge with a year-round economy that drives constant demand for housing, jobs, commerce, industry and entertainment. Over the last two decades, a largely northern migration from Brooklyn and other areas of New York City have driven a Hudson renaissance that has created tremendous press coverage on Hudson's livability. The sophisticated but low-key feel continues to increase Hudson's desirability. The New York Times has called Hudson "the creative HQ of upstate New York," and in April of this year, the City was named one of the top five small cities in the "Hotbeds of America's Arts & Culture" index compiled by the National Center for Arts Research. A recent study of the Capitol Regional Creative Economy, funded by New York State, reveals that Hudson also has the third highest concentration of creative economy workers in the United States, behind only Brooklyn and Taos, New Mexico. Indeed, the diversity and vibrancy of Hudson rival those of much larger metropolitan areas—and The BRIDGE District is the city's spirited core.

NCAR Arts Vibrancy Index, April 2017:
Identifies and rates arts-vibrant

communities across the US using data informed indices.

(http://www.smu.edu/~media/Site/Meadows/NCAR/NCAR_ArtsVibrancy_04-17.pdf)

CAPTIVATE REPORT, 2015:

Capital region report on eight counties highlighting the creative economy.

http://www.upstatecreative.org/wp-content/uploads/2017/05/CAPTIVATE_NOVEMBER2014.pdf

Other highlights from local newspaper, *Times Union*:

(<http://www.timesunion.com/business/article/Columbia-County-has-highest-concentration-of-7420545.php>).

APA Tour of Hudson

<https://medium.com/voices-of-urban-design/a-trip-to-hudson-ny-to-discover-the-thriving-diverse-and-creative-economy-2d139b5b7a2f>



The catchment area for BRIDGE includes Warren Street, the commercial backbone of Hudson. Along its one- mile stretch through the city, Warren Street contains more than 250 small- and medium-sized businesses, representing over 2,000 employees and more than \$120 million in private investment. During the day, Warren Street is a bustling shopping District for locals and visitors alike, with vibrant galleries, chic home stores, vintage clothing shops, fantastic restaurants, spirited pubs and five performance spaces, including the acclaimed Hudson Opera House and the Second Ward Foundation, which offer a year-round schedule of arts and cultural programming. Warren Street's revitalization has been strong and constant over the last decade, moving steadily westward into the heart of the BRIDGE District.





The spillover success of Warren Street's ascent is manifest in the block that meets Front Street. Two businesses there, in particular, tell the story of Hudson's transformation from a struggling river town to a world port for arts & culture. The 26 Warren Street Bed & Breakfast was recently opened by David Brown, a former principal dancer of the Martha Graham Company who left the spotlight of international stages and chose Hudson as his home.



His was a nearly half million dollar investment in Hudson. Kasuri, a luxury clothing store at the corner of Warren and Front, stocks its inventory exclusively from owner Layla Kalin's trips to Paris fashion weeks four times a year. She told a *Rural Intelligence* reporter that "I did want to bring luxury fashion upstate. . . I needed a place to get my style fix."





Kalin made Hudson her home when her ex-husband, Etsy founder Rob Kalin, moved Etsy's support services to Hudson from Brooklyn in 2011. Rob invested \$4million, adaptively reusing a former mill on Columbia Street and bringing 125 year-round jobs to the neighborhood immediately adjacent to the BRIDGE District. On the Etsy Hudson website, Kalin writes:

[Hudson] is industry-hallowed ground, and we help thousands of Etsy sellers run their own industries. If you contact Etsy Support it's likely the satellites bounce your message to Hudson and back. . .[H]aving a space in a small town means that we can interact with the community in a different way than in a big city, and Hudson has many communities. . .we've volunteered with the Hudson Black Arts & Culture Festival, marched in the town's Pride Parade, hosted and attended local craft fairs, and opened our doors for craft nights in conjunction with the library. . .our compost goes to a community garden right down the block. . .we've bought most of our furniture from shops in Hudson or from local Etsy sellers. . .an artist who lives across the street created a mural and sound installation for us. Most Hudson Admin are from the area, or have at least lived here a long time, so we're just continuing being part of our community. What a special place to call home.



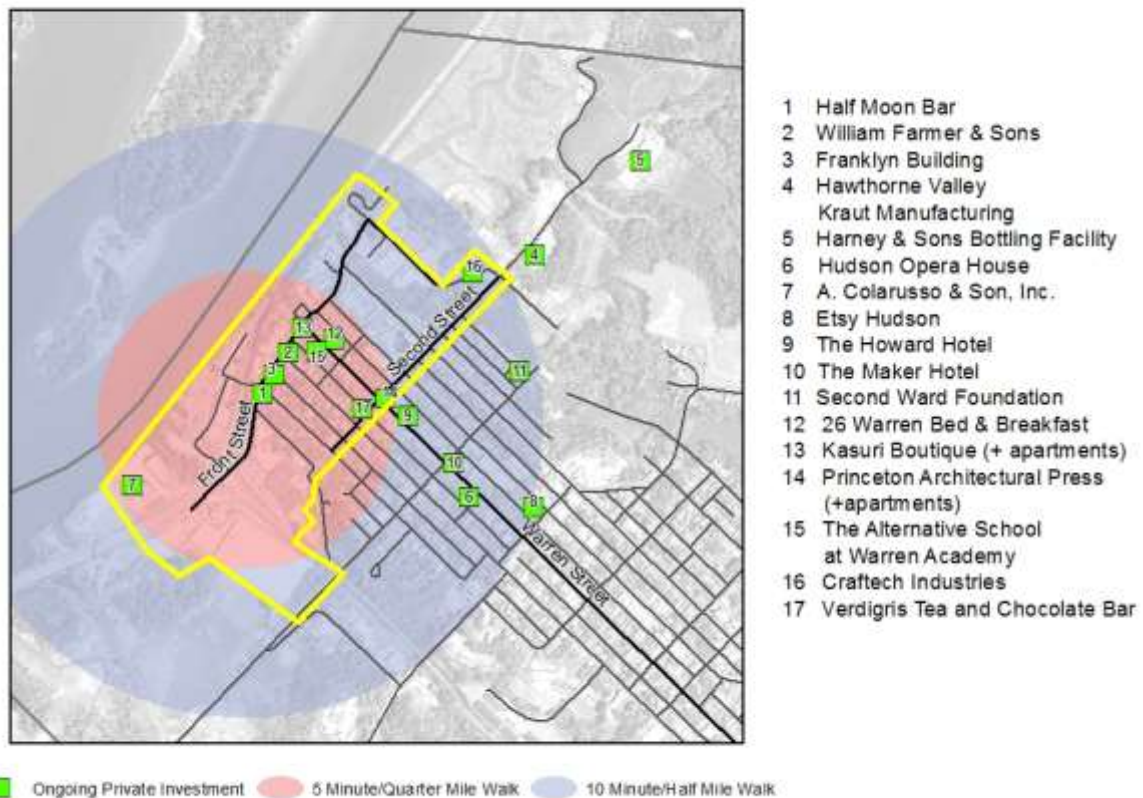
Similarly, Princeton Architectural Press, a world leader in the market share of architecture and design publishing, has joined an \$2.2 million mixed-use development at 202 Warren Street, opening a satellite of its Manhattan headquarters. Nearby at 201 Warren, another mixed-use development is rising to accommodate community organizations, new businesses and housing. Another investor that exemplifies the character of Hudson is Kim Bach, whose company Deffenbach Limited Partnership has bought and renovated buildings across the street from the Amtrak station in order to give visitors a more welcoming first impression of the City.

It's clear. Hudson isn't just another upstate city trying to rise. And it isn't just a city with regional impact. Hudson and its BRIDGE District are emerging as globally-competitive players in multiple sectors. The world wants to be in the BRIDGE District.

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.

Hudson's story, time and again, has been marked by absolute audacity. Like the New Englanders who, distance from the sea be damned, relocated to Hudson and built a thriving whaling city in the 18th century, today entrepreneurs are building a thriving new economy with their own financial and sweat equity. For decades following the City's mid-Twentieth Century industrial decline, Hudson floundered. The poverty brought by that decline had one positive outcome: it preserved Hudson. Little new investment meant that the City's remarkable collection of residential, commercial and industrial structures—noted as one of the richest, most complete compendia of American architectural styles in New York State—was left waiting for Hudson's potential to be rediscovered. That rediscovery began in the late 1990s—a slow, steady drip that has surged to a wave of private investment in the last five years, particularly in and near the BRIDGE DRI District.

Map 3: Recent & Ongoing Privately-Funded Projects



RECENT PRIVATE INVESTMENTS

In the last five years, nearly \$61 million has been privately invested in and around the BRIDGE District, creating over 1,000 full- and part-time positions. Entrepreneurs and foundations have been the catalysts of revitalization, demonstrating the “think-outside-the-box” mindset and creative ingenuity that thrive in Hudson. Where once buildings were boarded up and streets empty, private investors have delivered vibrancy, energy and momentum to the BRIDGE District and the surrounding city. They have proved the potential of Hudson across industries and audiences, season to season. The rising tide they have created is lifting all boats, spurring expanded investment in existing ventures, as well. Some recent project highlights are provided with the impressive tally of private investment below.

Table 3

RECENT PRIVATELY-FUNDED PROJECTS IN & AROUND BRIDGE	Location	Description	Private Investment	Total Jobs Created
Second Ward Foundation	71 N 3rd Street*	Arts Venue, Studios & Foundation	\$404,000	7
26 Warren Bed & Breakfast	26 Warren Street	Lodging	\$487,793	5
Kasuri Boutique (+ apartments)	1 Warren Street	Mixed Use Project	\$900,000	2
Etsy Hudson	Columbia Street	IT Office for Etsy	\$4,000,000	135
202 Warren Street Mixed Use Development	202 Warren Street	Mixed Use Project	\$2,300,000	12
Princeton Architectural Press (+ apartments)	204 Warren Street	Mixed Use Project	\$2,200,000	12
The Alternative School at Warren Academy	11 Warren Street	Alternative/Supportive Education	\$3,600,000	43
Hawthorne Valley Kraut Manufacturing	124 N 2nd Street*	Kraut Manufacturing	\$1,088,235	19
Harney and Sons Bottling Facility	128 2nd Street Ext*	Lite Industry	\$1,323,528	17
Wm Farmer & Sons	20 S Front Street	Restaurant & Lodging Facility	\$3,000,000	57
Half Moon Bar	48 S Front Street	Bar/Performance Venue	\$382,352	12
Craftech Industries	8 Dock Street	Plastics Manufacturing	\$955,822	60
Verdigris Café & Chocolates	135 Warren Street	Retail/ Cafe	\$455,882	5
The Maker Hotel	302-306 Warren Street	High-End Boutique Hotel	\$1,382,353	60
The Howard Hotel	214-16 Warren Street	Boutique Hotel	\$941,176	70
DigiFab Shops	99 South Front Street	Metal and Wood Industry	\$3,200,000	60
The Warehouse- 48 small businesses	99 South Front Street	Multiple Small Businesses	\$15,000,000	120
The Wick Hotel/Redburn Development	Cross Street	55-room hotel	\$6,400,000	70
Franklyn Building	Front Street	Mixed Use Project	\$825,000	10
Relish/Antique Shop	Front Street	Multi-building mixed use	\$600,000	12
A Colarruso & Sons	Waterfront Port-Broad St.	Deep Water Port & Transport	\$8,750,000	160
Basilica Hudson	110 South Front Street	Alt-Cultural Hub	\$1,500,000	45
River House	205 Allen Street	Film Industry	\$1,300,000	46
Total:			\$60,996,141	1039
69 businesses				
Warren Street Business District	100-800 blocks of Warren Street	250+ Small businesses	\$147,000,000	2000

The Alternative School at Warren Street Academy, 11 Warren Street, \$3.6M

Demonstrating the best that collaborative and innovative approaches bring to Hudson, the Warren Street Academy matches the resources of Bard College and Berkshire Farm Center with the needs of the Hudson City School District, the Berkshire Union Free School District and BOCES. The project is funded in part by Hudson's Galvan Foundation. Students from Bard's MA program in teaching are embedded with high school students in this alternative setting, instructing and supporting those who will benefit from non-traditional paths to complete graduation requirements, as well as those seeking to accelerate by

simultaneously earning high school and introductory college credits. The high school students have their educational program tailored to their needs, and the Bard students are able to expand and enrich their teaching experience as they complete their degrees. Program leaders hope to expand programs at the Academy to benefit the wider community, as well.



l-r: Bruce Potter, Superintendent of the Berkshire Union Free School District; Maria Suttmeier, Superintendent of the Hudson City School District; Dan Kent, Director of Foundation Initiatives for Galvan Foundation; and Michael Sadowski, Director of Bard in Hudson Civic Academy. © Carole Osterink. Source: gossipsofrivertown.blogspot.com



**Hawthorne Valley Kraut Manufacturing,
124 North Second Street
Private Investment: \$1.1M—CFA
Investment: \$600K**

Cabbage and other vegetables grown on the Hawthorne Valley Farm in nearby Ghent, New York are brought into the BRIDGE District for lacto-processing, packaging and shipping to stores and farmers' market throughout the Hudson

Valley and Metro New York. Hawthorne Valley was founded in 1972 as an extension of New York City's Rudolf Steiner School to teach sensitive land stewardship, connect children and adults with the land and the food that nourishes them, and to provide agricultural products of the highest quality. The North Bay lacto-processing plant opened in 2017 and will bring 4 full-time and 15 part-time jobs to the BRIDGE District, and strengthened ties between the city's population and the surrounding fertile Hudson Valley farmland.

Harney and Son Master Tea Blenders, Bottling Facility, 128 N. Second Street, \$1.3M

New York State-based Harney and Son distributes fine teas, coffees and juices nationally. In 2015, the company located the bottling plant for its ready-to-drink beverages in the BRIDGE District. The project returned a defunct factory facility to the local economy, adding 15 full-time jobs and two part-time jobs.

A. Colarusso & Son, 91 Newman Road, \$8.75M

The Colarusso family has been operating on its Newman Road location since it was founded by the family patriarch Anotonio in 1912. Beginning in the paving business, the company is said to have paved "all but one or two" streets in the City of Hudson. In 2015, Colarusso expanded its gravel and sand operations, buying lands that belonged to Holcim, a worldwide supplier of cement and aggregates. The purchase included a staging area at the South Bay's deep water port, as well as a haul road that runs from the staging area, over the Amtrak rails, and through wetlands along the southern boundary of the City. The purchase was made under terms of a conservation easement on the waterfront and the wetlands. Following the award of a significant gravel contract for the construction of the new Tappan Zee Bridge downriver, Colarusso's use of the haul road from their quarries has increased considerably, creating traffic, noise and particulate impacts in the South Bay. Hudson recognizes the economic contribution of Colarusso, as well as the rarity and value of a functioning deep water port. Though accommodating the operational growth of the business has been a challenge to address in terms of the impact on waterfront businesses and the environment, City officials and neighboring business owners support the expansion of Colarusso. The Planning Board is working cooperatively with the company and neighboring property owners to find impact mitigation solutions that meet zoning requirements and environmental regulations while allowing the business to flourish.

Wm Farmer & Sons, Boarding & Barroom, 20 South Front Street, \$3M



Source: New York Times

After graduating from the Culinary Institute of America just down the river in Poughkeepsie, Kirby Farmer and his wife Kristan were weekenders in Hudson. In love with the City's character, people and scene, they decided to make Hudson home. Their restaurant, inn and event space, opened in 2015, feels like the kind of place you imagine fishermen having a pint after pulling up at Hudson's wharves, but with sleek urban touches and a sophisticated menu. The Farmers adaptively reused three historic Front Street buildings for their project, spurring redevelopment southward from the central core of the BRIDGE District, including the hopping nightspot Half Moon Bar, itself the result of a nearly \$400K investment by its owners. Wm Farmer & Sons employs 45 full-time employees and 12 part-time workers.

Craftech, 8 Dock Street, \$955,000

Calling the BRIDGE District home since 1978, Craftech is a high-tech manufacturer serving the semiconductor, aerospace, medical telecommunications, chemical, electronics, marine, automotive and waste management industries. It is a family-owned high-tech business with a global market. Their specialties include injection molding, mold building, and screw machining. The company's 2015 expansion created 25 additional full-time jobs, bringing their overall total contribution of 61 jobs in Hudson's BRIDGE District.

Verdigris Tea & Chocolate Bar, 135 Warren Street, \$455,000

A retail shop and bakery featuring an extensive library of loose teas, teapots and accessories, baked goods, preserves, chocolates and works of local ceramic and visual artists. Verdigris also offers chocolate pairing event and cooking classes. The business model is such a success in Hudson that the owners, Kim Bach and Regina Simmons have recently opened another shop across the Hudson in Catskill, New York.



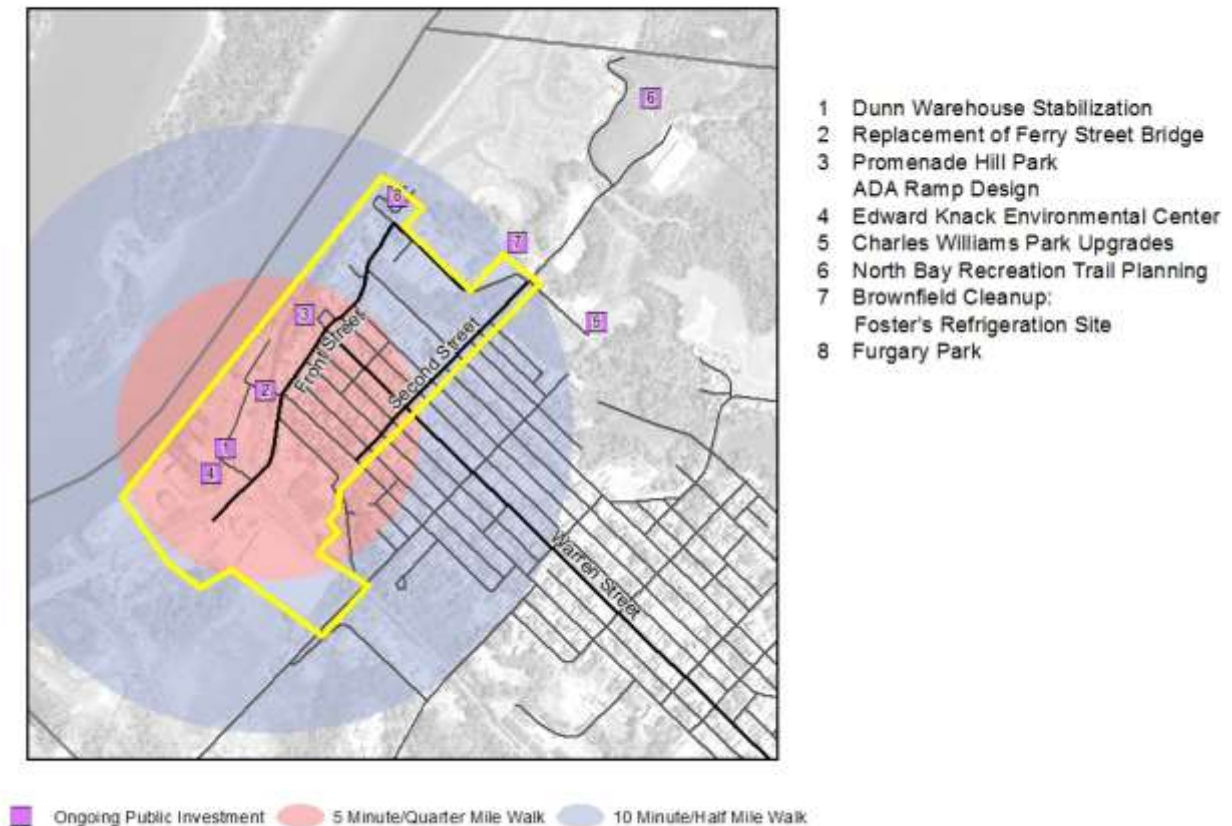
The Maker Hotel & The Howard Hotel, 302 & 306 Warren Street, Respectively; Combined \$2.3M

With fewer than 160 rooms for overnight accommodation in Columbia County, two different boutique hotels are under construction on Warren Street near Third Street. The investment made by The Howard to purchase and rehabilitate this historic structure underscores the burgeoning investment interest in the BRIDGE District. Similarly, The Maker Hotel will adaptively reuse two historic buildings two include a spa as well as accommodations.

RECENT PUBLIC INVESTMENTS

The above tally of private investment in the BRIDGE District represents significant leveraging of the roughly **\$13 million** of public money that has been invested in the same period. Clearly, the investment of public money in Hudson yields results.

Map 4: Recent & Ongoing Publicly-Funded Projects



An array of public agencies has funded projects in the BRIDGE District, making possible public works projects that have improved the quality of life for residents, and provided amenities that Hudsonites enjoy along with visitors. This include the nearly \$8M in CFA awards throughout the City of Hudson, including many in the BRIDGE District. Residents in Hudson have taken notice and appreciate the efforts of the Capital Region Economic Development Council and the Governor for this economic development approach.

Several public investments will act as springboards to proposed DRI projects, presented in later sections. The NYSDOT and Columbia County Transportation Advisory Council funded replacement of the Ferry Street Bridge will allow safe pedestrian and heavy vehicle passage from Front Street to the waterfront, paving the way, quite literally, for improved traffic flow and accessibility at the City's waterfront. The feasibility study for and stabilization of the Dunn Warehouse, funded by the Department of State and the Empire State Development Corporation's Restore New York funds, will anchor expanded improvements, private investment and amenities along the Hudson shoreline. The Department of Environmental Conservation's \$1M Brownfield Superfund Cleanup at the former Foster's Refrigeration site at the intersection of Dock and Second Streets makes way for any number of redevelopment opportunities. In the last five years, the Columbia County Loan Fund has provided a series of loans to private business owners in the BRIDGE District, totaling roughly \$11K; the loans have been used for business development projects such as technical assistance, IDA coordination, and microbusiness seminars.

Table 4

**RECENT PUBLICLY-
FUNDED PROJECTS IN
& AROUND BRIDGE**

	Location	2-3 word Description	Year Funded	Public Funding Source	Investment Amount
Replacement of Ferry Street Bridge	Ferry Street	Replacement of Closed Bridge	2016-17	City of Hudson/Columbia County	\$3,200,000
Local Waterfront Revitalization Program, Comprehensive Plan and Zoning Ordinance Updates	Waterfront & City	LWRP Updates to include resiliency and zoning updates	2016	NYS DOS LWRP	\$45,000
Dunn Warehouse Feasibility Study	2 -194 Water Street	Feasibility & Analysis	2014-15	NYS DOS	\$55,000
Dunn Warehouse Stabilization	2-194 Water Street	Emergency Stabilization	2017-19	NYS ESD/RESTORE NY	\$500,000
Brownfield Cleanup: Foster's Refrigeration Site	Mill St & Second Street	Superfund Clean Up	2016-17	NYS DEC	\$1,000,000
Edward Knack Environmental Center	Broad Street	Waterfront Environmental Center	2016-17	NYS DEC	\$94,000
ADA Kayak Launch	Henry Hudson Waterfront Park	Waterfront Recreation Amenity	2015-2016	NYS DOS- Quadricentennial	\$44,000
Promenade Hill Park ADA Ramp Design	Promenade Hill Park	Park Accessibility Improvement	2016-17	City of Hudson	\$130,000
North Bay Recreation Trail Planning	205-299 N 2nd Street*	Public Access Recreation Amenity	2016-17	NYS OPRHP	\$120,000
Charles Williams Park Upgrades	238 Mill Street*	Greenspace Recreation	2011-15	NYS DOS	\$250,000
Conservation Inventory Reporting	City Wide	Planning & Development	2016-17	Hudson River Valley Greenway	\$20,000
Stormwater Separation, Phase I	Front St, State St & Columbia	Infrastructure Upgrade	2015-18	NYS OCR- CDBG	\$600,000
Brownfield Opportunity Area: Step 1	Hudson Waterfront	BOA Step 1	2013-14	NYS DOS-BOA	\$42,000
SBA Small Business Loans & Technical Assistance	Throughout DRI Zone	Loans & Technical Assistance	2012-17	Columbia Economic Development Corp	\$91,255
Hudson Day Care Rehabilitation	110 Warren Street	Emergency Rehabilitation of Bldg.	2014-15	NYS OCR- CDBG	\$200,000

Table 4 (Continued)

Hudson History Project	City Wide	Historic Walking Tour	2016-17	Arts CHPG	\$14,000
Redburn Development-Wick Hotel	Cross Street	Hotel	2015	NYS ESD	\$1,500,000
				Represents City, County & State Funding Inside DRI	\$7,905,255
Outside BRIDGE					
Columbia County Rail Transloading Facility	Waterfront Transloading	Transportation Improvement	2011	DOT	\$2,208,600
Dr. Oliver Bronson House Restoration	611 Warren Street	Historic Restoration	2011	OPRHP	\$300,000
HRCC Home Improvement Program	Lower State Street	Housing Stabilization	2011	HCR	\$300,000
Hudson Opera House: 1st Floor Restoration	Warren Street	Cultural Hub Restoration	2011	OPRHP	\$400,000
City of Hudson State Street Revitalization Project	345-347 State Street	Housing Stabilization	2013	HCR RARP	\$100,000
Market Hudson NY: Tourism Study	City Wide	Tourism Study	2014	NYS ESD MNY	\$60,000
Upper Union Street Green Stormwater Retrofit	Upper Union Street	Green Infrastructure	2015	EFC GIGP	\$248,400
Hudson Opera House: 2nd floor	Warren Street	Final Stage Restoration	2015	ESD	\$1,300,000
Hawthorne Valley Kraut Manufacturing	South Second St	Expanded Processing & manufacturing	2016	ESD	600,000

Public Funds
Proximal to DRI 5,517,000

Total of ALL public Investments over 5 years in/around DRI Zone	\$13,422,255
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Edward V. Knack Environmental Center

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.

Throughout the Hudson Valley, municipalities with assets like Hudson's—remarkable landscapes, outdoor recreation, arts and cultural venues, historic architecture and, importantly, train access from Metro New York—are poised in a moment of economic opportunity. The rediscovery of the Hudson Valley as a destination for day trips and longer sojourns—and the emergence of the City of Hudson as the preeminent regional arts and culture hub—has created a thriving tourism sector. Given documented tourism spending across the region, the industry appeals as an “easy fix” for municipalities suffering under long-standing economic stagnation. But tourism is not an economic panacea.

Hudson recognizes the critical importance of tourism to private business owners as well as the city and county sales tax base; data on Columbia County from the 2015 Hudson Valley focus report on the Economic Impact of Tourism in New York for Columbia County from 2015 shows \$131M in traveler spend and \$15M local and state taxes. However, we also understand that tourism-generated labor income is comparatively low in contrast to the income generated by a year-round, diversified economy that is both resident-relevant and visitor-viable; the estimated labor income resulting from tourism in Columbia County in 2015 is \$61M across about 3,600 direct and indirect employment positions, for an average income of just under \$17K. Striking a balance among tourism and other job sectors is critically important to Hudson's economic health overall, and in particular to the BRIDGE District's residents of low and moderate income. Our DRI plan includes actionable strategies for entrepreneurial incentivization, job incubation to create high quality, living-wage jobs; workforce development to prepare local workers for year-round local employment, and infrastructure improvements that make the BRIDGE District shovel-ready for long-term investors (<https://mail.google.com/mail/u/3/#inbox/15ca2f200b37bbbd?projector=1>)

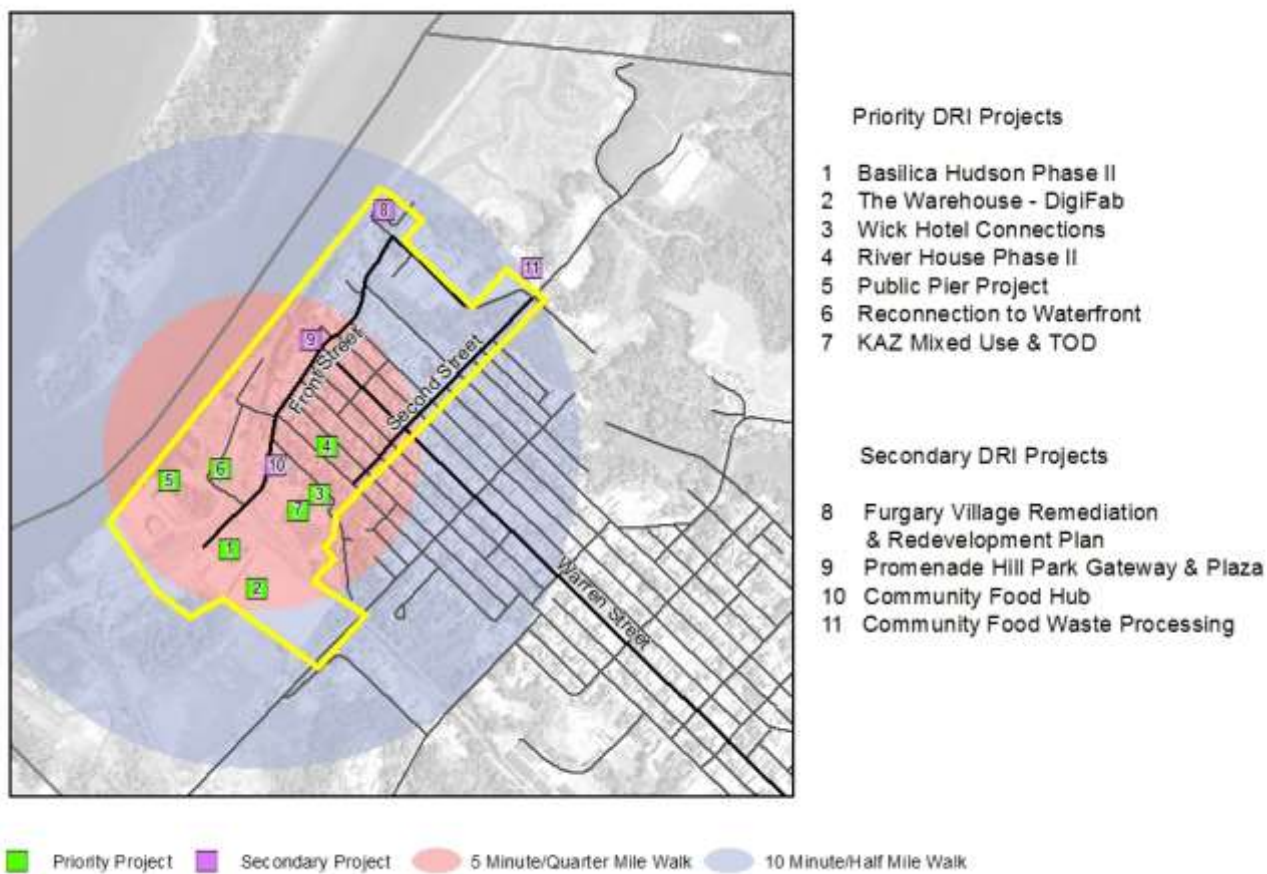
To reiterate, of the District's more than 1,000 full-time and part-time jobs across approximately 70 businesses and organizations, almost 800 were created over the last five years. Hudson and the BRIDGE District already show an outstanding trajectory. Etsy knows that Hudson is a place that its employees want

to live, work and play. John Harney and Sons knows it. Princeton Architectural Press knows it. World-famous musician Melissa Auf de Maur knows it. As do the myriad smaller business owners investing in the District. Our DRI District priorities expand job creation into new employment sectors, create vibrant mixed-use and transit-oriented neighborhoods with community amenities, reconnect the city to the waterfront and recreational opportunities, and make Hudson easier to navigate on foot and by bike. Our project priorities are outlined in the table below, and discussed in this section as they related to job growth, and the next as they related to the attractiveness of the BRIDGE District.

SHOVEL-READY PROJECTS

A combination of innovative thinking, careful planning, collaborative leadership—and not a small amount of gumption—have prepared our core projects for launch and completion in one to years. With DRI funding in place, these projects will act as catalysts for the implementation and success of our full DRI plan.

Map 5: Selection of Proposed Projects in BRIDGE District



Basilica Hudson, Phase II; 110 South Front Street
Private Investment: \$1.5M—DRI Request: \$250K
Job Creation: 46 Full-Time Equivalent Positions



Source: New York Times

Opened in 2010 in a reclaimed 1880s factory on Hudson's south waterfront, Basilica Hudson houses Basilica Arts, a non-profit, multi-disciplinary center, as well as Basilica Industries LLC, on the southern Hudson waterfront. It is the vision of musician Melissa Auf de Maur and filmmaker Tony Stone. Basilica Arts serves the local community as well as regional, national and international visitors. It supports the creation, production and presentation of arts and community programs. The magnificent industrial space is also used as a venue for large-scale public and private events, primarily weddings.



Basilica Hudson is an integral part of the fabric of the City. In its inaugural season, Basilica Hudson had 5,000 visitors; six years later, it regularly welcomes more than 35,000 to its programs and events annually. As the largest event space available in three surrounding counties, with capacity for 1,500, Basilica also hosts marketplace events that draw up to 5,000 per day. The initial private investment in the project created 45 full-time equivalent jobs, which when combined with visitor spend, has generated an estimated \$20M in annual economic impact in Hudson and the surrounding region. The impact of Basilica Hudson has been profound on the City of Hudson, creating a platform for artists, chefs, makers, and farmers in the region, and bringing throngs of visitors to Hudson.



Basilica Hudson also houses Kite's Nest, an independent education center that provides innovative K-12 classes and programs to foster creative expression, learning in action, and community engagement. A variety of allied not-profits partner with Basilica to take advantage of Basilica's space and resources, as well.



Phase II of Basilica's development, for which DRI funding is sought, continues renovation of the structure to improve the interior and exterior infrastructure for year-round use, as well as incorporating

accessibility. This will allow the expansion of arts programming and private events, as well as community-based events in alliance with the City of Hudson and other local non-profits. The ripple effect of Basilica in Hudson's economy will grow, as well. DRI funds will be used toward the renovations, creating construction jobs. Long-term job creation will include expanding Basilica's managerial staff positions, event staffing opportunities, and artist presentations—representing high-quality, sustainable jobs for Hudson's economy.

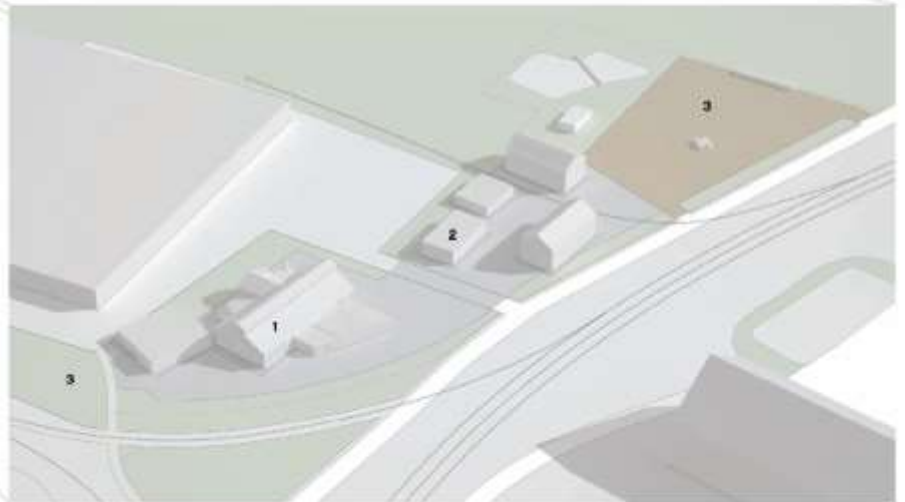


Significantly, Basilica Hudson's Phase II plan also includes site upgrades that will make significant visual improvements to the south end of the BRIDGE zone. Basilica is located in Hudson's industrial core, and is one of the last remaining structures that recall its bustling 18th and 19th Century manufacturing history. When industrial activity declined in the 20th Century, infrastructure spending followed suit, and few improvements were made along South Front Street. As will be discussed in Section 5, the result is an area with no pedestrian and landscape amenities. Basilica's Phase II development anticipates more comprehensive infrastructure development on the south waterfront, and establishes important visual cues that can be incorporated as circulation and buffering plans are made. Basilica has been the fearless entrepreneurial leader on the south waterfront, and now is poised to lead the formation of the BRIDGE District's visual identity, as well.

Basilica is also anticipating a third phase of its expansion, developing its adjoining parcels to the south with an expanded campus, public green space, a sculpture park and outdoor event space. The plan will also bring an elegant visual terminus to Hudson's south waterfront. Where today the City peters out in a wash of ill-defined parking areas, the Basilica green spaces and new buildings will act as a gentle, planned transition from the bustle of the BRIDGE District to the protected South Bay wetlands beyond.



1. Basilica Hudson
2. Expanded Campus
3. Sculpture Park



DRI funding for the Basilica expansion is essential. The project is an integral part of the DRI District's economic expansion, but also the formation of BRIDGE's overall aesthetic—rooted in Hudson's industrial and architectural history, but reaching into its artistic and creative future. Recognizing its significance, and that of its sister project, River House, several New York State agencies and non-profits are already invested in and committed to its outcome: New York State SHPO (preservation tax credits in alliance with the Secretary of the Interior), The Preservation League of New York State (Endangered Properties Intervention Program), National Grid (Main Street Revitalization and Energy Efficiency Program grants), and NYSEDA (solar array and electric car charging station).

River House, Phase II; 34 Allen Street

Private Investment: \$1.3M—DRI Request: \$250K for job creation & workforce development

Job Creation: 114 Full-Time Positions

A sister project to Basilica Hudson, River House is reclaiming a monumental brick school building as studio and work space for creative professionals, focusing particularly on the film and media industry. Plans for the building include four floors of dynamic activity that will enliven not just the economy but also the cultural fabric of Hudson, creating an important new space for creative enterprises; the building will accommodate 114 creative professionals. It is the first such facility in the region, and will serve as a magnet for new business and support the growing creative enterprises taking root in the Hudson Valley. In the same way that Basilica helped further Hudson's reputation as a singular arts destination outside of New York City, River House will bring the City and the BRIDGE District renown as a leading location for the film industry. This job creation adds significantly to Hudson's "lift-off" effect—accelerating ideas, creative entrepreneurs, and a new job sector. Additionally, the networks of Basilica and River House will naturally feed each other: filmmakers can take advantage of Basilica's Qualified Production Facility status, and the high-end work spaces of River House will encourage resource sharing, creating a co-op of sorts, where seamless crossovers of work can happen. Further, the professional enterprises that will be housed in River House will include both businesses moving from out-of-state, as well as other New York State-based

businesses that will expand and create new locations in Hudson; these businesses will be producing work that will be exported outside of New York State, both nationally and internationally. In addition, these businesses will create high quality job opportunities for local residents—beyond the number of jobs that will be created, the quality of the jobs in terms of professional training and long-term professional opportunities is an important value add to the project.



Basilica Hudson co-founders and River House co-owners, musician Melissa Auf der Maur and filmmaker Tony Stone, are both established professionals in their respective fields with far-reaching national and international professional and creative networks. Auf der Maur and Stone are committed to the revitalization of Hudson, and through their work are supporting the remarkable creative and economic resurgence taking place within the City and the region. With River House, Auf der Maur and Stone envision a new phase of development for Hudson, a for-profit enterprise designed to support the many creative individuals and enterprises flocking to the region, offering much-needed professional work space. As a result, Hudsonites will have exposure to a broader range of creatives, including filmmakers, fabricators, inventors, directors, researchers, writers, architects, and more. With Hudson growing rapidly as a creative hub for the region, Basilica Hudson and River House together can be even stronger economic drivers for the community.

The Warehouse—Façade Improvements & DigiFab Expansion, 99 Third Street

Private Investment: \$18.2M (\$15M by Warehouse Owner; \$3.2 by Digifab)—DRI Request: \$250K

Job Creation: 7 New Full-Time Jobs at Digifab

The Warehouse is a highly-flexible former furniture factory represents the nimbleness of small business owners in the BRIDGE District. The structure is 300K square feet and currently houses 48 businesses, employing approximately 120 workers. Among those businesses is DigiFab Shops (maker of architectural woodwork, metal work and components); Hudson Barbell gym, Hudson River Historic Boat Restoration, Hudson Brewing Company and Tasting Room, Amtrak engineering offices, Inky Editions (an ink press gallery and maker space), and multiple retail antique shops. One participant in the public comment process said that the BRIDGE District has a “live and let live” mentality, and nowhere is it clearer than in the diverse offerings of The Warehouse. The property owner has invested significantly in the creation of this flexible, adaptable commercial complex.

The DRI direct business assistance requested for The Warehouse will support the expansion of DigiFab, an agile digital manufacturing and fabrication company specializing in custom architectural interiors, displays, and fixtures. As a significant manufacturing employer in Hudson, the Digifab shop employs 60 people, with a weekly payroll in excess of \$50K. Digifab’s 50,000 SF area is recently renewed under a five year lease with The Warehouse, where they are the largest tenant, and they are well-positioned for expansion with over 100,000 SF of contiguous space available on demand. Since taking occupancy in 2009 they have invested over \$685K in leasehold improvements, and over \$2.6M in current production assets. Though historically focused on interior millwork, and architectural metals, Digifab’s current strategic plan calls for expansion into two new markets: (1) secondary & tertiary processing of cross laminated timber (CLT) structures using state of the art 6 axis industrial robotic CNC systems (\$275K); and adding 6 new staff; (2) state of the art, precision 6-axis automated CNC fiber laser cutting of tube and sheet metal parts (\$1.25M). Each of these two new investments will complement existing operations while opening significant new markets to the firm and employment opportunities to the community. This would conservatively add 6 new full-time position and 1 part-time position.

Wick Hotel, 41 Cross Street, Direct Business Assistance

Private Investment: \$6.5M—CFA Investment: \$1.5M--DRI Request: \$250K

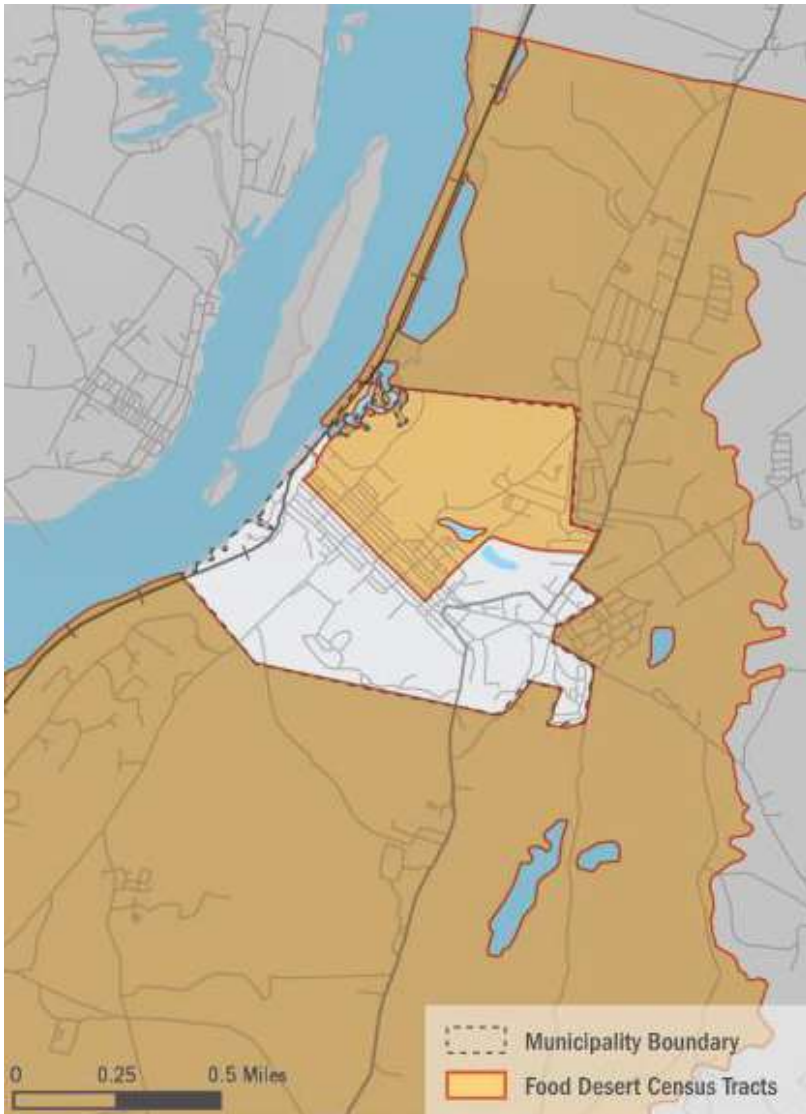
Job Creation: 1 Full-Time Position, 8 Part-Time Positions



Drawing its name from their original 1860s use as a candle and soap factory, the structures at 41 Cross Street are being redeveloped by Redburn Development Companies as a 55-room, full-service boutique hotel. As part of the project, the property has been nominated to the National and State Historic Registers and will be eligible for preservation tax credits. Additionally, the developer has expressed commitment to sustainable, green design in the rehabilitation. The Wick will be part of the Tribute Portfolio and managed by Prestige Hospitality of Albany, offering Hudson an independent hotel experience with metropolitan customer service. Prestige will hire locally and use area vendors whenever possible, adding further job creation with the hotel's opening, as well as creating ripple effect on the local economy. The direct business assistance of this DRI project will offset some of the significant costs associated with the rehabilitation of a deteriorated historic resource that helps tell the story of Hudson's manufacturing heritage, as well as exterior site improvements to increase pedestrian access to the Warren Street business District via a pocket park stairway, the Amtrak train station and BRIDGE District amenities. The property owner is also pursuing National Register designation for the property and, if approved, will be able to pursue preservation tax credits via the State Historic Preservation Office.

MIXED-USE & TRANSIT-ORIENTED DEVELOPMENT

Hudson is experiencing a surge of relocating Brooklynites and other New Yorkers in search of a mellower vibe in a hip, walkable city where they have a chance at homeownership. In broad terms, these entrepreneurs and artists tend to be more affluent than the base population of native Hudsonites. Again and again, Hudson is referred to as an arts mecca—the new home to the “creative class.” And it is. But it is also a City, like many others across Upstate New York, that has persistent economic disparity. According to comparative data from American Community Survey, 23% of households live in poverty, with a median income of \$35K. Twenty seven percent of households receive food assistance, and 43% of households pay more than 30% of their household income for housing—a standard calculation of economic strain. Poverty may have preserved historic resources in Hudson, but it did not preserve essential services. The City has no grocery store—only a number of bodegas with limited fresh, healthy options. The closest grocery store and 24-hour pharmacy are outside of city bounds in the Town of Greenport. Currently, there is limited public transportation in Hudson aside from a County bus and Amtrak's Empire State Line. As a result, the lion's share of the BRIDGE District, and much of the rest of the city, is classified by the USDA as a food desert (<http://www.pattern-for-progress.org/wp-content/uploads/2016/02/Hudson-Valley-Profiles-Hudson.pdf>).



As well, Hudson is a city that cares about inclusivity, social justice, and community building. In the public comment sessions we held to prepare for this grant application, among the needs and desires put forward repeatedly were job training to lift people out of poverty; decent, affordable housing; and a grocery store. And these were concepts that virtually every demographic in the audiences got behind. No matter what age, gender, or ethnicity—everyone needs groceries, a job to pay for them, and a decent place to lay their heads. A mixed-use, transit-oriented project provides an intersection at which these BRIDGE District challenges can begin to be addressed.

KAZ Mixed-Use & Transit-Oriented Development, Montgomery Street, Site Prep & Project Incentives
DRI Request: \$675K

Job Creation: 120 Full-Time Positions, 70 Part-Time

The former KAZ warehouse site offers the single greatest job creation and workforce development opportunity in the BRIDGE District. Currently the site contains a defunct warehouse building, massive in scale and oddly-shaped. The street grid is disrupted in this portion of the District. The demolition of the warehouse—estimated at \$325K—will clear the way, literally and figuratively, to ease and encourage surrounding development projects, including the adjacent Wick Hotel. The owner and local development agency Hudson Development Corporation have developed a request for proposals that will incorporate a number of much needed, much anticipated elements in the BRIDGE District, and accelerate a number of key goals that our DRI plan hopes to accomplish. Incentives to fulfill the goals balance out this line in the grant request at \$350K.

We look to the open possibilities of the KAZ site to innovate a mixed-use model that benefits a range of demographics and serves critical needs in the BRIDGE District. We envision creating a job readiness pipeline for high-quality, living-wage jobs, building strong alliances among the BRIDGE District’s innovative K-12 programs, such as Kite’s Nest and the Warren Street Academy, and the nearby Columbia-Green Community College. CGCC is located 3.5 miles away from the BRIDGE District; President Jim Campion reports that transportation to and from the campus is challenging for many, and there are no transit alternatives. We propose the private development of housing within reach of students and young professionals on the KAZ site, the re-imagining of some of CGCC’s programming in new, remote models, and potentially a public/private partnership to launch a transportation route to and from CGCC.



Housing accessible to millennials, students and young professionals, located directly across Front Street from the train station, invites follow-on development that is resident-relevant throughout the BRIDGE District. Proposed concepts include:

Trades and Apprenticeship Hub

- potentially focused on the rapidly expanding sustainable building trades and the renewable energy economy burgeoning across the Hudson Valley
- expands CGCC's offerings of market-relevant courses of study
- meets the URI initiatives to reach the clean-tech growth horizon and build tomorrow's workforce

Maker Space/Innovation Zone

- creating flexible space to accommodate a broad spectrum of workers from telecommuters to non-profits to writers and craftspeople
- providing a nexus of equipment, education and community to create space in Hudson for the democratization of design, engineering, fabrication and education
- the inclusion of a cooperative commercial kitchen will allow small-scale craft food producers to bring their products to market without the burden of individual regulatory constraints

Workforce New York Satellite Office

- brings job assistance into the District, where the unemployed and under-employed are concentrated

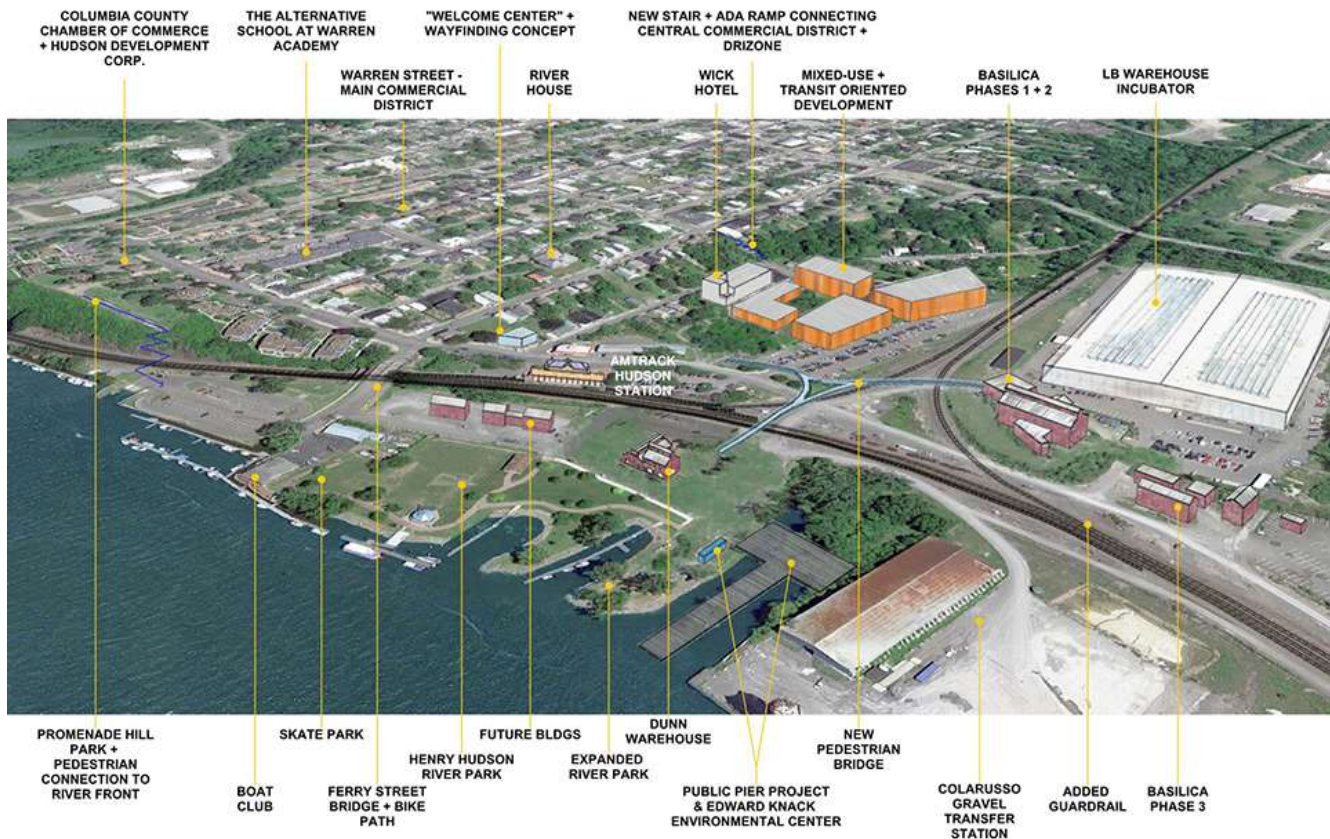
- connects individuals to career planning service, businesses to job posting and support services, and youth to local opportunities and career planning

An Urban-Scaled Grocery Store

- on-site population density makes a smaller-scale, pedestrian-friendly market viable
- also makes fresh, healthy food available, on-foot, to residents and workers across the BRIDGE District
- captures the weekender market stepping off the train on the way to their Hudson second-house
- provides a food gateway, connecting multiple markets to business

OTHER JOB CREATION

Public interest was expressed in the development of jobs in the green waste management sector. In particular, the reuse of the former Foster's Refrigeration site on 2nd Street in the north end of the BRIDGE District was proposed given the limitations likely to be placed on it following this brownfield cleanup. The site will be capped, and an on-slab structure could be built to house a community food waste processing center with an anaerobic digester. This effort would divert food waste from landfills, and potentially create jobs in collection, handling and processing. Accordingly, a DRI grant request is made for \$200K. Additionally the public is supportive of the City partnering with a local broadband provider to offer 4MBs data for basic Hudson-wide use. Accessible broadband will allow the coordination of emergency broadcasting, support workers with home-based businesses and telecommuters, as well as promote educational and digital literacy. \$175K is requested for this initiative.



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.

Hudson's BRIDGE District has the look and feel of the post-industrial cityscape that millennials seek in neighborhoods like Brooklyn's Greenpoint and DUMBO. . .except in Hudson, "post" doesn't quite apply. Hudson is an authentic working city with a working waterfront. Yes, once-shuttered industrial buildings are being transformed into performance spaces, event venues and hotels as they are Brooklyn, but in the BRIDGE District adaptively reused buildings stand alongside structures that continue in their lifetime of manufacturing service. And they sit together comfortably in their contrast. On any given fair weather Saturday, brides in their gowns might pose for photos at Basilica Hudson, while just outside gravel is delivered by truck from the Colarusso quarry to the deep water port across Front Street. It goes back to that live and let live philosophy of BRIDGE. This dynamic environment doesn't just appeal to Millennials, of course—older second homeowners and visitors love the aesthetic and feel as well.

The BRIDGE District has all the elements needed for economic vibrancy and neighborhood cohesion. What is missing is a definitive sense of place across the District. The jumble of uses is decidedly urban, but the thread of common identity is missing among them. Threads will be gathered and woven together through DRI initiatives that will augment the District's attractiveness and livability: improved public amenities and access at the waterfront; rationalization of traffic patterns where industrial and pedestrian traffic intersect; a unified wayfinding plan; improved pedestrian and bicycle connectivity through the District and beyond.

The lynchpin in all elements our DRI plan is reconnecting to the Hudson River. Through the 20th Century, as the River became polluted and industry largely died in Hudson, the City did what all rivertowns did in the 1960s-1980s: it turned its back on the river. People who could afford housing further from the stinking shoreline did, leaving behind the most impoverished and vulnerable. Public parks emptied and the "ugly" bits of municipal life were sent to the river shore—wastewater treatment, highway departments and the like. It was hard for a lot of folks to imagine the Hudson as being anything other than a chemical-laden cesspool. Property values dropped. Where once sat grand houses with river views rose Hudson's high-rise public and senior housing. Thankfully, a group of forward-thinking citizen activists took action, establishing the local Historic District in 1970 in the face of aggressive urban renewal along Front Street and in the north portion of the city; the local Historic District was nominated to the National Register in 1985. These two actions saved most of Hudson's fantastic architecture and preserved its unique character.

A notable loss of historic fabric happened in the early 1970s, when a portion of the Front Street bluff (excluded from the District north of The Promenade) was demolished. In a beautiful bit of irony, that land now holds a neighborhood of subsidized housing. Lower-income Hudsonites, once marginalized at the edge of the polluted river, now have the best view in town. Although the development disrupts the historic street grid and blocks public views of the now clean, recovered river, the units are well-designed and well-maintained, with plenty of communal greenspace. It has a strong and welcoming community feel, and reflects the diversity of Hudson. African-American families live alongside Latinos and some of Hudson's sizable Bangladeshi community. They look at the river, yes, but because of poor choices made in an era guided by a different planning philosophy, look is about all they can do. Our DRI initiatives will help remedy that.

Promenade Hill Park Gateway & Plaza, Front St & Warren, Renovation: Park Entrance, Plaza & Staircase
City of Hudson Funding: \$160K--DRI Request: \$340K
Jobs Created: 6 Part-Time Positions

The entrance to Promenade Hill Park forms a nexus, a BRIDGE, between the residents of the northern portion of our DRI District and the city's business District. The City's recent investment will allow ADA access, encourage expanded community use for festivities, and make space for small food and creative pushcart businesses. This project is both resident-relevant and visitor-viable, showcasing the grand vista down Warren Street for all, and leading to superb views of the river and our historic, still operational, lighthouse.



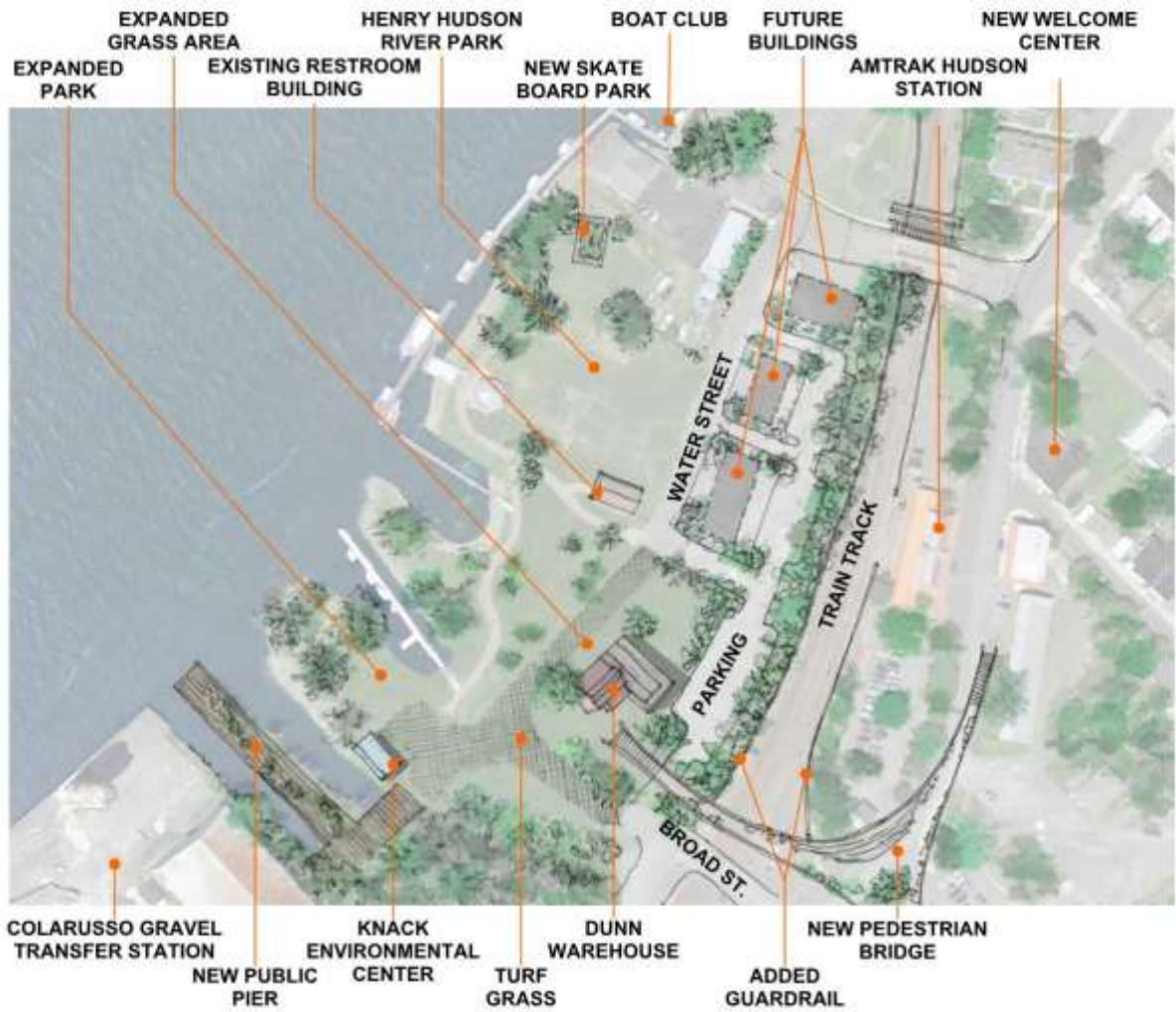


Dunn Warehouse & Environs, Central Waterfront between Broad & Ferry Streets

DRI Request: \$4M

Jobs Created: 15 Full-Time Positions, 95 Part-Time Positions

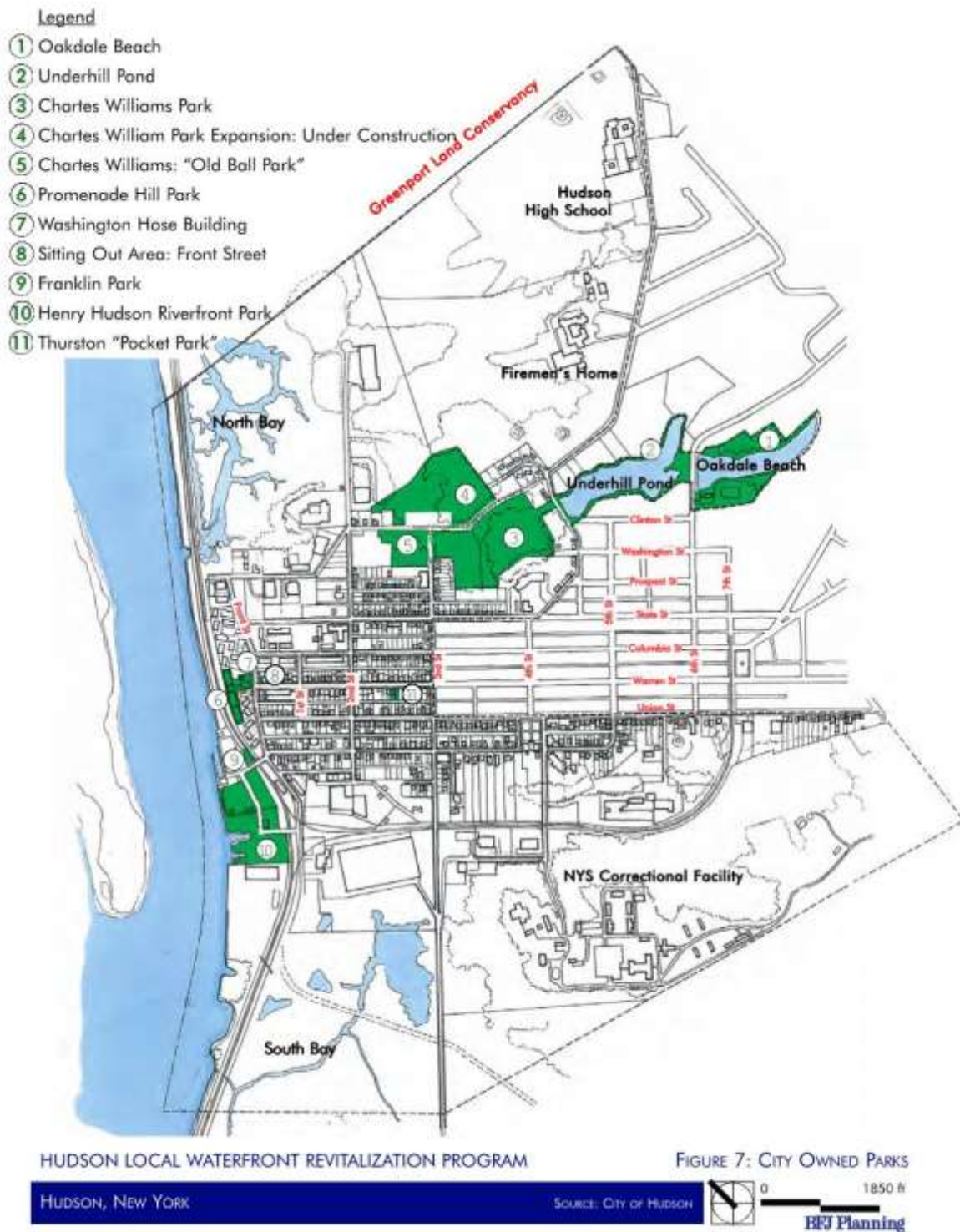
DRI funds will leverage previous public investment in the Dunn Warehouse by the Department of State and the Empire State Development Corporation's Restore New York funds to stabilize this last remaining central waterfront building and conduct a feasibility study for its reuse. Based on recommendations in that study, the City of Hudson will issue an RFP for a public/private partnership to adaptively reuse Dunn. There are a number of options for Dunn that will generate profit for a private developer—as well as year-round jobs—including a restaurant and a recreation outfitter. Public feedback also favors the inclusion of a year-round farmer's market and/or community food hub for fresh fruits, vegetables, meats and fish. The latter project is a local grass roots efforts to additionally address Hudson's food desert. Discreet pilot projects, being run in collaboration with Kite's Nest School and successful Empire State Development grant applicant Hawthorne Valley Farms are being launched Summer 2017 and will include a mobile food pantry selling farm fresh produce at all income ranges and a bi-weekly fish market. The success and data derived from the pilot project will inform the business model for a permanent food hub in the BRIDGE District. An additional \$700K in DRI funding is requested to support the Community Food Hub.





The Dunn Warehouse adaptive reuse is the first phase of reimagining Henry Hudson Waterfront park, in keeping with the goals of Hudson's 2011 Local Waterfront Revitalization Program (<http://cityofhudson.org/content/Generic/View/3:field=documents;/content/Documents/File/884.pdf>). Currently, the waterfront is difficult for residents and visitors to access. Private boat clubs consume prime waterfront space, and their associated parking lots mar the vista and limit use options. A private

commercial vessel used for touring the river is moored at the primary dock whenever it is not sailing. As a result, the felt experience of the waterfront for residents is that it is not their own. For them and for visitors, the river is at what seems an unattainable distance.



The LWRP calls for reclaiming the full central waterfront for public uses and reconnecting the people of Hudson, as well as visitors, to the City's greatest asset. Steps in that direction are being taken with the

upcoming installations of an ADA accessible kayak launch and the Edward Knack Environmental Center. Additional concepts that have circulated, and the planning for which are incorporated in this DRI investment request, include: picnic areas, improved lighting and circulation, and the installation of a public pier for passive and active use by small and large crafts, fisherfolk and pedestrians. A key consideration on the waterfront is the incorporation of activities for children and youth. In order for young people to be invested in the care and protection of the river and their waterfront, they need to feel a part of it. Including a playground and skate park, for example, at the central waterfront will give young people a reason to embrace their City's connection to the Hudson. Funding for the pier, estimated at \$1.2M is a separate DRI request in this proposal.

Public Art at the waterfront and throughout the BRIDGE District is considered as part of a DRI funding request to create and curate multi-media art collection in neighborhoods and points of public interest. This collection will showcase the diversity of Hudson's residents, as well as foster continued public support for creative professionals in the City. The request for this proposal is \$250K.

Furgary Fishing Village Remediation & Redevelopment Plan

City of Hudson Investment: \$11K—DRI Request: \$165K

Jobs Generated: 6 Part-Time Positions

Furgary Fishing Village is a unique cultural resource in Hudson. It is a remnant of the once-thriving small-scale fishing industry that thrived up and down the river. The Village consists of a collection of now vacant make-shift shacks, hugging the shore of a small cove just along the rail tracks. Once populated by squatting seasonal occupants, the only use on the site now is the use of remaining floating docks for boat launching and fishing. The City-owned property is now in a liminal phase, transitioning to fuller public use. It is ideally located for linkage to the North Bay Recreation Area and other lands held by the Columbia Land Conservancy, and on to the Empire State Trail/Hudson River Valley Greenway (<http://www.hudsongreenway.ny.gov/Trailsandscenicbyways/EST.aspx>). Possibilities for redevelopment include improved public swimming and fishing access, as well as use as simple overnight accommodation for kayakers along Hudson River Greenway Water Trail. (<http://hudsonrivergreenwaywatertrail.org/>) DRI funding will be used to address asbestos in the structures, shore up their structural integrity and explore possibilities for enhancing river access and recreation.





Pedestrian/Vehicular Traffic Circulation and Connectivity

DRI Request: \$2.8M

Jobs Generated: 100 Part-Time Positions

The City of Hudson was first separated from the waterfront in 1874 when trail rail was run along the shore. It has been a blessing—taking the City’s manufactured products to world markets and bringing visitors with disposable income. It’s also been a curse—severing the City and its people from the river and creating hazardous pedestrian and vehicular traffic conditions in the South Bay. There is no fencing along the rails, so people and animals have unlimited access to enter and cross the tracks. Currently, there is a single vehicular crossing point at Broad Street, and it, too, is at-grade. A NYSDOT and City-funded replacement of a more northerly bridge at Ferry Street, to be opened in 2020, will allow safer, elevated passage to the waterfront. But in the meantime, its closure has set in bold relief the need for more a more robust circulation plan—single-point access to the waterfront via Broad Street means that first responders are unable to reach the waterfront when trains are crossing.

In the time that the Ferry Street bridge has been closed, the concentration of traffic and pedestrian movement has shifted further south toward Broad Street. The draw of Basilica Hudson programming and successful ventures in The Warehouse, as well as increased truck traffic from the expanded use of the deep water port by A. Colarruso & Son has meant more vehicles, walkers and bikers vying for safe passage

in an informal, unplanned multi-modal transportation network centered around the intersection of Broad and Front Streets.

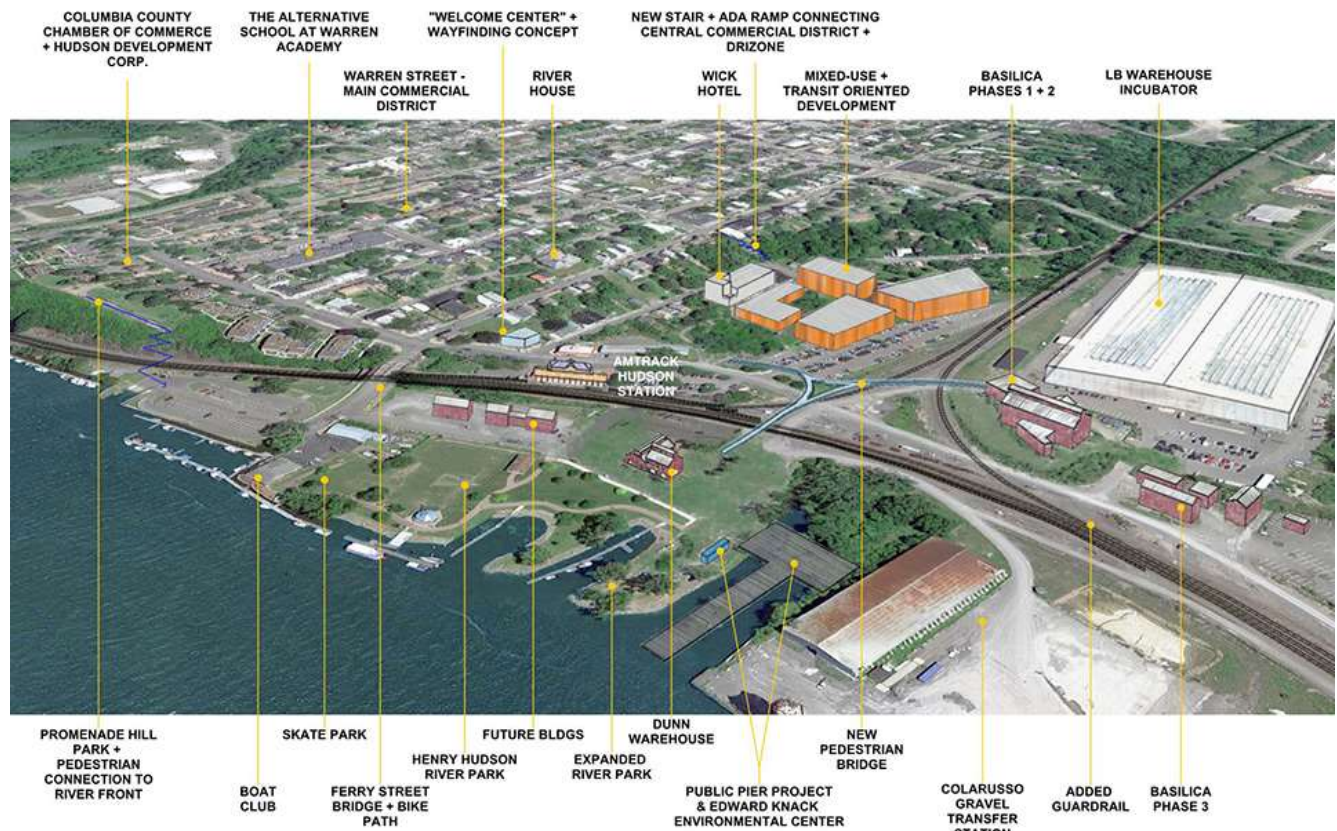




LEGEND:
 = PEDESTRIAN
 = CAR
 = TRUCK

Key improvements to be considered as part of the DRI-funded circulation and connectivity project:

- enclosure of the train rails with fencing to prevent entrance by people and animals
- separation of truck traffic from pedestrians, bicyclists and passenger cars
- elevation of the Broad Street rail line crossing for pedestrians, bicyclists and passenger vehicles
- reduction of truck traffic through residential areas of the BRIDGE District by re-routing Colarusso trucks onto a widened two-way haul road at the City's south border
- widening of roadways to accommodate wide pedestrian sidewalks and bike lanes
- energy-efficient and dark sky-compliant street lighting
- clear, consistent traffic signage
- integral landscape plan to buffer uses, calm traffic, provide shade and capture storm water runoff
- addition of an ADA accessible pedestrian connection between Cross and Second Streets, opening a new, convenient passage between Hudson's other residential neighborhoods and the train station as well as amenities developed at the Montgomery Street Mixed-use/TOD
- introduction of a switchback pedestrian stair to connect Franklin Park, at the north end of the central waterfront, to the south end of Promenade Hill Park, creating connectivity with North Bay housing and river amenities
- connecting where possible to the Empire State Trail/Hudson River Valley Greenway



As the big questions of circulation are considered in the BRIDGE District, the public encourages the City of Hudson to take a leading role in regional carbon footprint reduction. Proposals put forward include the installation of high-power charging stations for electric cars, the expansion of public transportation with the introduction of a short solar bus, and the improvement of bike lane connections. \$350K is requested to make these innovations possible.

The rationalization of pedestrian and vehicular traffic in the BRIDGE District—also a focus of the LWRP—is essential not only to safety, but also to establishing a sense of place for BRIDGE. When attempting to traverse the South Bay, one experiences uncertainty about where to walk and drive, how to proceed to destinations, and who has the right of way. A unified streetscape with consistent, ADA-accessible curbing, sidewalks, lighting, and bike paths will establish a strong and unifying identity in the South Bay—one that can be readily felt by Hudsonites and visitors alike. That identity can be carried forward in design elements across the BRIDGE District for area-wide visual cohesion. Additionally, it will transform the South Bay into an inviting locale for residents and visitors alike, with safe and welcoming passage to and from the waterfront, arts venues, shopping, dining, housing and public transportation. The consideration of Wayfinding is the subject of an additional DRI funding request.

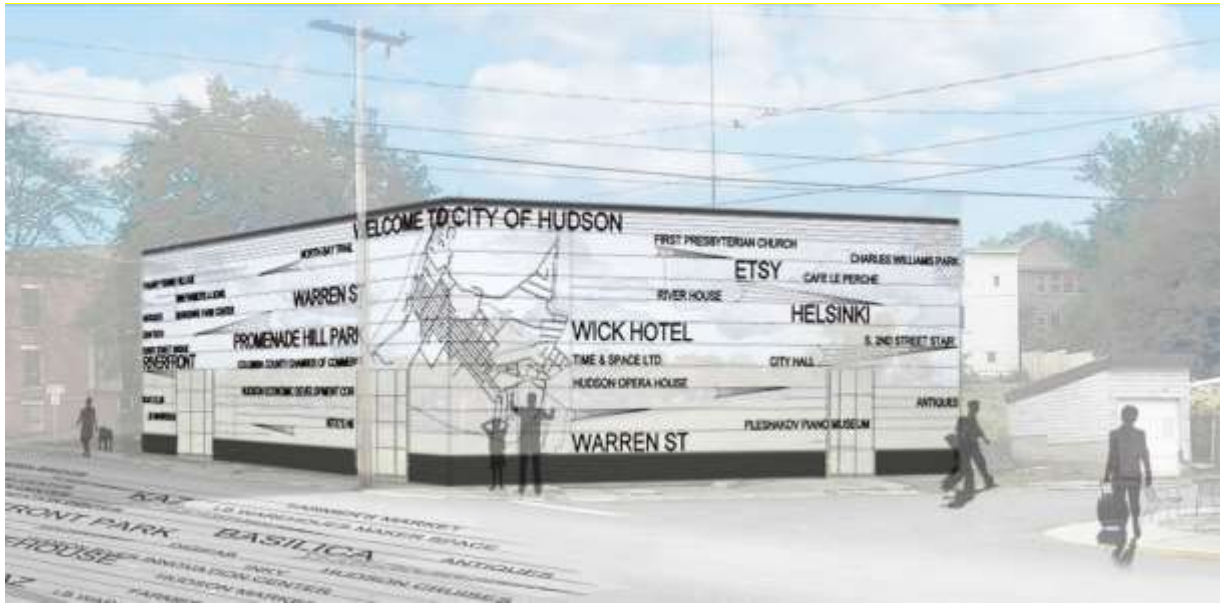
Wayfinding & Signage

City of Hudson Investment: \$4K—DRI Request: \$200K

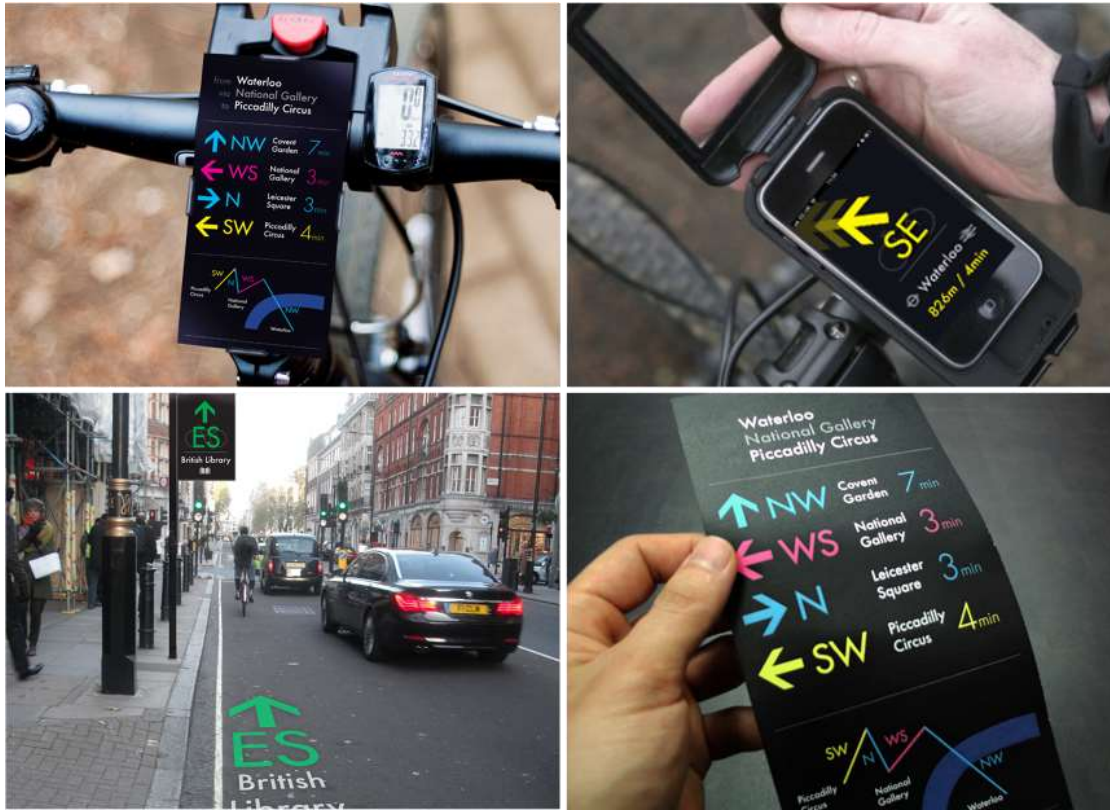
Jobs Generated: 6 Part-Time Positions

A cleverly designed system of signs and directional aides will both enhance overall community identity as well as inform residents and visitors about the surrounding built and natural environments, destinations, business Districts, public amenities and parking. Hudson is unlike any other city. The signs and directional aides that move people through this unique, vibrant innovative place need to be equally unique, vibrant and innovative. Ideally, the Wayfinding system's design will reflect the industrial past and the creative future of Hudson. With the demolition of privately-owned structures at the corner of Cross and Front Streets, an access opportunity is created. The Cross/Front intersection is just across from the Amtrak

station and provides passage to a new ADA-accessible staircase from Cross to Second street. A Welcome Center at the intersection, could serve as the heart of a Wayfinding system and launch point for adventures in Hudson.







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.

Following the community consensus reached around proposals put forth in Hudson's 2002 Comprehensive Plan, the City has updated its zoning code. Specific changes for the BRIDGE District make possible the redevelopment of a dynamic waterfront for residents and visitors alike, while maintaining and expanding industry, commerce and quality affordable housing. The Waterfront Advisory Committee is currently updating the 2011 Local Waterfront Revitalization Program, proposing changes to Hudson's zoning code that incorporate smart growth principles and climate resiliency.

In addition to a modern zoning code, a number of other policies are in place to increase the livability and quality of life in the BRIDGE District, including those that address environmental protections, historic preservation, and transit-oriented development.

Our DRI strategy draws on the tools created by existing policies, and, significantly, proposes the development of replicable rivertown design standards that anticipate climate change preparedness and sustainability. The BRIDGE District inevitably will have to address impacts of climate change and rising river levels. Investment in Hudson's waterfront, as in areas all across New York State, requires thoughtful and realistic planning. The accountability structured into Hudson's waterfront design standards will ensure that public money is invested wisely in the BRIDGE District in the short and long terms. The City's Conservation Advisory Council is exploring support for this concept as well: <http://hudsoncac.weebly.com/>.

In Spring 2016, Hudson benefited from a cooperative relationship with Cornell University's Landscape Architecture—part of New York State's Land Grant College extension program. As part of the program's

Climate Adaptive Design Studio, graduate students explored design alternatives for more resilient, beautiful and connected waterfront areas. Public engagement was part of the Studio's requirements, engaging the students and their research with Hudson's community stakeholders directly via public meetings and an exhibit at the Hudson Opera House (<http://news.cornell.edu/stories/2016/06/design-exhibit-offers-ny-town-climate-change-defense>).

Additional existing policies and resources to assist the redevelopment of the BRIDGE District include:

- In 2010, Scenic Hudson published Revitalizing Hudson Waterfronts: Illustrated Conservation & Development Strategies for Creating Healthy, Prosperous Communities to aid cities like Hudson. https://www.dos.ny.gov/opd/programs/pdfs/Guidebooks/Revit_Hudsonguide.pdf
 - Much of the BRIDGE District is within the bounds of the Local, State and National Register Historic Districts, protecting structures from redevelopment in ways inconsistent with the character of Hudson. Income generating properties within the Districts are eligible for State and Federal Rehabilitation Tax Credits. <http://cityofhudson.org/content/Boards/View/10:field=documents;/content/Documents/File/1071.pdf>
- If feasible, Hudson might additionally consider implementing a local preservation tax abatement for private property enhancement, such as that used successfully in Ithaca, New York for private property enhancement. State enabling legislation was adopted in 1997 to enable municipalities across the state to form similar programs. <http://www.cityofithaca.org/DocumentCenter/View/1576>
- The City's Conservation Advisory Council advises on selection of and works in conjunction with the City's Department of Public Works in their issuance of permits for planting street trees http://hudsoncac.weebly.com/uploads/1/0/5/0/10500378/street_tree_how-to_and_application_.pdf
 - To continue the strategy of public/private partnerships, it may be useful for business owners in the BRIDGE District to consider forming a Business Improvement District. A BID would support the ongoing health and vitality of the DRI investment, with local stakeholders taking an active role in overseeing and funding the maintenance, improvement and promotion of the commercial District they benefit from.

7. 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.

Our revitalization plan for the BRIDGE District is an extension of Hudson's ongoing, larger comprehensive planning process, which includes engaged participation from a passionate public. The residents and business owners of Hudson are deeply committed to the City's advancement, and work hard to ensure that they are at the table as decisions are made. In developing the BRIDGE Plan, The Hudson Development Corporation and the Columbia Economic Development Corporation led a robust public input process. Together, the team engaged with residents and business owners and were joined by representatives of a number of partner agencies and organizations, including those mentioned in the paragraphs that follow, in numerous strategy sessions, five public meetings, seven individual stakeholder meetings and 13 site visits.



Over the past five years, Hudson's leaders have had an extraordinary impact on the overall direction of the City's development agenda, on the local policy structure that enables implementation of that agenda, and on the dynamics among its various stakeholders. The Hudson Common Council has several sub-committees that are actively engaged with revitalization, including the Economic Development Committee and the Arts, Entertainment and Tourism Committee.



The City's leadership has played a vital role in community building by ensuring that residents' voices are heard and represented fairly and equally, democratizing civic decision making in Hudson. In 2017, with the support of voter the City took the vitally important step of redistricting ward boundaries, eliminating a discriminatory weighted vote system. Today, all five of the City's wards—and importantly, those most impacted by the implementation of DRI initiatives—have equal representation and equal voice.



City leaders have been recognized for their use of inclusive, consultative, empowering and enabling leadership. Critically, this approach has built a cadre of qualified, committed resident volunteers serving on standing boards and advisory councils, and the thoughtful formation of additional ones. The Conservation Advisory Council was formed in 2015 with the mission to provide City Council members objective research and guidance on issues related to land use and environmental conservation. The Waterfront Advisory Committee, appointed by the Mayor's Office, is updating the City's 2011 LWRP. Both the CAC and the WAC will be closely engaged with the planning and execution of DRI investments.

Important working relationships have been established among the City and County Industrial Development Agencies, the Columbia Economic Development Corporation, and Hudson Development Corporation to ensure project planning and development is done in concert. Numerous City officials are engaged as board members of the Columbia Economic Development Corporation and the Hudson Development Corporation. Additionally, Hudson and Columbia County leaders are engaged with the Capital Region Economic Development Council as members of the council and its work groups.

The local lead for Hudson's DRI project will be a partnership among the Hudson Community Development and Planning Agency (HDCPA), Columbia County Economic Development Corporation (CEDC) and Hudson Development Corporation (HDC). Established in 1966, the HCDPA is a public body and will provide the necessary administrative support to implement our DRI plan. The current Director of both HCDPA and HDC has worked in Hudson for the past six years and maintains strong working relationships with multiple New York State departments and agencies, local and state elected officials, members of the Regional Economic Development Council, Columbia County departments and agencies, community-based organizations, cultural institutions, business leaders and residents. The HCDPA's work related to the DRI will be supervised by the organization's five-member board of directors, which consists of the Mayor, the City Planning Board Chair, the Hudson Housing Authority Board Chair, the City Common Council President, and the Majority and Minority Leaders of the Common Council. HDC board members maintain staggered six-year terms to ensure project continuity and sustain development initiatives.

The Columbia Economic Development Corporation will be a critical partner to the DRI roll-out. CEDC has reached record levels of membership and private-sector investment in the last year, indicating significant buy-in from the local business community in economic development activities. Several businesses in the BRIDGE District and the larger City of Hudson are heavily engaged with CEDC and have been supported by its activities. Our DRI strategy is also in line with the CEDC strategic plan, which was completed in 2016 and mirrors the strategies presented here. Having Columbia County's economic strategy working in unison with the BRIDGE District can accelerate initiatives included as pillars in CEDC's strategic plan.



Participant stakeholder groups would include, but not be limited to, members of: Hudson Business Coalition, Conservation Advisory Council, Columbia County Chamber of Commerce, Hudson Development Corporation, Hudson Community Development & Planning Agency, Cultural Institutions, Promise Neighborhoods, Operation Unite, Hudson City School District, Columbia Greene Community College, Columbia Memorial Health, Staley B Keith Social Justice Center, Hudson IDA, Columbia Economic Development Corporation, Columbia County Planning, Columbia County Tourism, Waterfront Advisory Committee, Hudson Lodging Committee, and adjacent property owners.

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

CONCLUSIONS

Hudson's BRIDGE District is a downtown poised for continued strong redevelopment. It is a vibrant community already showing measurable signs of being the place tomorrow's workforce wants to live, work and raise a family.

Our application demonstrates that DRI investment in BRIDGE projects will catalyze:

- shovel-ready projects for immediate positive results
- formation of a strong sense of place in Hudson
- public/private partnerships with strong economic outcomes

- transit-oriented and mixed-use development
- diverse new businesses; high-quality, well-paying jobs; and a skilled local workforce
- expansion of already-thriving arts and cultural institutions
- economic incorporation of a diverse resident population supported by affordable housing and employment opportunity
- introduction of amenities that support and enhance downtown living and maximize proximity to the Hudson River

DRI funding is a game-changing opportunity for Hudson. Help us make the BRIDGE.

PEOPLE ARE TALKING. . .

Hudson is in many ways like a magnet, drawing people in from near and far. The city's 232 years of history can be breathed in as you walk the streets, experiencing prime examples of many distinct architectural styles along the way. Everyone comes here for different reasons, but there are commonalities among us that keep us here and bring us together as a community. We're a diverse city of trailblazers: artists, entrepreneurs, educators, craftsmen, farmers, environmentalists, activists, and everything in between. The things that were once seen by some as negatives for Hudson are now quirky, well appreciated assets. It is through love of community and sheer grit that Hudson has experienced its renaissance. I feel honored to have been a part of Hudson's evolution, and can't wait to see the next level fully realized.

- Mayor Tiffany Martin Hamilton

After renting in Hudson for about two years, we decided to invest in Hudson by purchasing a home and staying in the ever-evolving and diverse community we now call home. Hudson is unlike any other city in the Capital Region-- we really do live, work, and play here-- and we wouldn't trade it for anything.

-Branda Maholtz, Homeowner

Hudson truly is Upstate's Downtown - it's where so many people from the surrounding regions come to find first-class entertainment, world-class food and the most unique shops north of New York City. And all of this is surrounded by some of the most scenic beauty in the Northeast - the majestic Hudson River, the views of the Catskills, the rolling preserved farmland... it's no wonder that artists and poets and farmers and dreamers have been drawn here for centuries.

- Gary Schiro, Executive Director Hudson Opera House

-Branda Maholtz, Homeowner

Living in Hudson and being small business owners has given us the opportunity of getting to know the wonderful people of this diverse community while also meeting so many first-time visitors who are amazed and overwhelmed by their "discovery" of the small town we call home.

- Jay, Owner TK Home