

# Elmira Downtown

## Revitalization Initiative



Local Planning Committee

Meeting 3

December 7, 2016

# Local Planning Committee Topics & Schedule

## **LPC Meeting 3**

- Summary of Public Meeting
- Project Options
- Retail Overview
- Next Steps

## **LPC Meeting 4**

- Priority Project Profiles
- Preliminary Implementation Strategies

## **LPC Meeting 5**

- Final Options, Priority Projects, Implementation Strategy

# Process

Elmira DRI Schedule	Nov	Dec	Jan	Feb
	21 28	5 12 19 26	2 9 16 23 30	6 13 20 27
<b>Downtown Vision &amp; Goals</b>	<b>Vision</b> Draft	Final		
<b>Revitalization Strategy outline</b>	<b>Strategy Outline</b> Draft	Final		
Initial project list	Draft	Final		
Initial strategies	Draft	Final		
<b>Action Plan</b>	<b>Action Plan with Projects</b>			
Project options proposed		LPC3		
Project options revised according to public meeting and LPC3 comments		Revise Options		
Interim coordination meeting with designated LPC Members		Interim LPC member discussion		
<b>Priority Project Profiles</b>		<b>Priority Project Profiles</b>		
Project options revised and refined, reviewed at LPC 4		Refine Options	LPC4	
Profiles for key projects			Develop Project Profiles	
Prepare for Public Meeting 2				
<b>Implementation Plan Draft</b>			<b>Implementation Plan Draft</b>	
Preliminary strategy for each project			Assign implementation roles for each project	
Phasing strategy			Phasing plan	
Draft Plan revised according to public meeting 2 and LPC4 comments			Draft plan revisions	
Interim coordination meeting with designated LPC Members			LPC Member Interim Meeting(s)	
<b>Performance Metrics</b>			<b>Metrics</b>	
			Draft Metrics	
<b>Final DRI Plan</b>				<b>Final Plan</b>
Draft Plan presented to LPC				Draft Final
Final Plan prepared with comments from LPC				LPC5
<b>Public Engagement</b>			Public Meeting	Public
Public Meetings				
Online engagement		On Line Engagement		

# Public Meeting: Priority Lists

## Breakout Session Priority Lists

Retail /Entertainment/ Culture	7 times
Housing	6 times
Restoration of old buildings	5 times
Lake Street Bridge	5 times
Riverfront	4 times
Business opportunities	4 times
Youth Activities	3 times
Poverty Reduction	3 times



# Public Meeting: Vision Statement

**Improve Housing Stock**  
Family Oriented **Small Business**  
**River Access** Sustainability Address poverty  
Urban Nature **Elmira College**  
**Restoration** Children Arts **Walkable** Entertainment  
**More Activities** Affordable Housing **Restaurants** History  
**Movie Theatre** Security Neighborhood **Lake Street Bridge** Youth Programs  
**Clemens Ctr. Area** **Bikeable** Drug Rehabilitation Improve Zoning  
**Diverse Dining** **Food** **Parking Meters**  
Open Air Market Festivals **Culture**  
Job Incubator  
**Improve Infrastructure**



## Vision Statement

### *Elmira Comprehensive Plan:*

- Establish a Dynamic College Community
- Strengthen Role as Eastern Anchor of I-86 Innovation Corridor
- Reverse Trends of Poverty & Blight

### **Goals**

- Job creation, high-paying jobs, and skilled workers
- Create an attractive, desirable downtown with a strong sense of place
- New housing at upper floors of buildings
- New retail and businesses opportunities
- Renovate underutilized properties
- Increase local property tax base
- Strengthen arts and cultural attractions

Elmira has a Dynamic Downtown and adjacent neighborhoods, which leverage higher education, the healthcare industry, innovation in advanced manufacturing and unique cultural and entertainment assets. Its walkable historic core is a regional destination for diverse activities, retail, a range of housing options, business opportunities, and celebrates its unique heritage, arts, and waterfront.

# Public Meeting: Mapping: RED = Places for new stores, restaurants

## Downtown Elmira

## Downtown Revitalization Initiative

### Existing/ Potential Projects

- 1-12: Historic Property Renovation
- 13: First Arena
- 14: Wisner Park
- 15: Parking Garage
- 16: Clemens Center
- 17: Transit Hub
- 18: Waterfront Park
- 19: Lake Street Bridge
- 20: New Residential and Retail
- 21: Option for New Public Space
- 22: Option for Railroad Viaduct  
Open Air Market



### Top Priorities for this Table

Priorities for Initial Options and  
New Ideas

- 1.
- 2.
- 3.
- 4.
- 5.

### Sticker Exercise

#### Blue: My favorite places

Place blue stickers on the store, restaurant, or other places that you visit and spend money at most frequently.

#### Red: New places

Place red stickers where you would like to see new stores, restaurants or other amenities.

#### Green: Open Space

Place green stickers where you would like to preserve, enhance or create new open space.

#### Yellow: Start Here

Place yellow stickers where you think redevelopment efforts should focus first.

#### Marker/Pen:

Mark the routes you travel most or label your stickers.



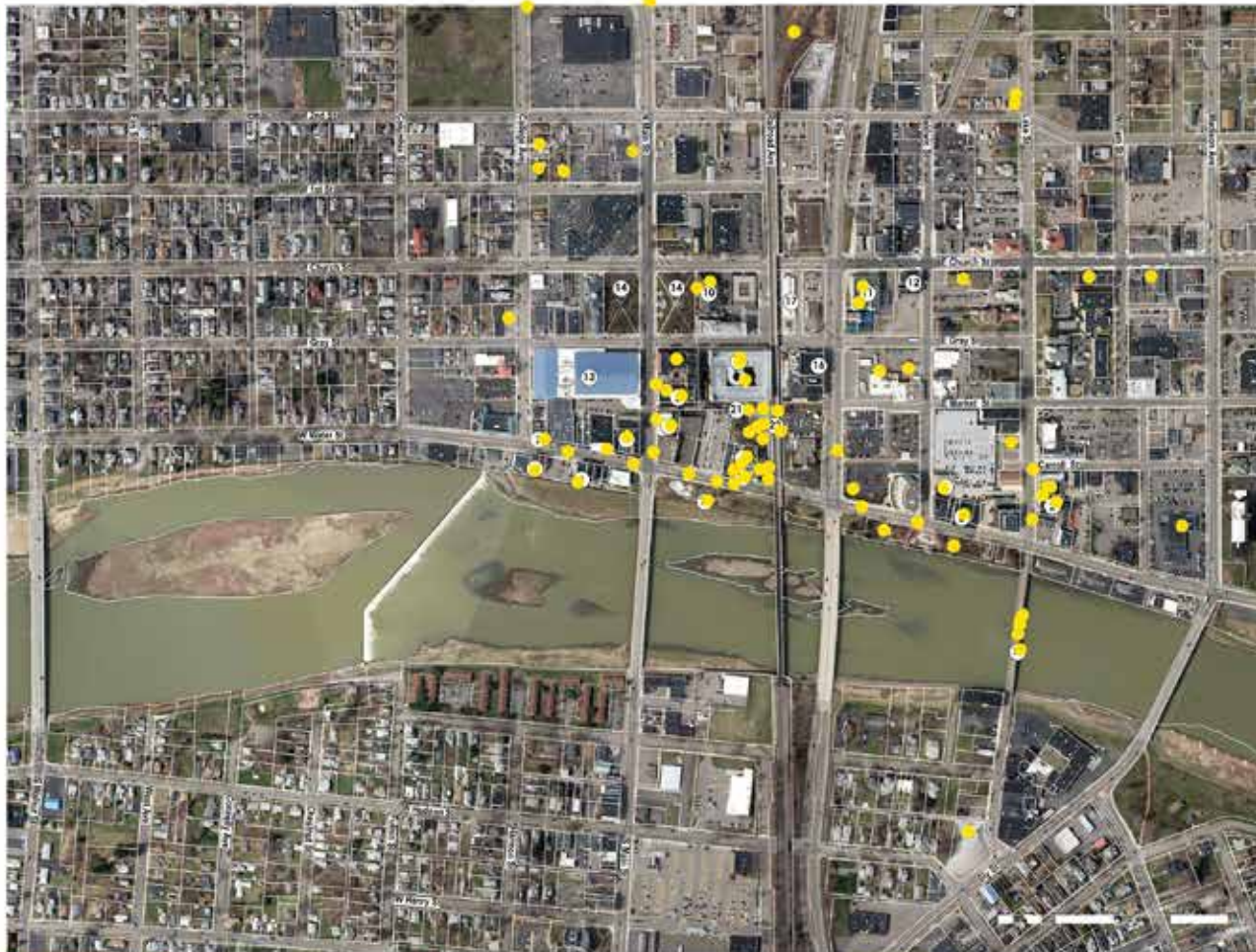
# Public Meeting: Mapping: YELLOW = Where redevelopment should occur

## Downtown Elmira

## Downtown Revitalization Initiative

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An aerial photograph of a city grid, showing streets, buildings, and a river. A large, semi-transparent orange circle is overlaid in the center of the image. The text "2. GROWTH CYCLE" is written in white, bold, sans-serif font across the center of the orange circle.

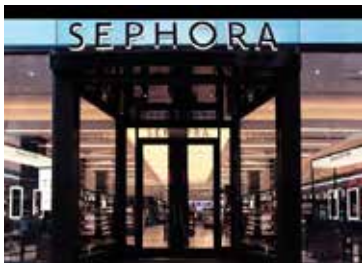
2.  
GROWTH CYCLE

## Retail Criteria

Stores, restaurants, entertainment venues need large numbers of people to have a dependable business. They generally need more visitors than the local residents in the immediate area; they need people from the region to support them.



Large Stores and Discount Stores:  
Very strict criteria for choosing a location. Require 100,000-200,000 households.



National brand stores, medium size:  
Require 20,000-80,000 households



Local retail grouping: 6,000-8,000 households required

**Downtown Elmira: 17,500  
Households est. with 3 miles**

**Elmira's Best Retail Opportunity:  
Smaller local entrepreneurs who  
will start new businesses here.**

- Often operate as a cluster of small stores to attract more people.
- They need more than 350 new households to support them and must draw people in from the region.
- Must become a regional destination

# How do you Create New Retail & Activities ?

## Tools used by diverse types of Revitalization & New Development Efforts

- Create high quality public spaces
- Concentrate many smaller retail stores in a walkable area
- Subsidize retail for first years in order to establish vibrant downtown
- Vibrant downtown attracts housing
- Subsidize events for first years to attract patrons: multiple activities within walking distance of each other, places for people watching
- Highlight things that are unique: historic character, waterfront, specialty of region, local food, etc
- Create energy: environment where it looks like there is activity. Provide support for farmers markets, craft markets, etc.
- Clear and easy parking
- Branding, publicity
- Increase local housing opportunities



Downtown Revitalization, Wichita, KA



New Town, Celebration, FL



Downtown Revitalization, Asheville, NC

# How do you Create New Retail & Activities ?

Local Example: “Live at 5” and **Street Painting Festival**  
Events drew up to 5000 people.  
Created foot traffic, people stop in stores  
and their business goes up.



## I.4 Precedent: Santana Row, San Jose

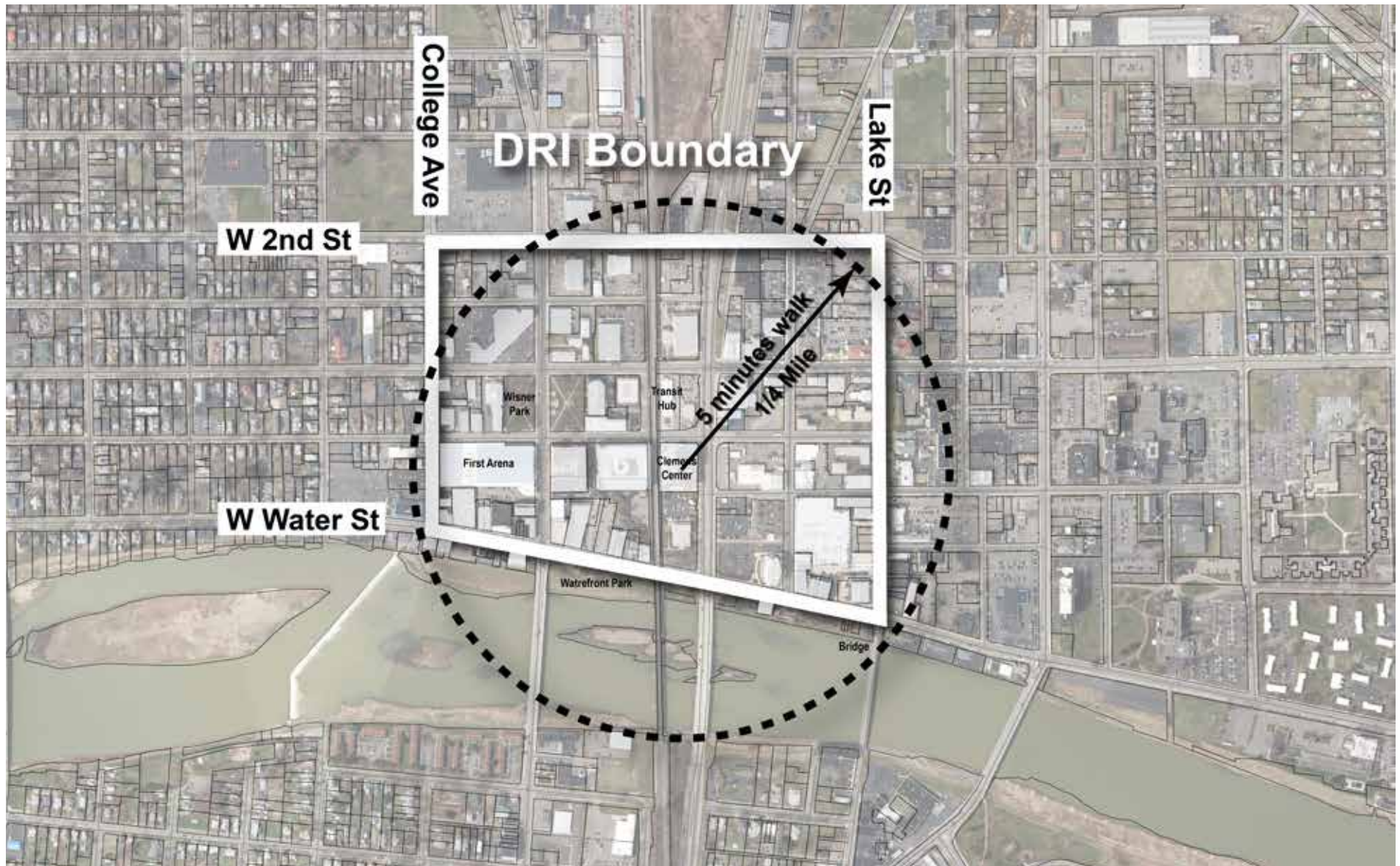
- Concentrated smaller retail stores in walkable area
- Subsidized retail for first years.
- Vibrant downtown attracted housing.
- Clear and easy parking



An aerial photograph of a city grid, likely downtown, with a central orange circle. The circle contains the text "3. A WALK THROUGH DOWNTOWN". The background is a grayscale aerial view of a city with a dense grid of streets and buildings. A river or canal is visible on the right side of the image.

3.  
A WALK  
THROUGH  
DOWNTOWN

# Walkable Downtown



# Identified Projects

1. Support for Small Businesses

2. Building Renovation

3. W Water Street Development

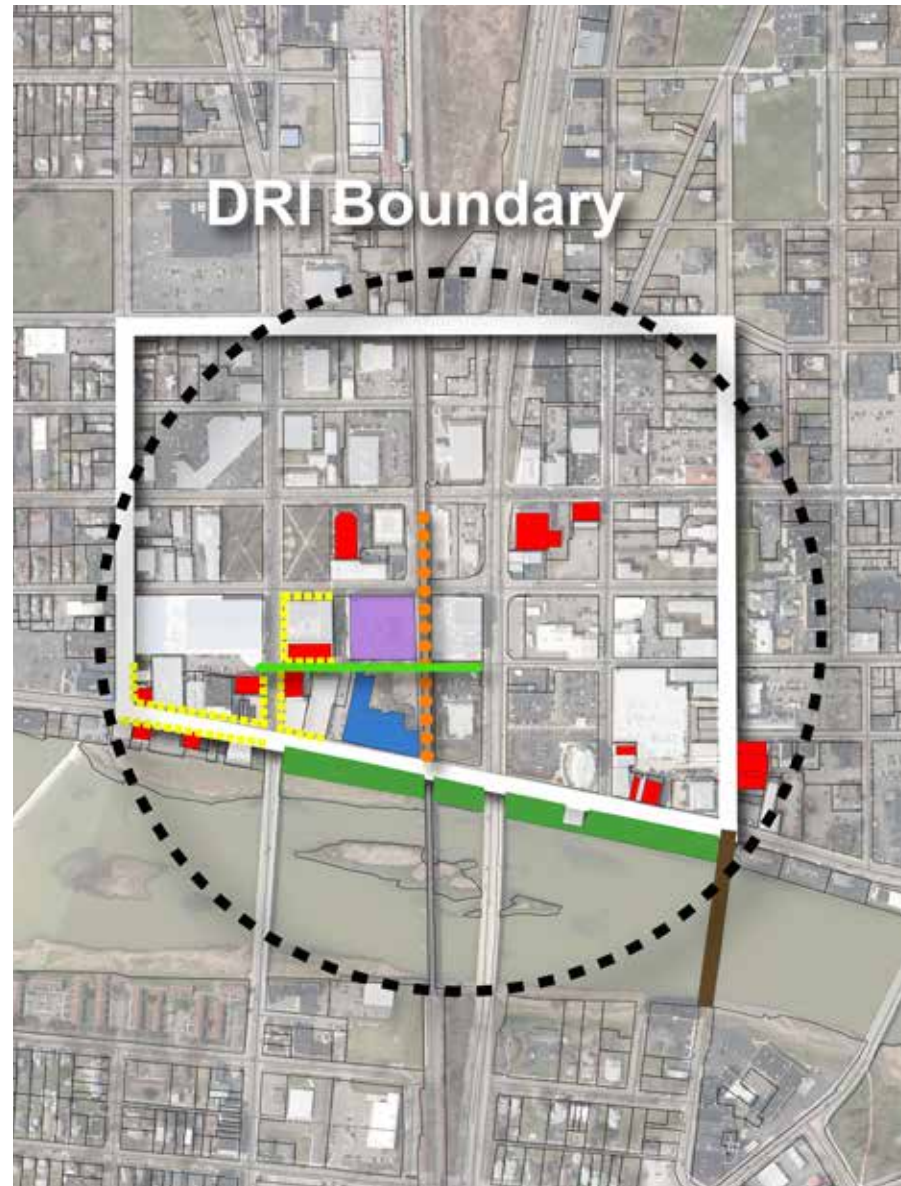
4. Clemens Square

5. Parking Garage

6. Viaduct

7. Waterfront Park

8. Bridge





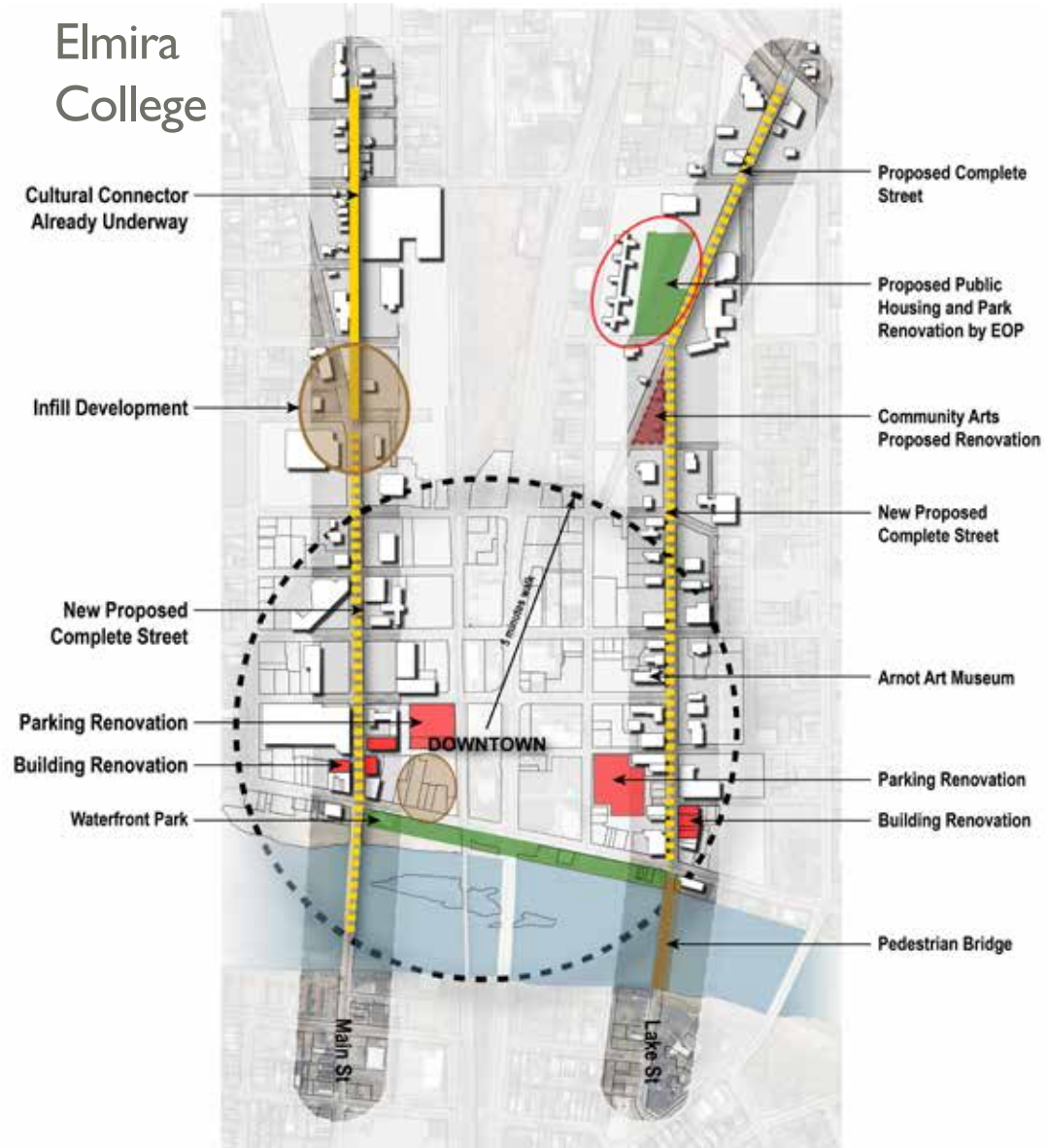
# Extended Plan

## Connect Downtown to Adjacent Neighborhoods

- Creative Corridor
- Cultural Connector

## General Strategies

- Complete Street Improvements
- Strategic Infill Development
- Partnerships



# Many Pieces to Make a Vibrant Downtown & Regional Destination



1. Support for Small Businesses



2. Building Renovation



3. W Water St Development



4. Clemens Square



5. Parking Garage



6. Viaduct



7. Waterfront Park



8. Bridge

# Small Business Support

## - Town Center Manager: \$500K - 600K

- Recommend 5 year funding
- Working with building owners to renovate, upgrade properties
- Tenant recruitment
- Support for tenant fit out
- Activities
- Monitor cleanliness

## - Store Renovation Fund: \$600K

## - WayFinding/ Signage Program: \$250K

## - Revolving Loan Fund: \$600K

### Benefits

- Creates active Downtown
- High leverage project



Lake Street



Main Street

## 2. Historic Building Renovations

\$875K - 1M



Cluster 1



Cluster 2



Cluster 4



Cluster 5

Est DRI Budget Range: \$750K-1M

### Benefits

- Provides upper story housing downtown
- Leverages private funds
- Preserves unique character
- Supports documented housing need

### 3. West Water Street Redevelopment

\$3 - 4M



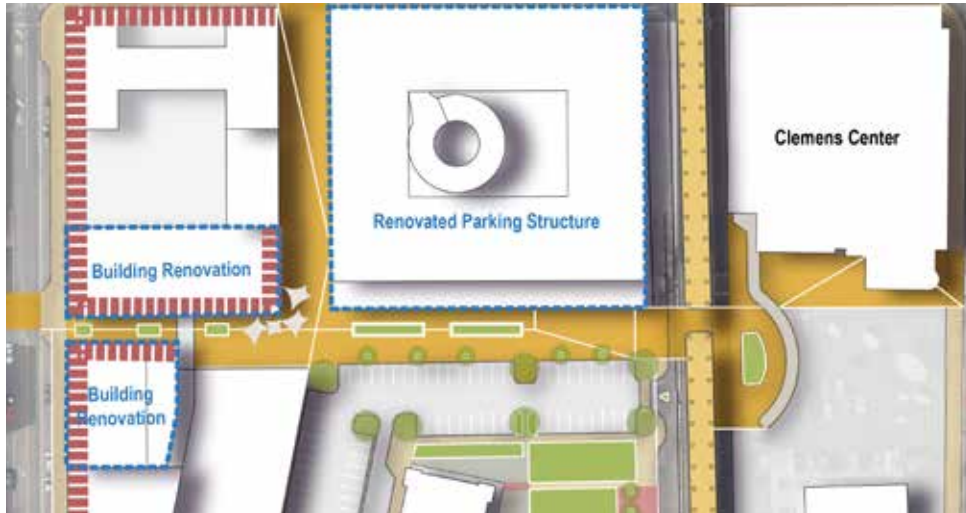
Est DRI Budget Range: \$3-4M

#### Benefits

- Provides upper housing in downtown
- Leverages private funds
- Provides new retail
- Activates key downtown location
- Supports documented housing need
- Supports local retail

## 4. Clemens Square

\$750k - IM



Clemens Center over 100,000 patrons/yr

Est DRI Budget Range: \$700K- IM

Benefits:

- Connects major activities to each other in order to further economic activity
- Provides social space and activity space



# 4. Clemens Square Concepts



## 5. Parking Garage Renovation \$750 K - 1M



Est DRI Budget Range:  
\$750K-1 Million

Benefits:

- Parking improves retail patronage
- Improves downtown character

Near term uses to target:

- Small professional office
- Arts: studio, rehearsal space





## 6. Promenade / Viaduct \$20K - 50K



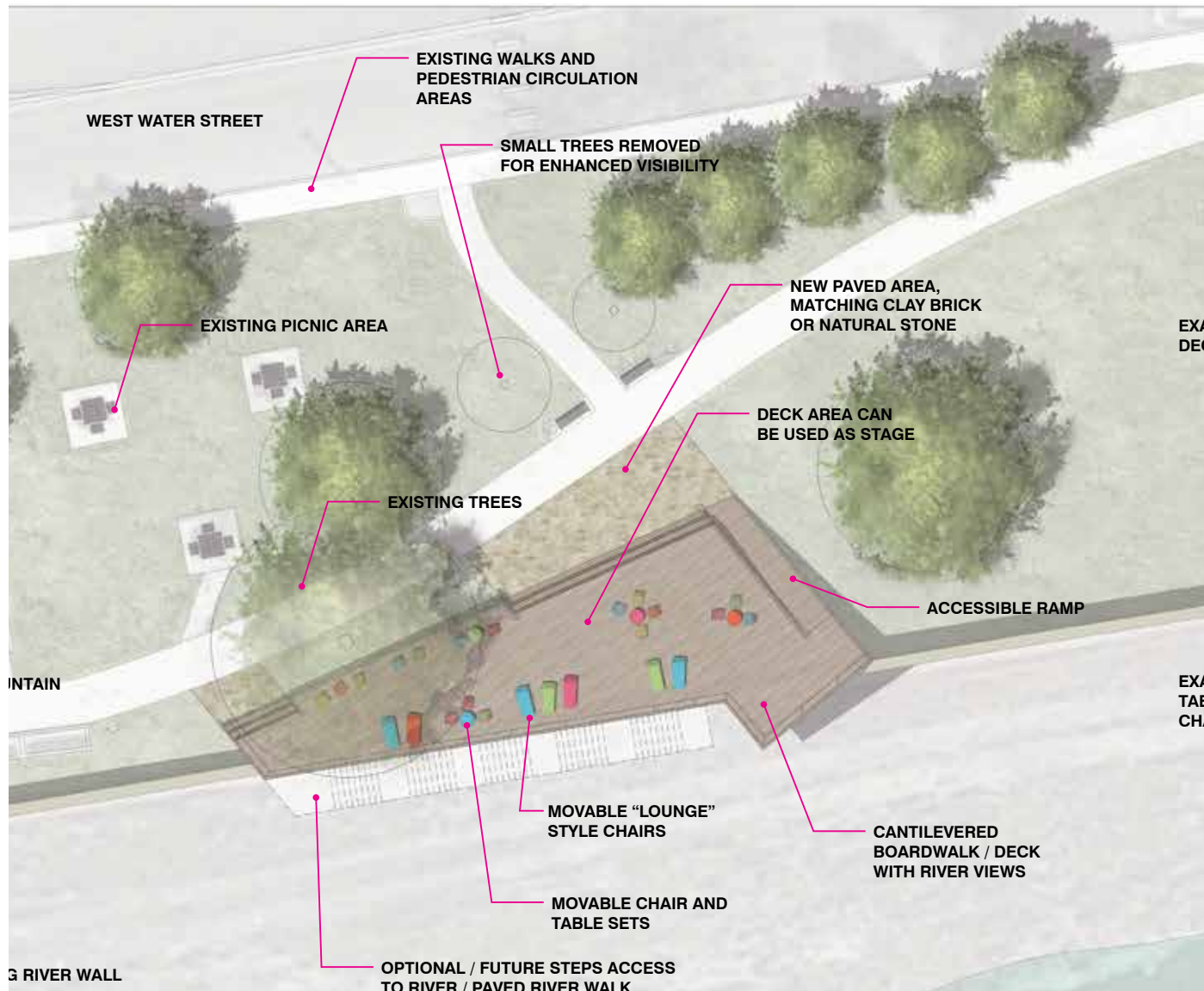
Est DRI Budget Range:  
\$20-50K annual operating budget  
Benefits:

- Opportunity to create activity / energy at relatively low cost
- Opportunity to support 20-40 upcoming local businesses
- High leverage project



# 7. Waterfront Park: Phase I

\$400K - 500K



Est DRI Budget Range:  
\$300K-500K

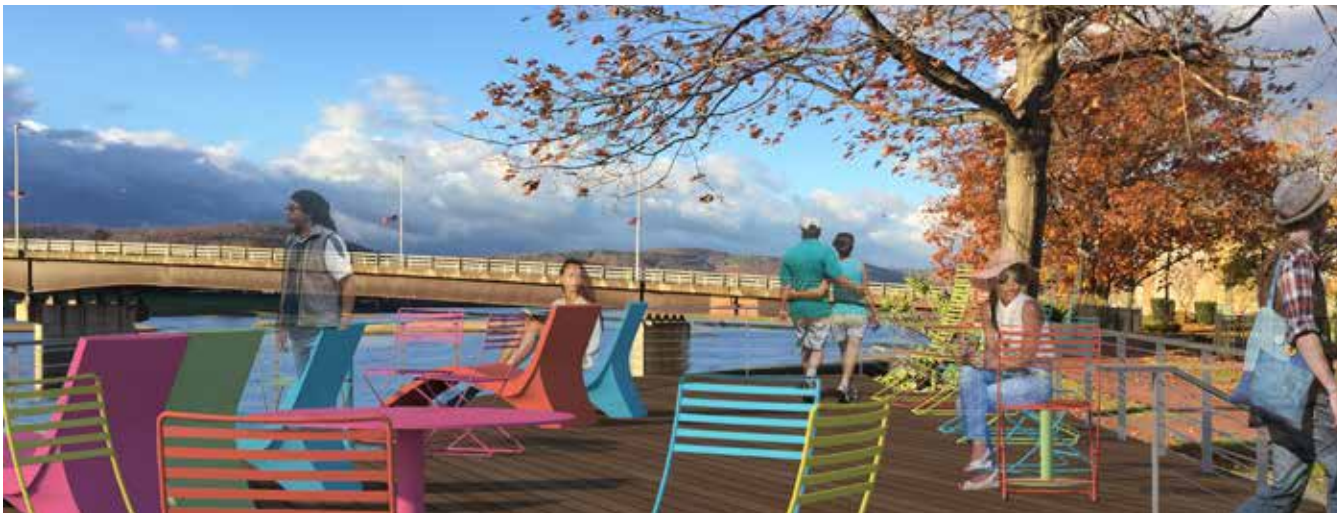
Benefits:

- Displays unique asset
- Accessible waterfronts attract crowds to downtowns



## 7. Waterfront Park: Phase I

\$400K - 500K



NEW YORK STATE DEPARTMENT OF STATE  
EMPIRE STATE DEVELOPMENT  
NEW YORK STATE HOMES AND COMMUNITY RENEWAL

CITY OF ELMIRA





An aerial photograph of a city grid, showing streets, buildings, and a river. A large, semi-transparent orange circle is overlaid in the center, containing the text. The text is white and reads: "3. CONNECTING DOWNTOWN TO NEIGHBORHOODS".

3.  
CONNECTING  
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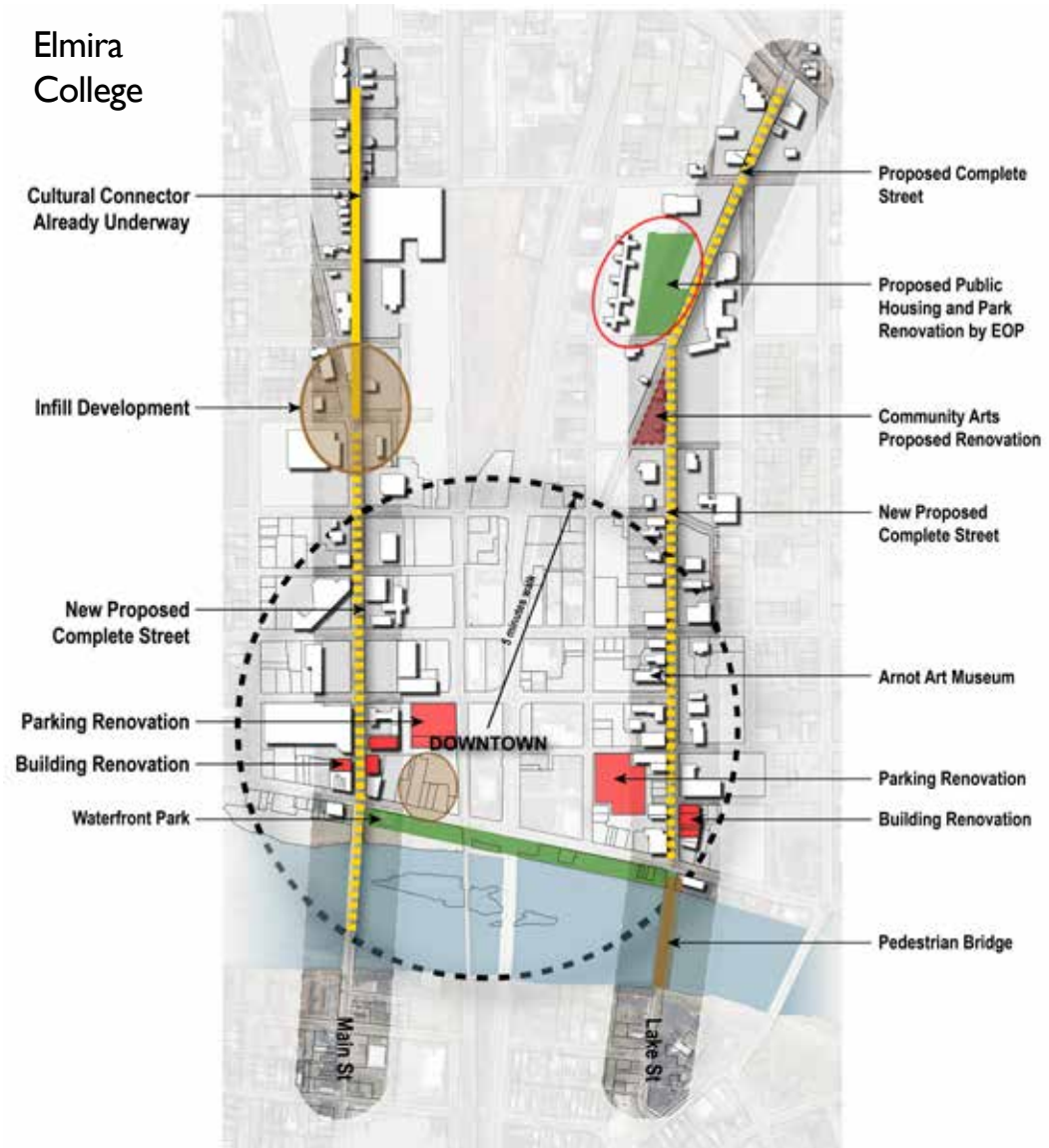
# Extended Plan

Connect Downtown to Adjacent Neighborhoods

- Creative Corridor
- Cultural Connector

General Strategies

- Complete Street Improvements
- Strategic Infill Development
- Partnerships



## Precedents - Low Cost Street and Sidewalk Retrofit



- Improve sidewalks
- Reduce lane widths
- Add bulb outs, parking lanes
- Add street trees
- Consider bike lanes



# Street Retrofit: Sustainable Stormwater Treatment



- Bio Filters & Rain Gardens capture contaminated storm water
- Filter contaminants from water
- Recharge aquifer with clean water
- Deflect pollutants from Chemung River





An aerial photograph of a city grid, showing streets, buildings, and a river. A large, semi-transparent orange circle is overlaid in the center of the image. The text '4. PRIORITIZING PROJECTS' is centered within this circle in white, bold, sans-serif font.

4.

**PRIORITIZING  
PROJECTS**

# Project Summary List

Buildings		Infrastructure	
Historic Building Restoration Assistance	\$875K - 1M	Parking Structure Improvements	\$750K - 1M
West Water Street Mixed-Use	\$3M - 4M	Clemens Parkway Improvements	\$1M-2M
West Water Street Parking	\$250K	South Main Street Complete Street	\$1M-2M
Store Renovation Fund	\$600K	Lake Street Complete Street	\$1M-1.5M
Revolving Loan Fund	\$600K	Parking Plan	\$75K
Public Space/ Culture		Town Center Administration	
Clemens Square	\$750K - 1M	Staffing: Town Center Manager, 5yrs	\$500K - 600K
Lake Street Bridge	\$750K	Promenade Manager, 5yrs	\$120K
Waterfront Park - Phase 1	\$400K - 500K	Branding	\$100K - 150K
Culture Support	\$100K	Rezoning Budget	\$75K
Wayfinding	\$250K		

**Rough Draft Totals**

**17M +/-**

An aerial photograph of a city grid, showing streets, buildings, and a river. A large, semi-transparent orange circle is overlaid in the center of the image. Inside the circle, the text "5. COMMERCIAL DEMAND ANALYSIS" is written in white, bold, sans-serif font. The number "5." is positioned above the words "COMMERCIAL DEMAND ANALYSIS".

5.  
COMMERCIAL  
DEMAND ANALYSIS

# Findings

## 1) Multiple nodes and dispersed offerings undermine competitiveness and cross shopping opportunities

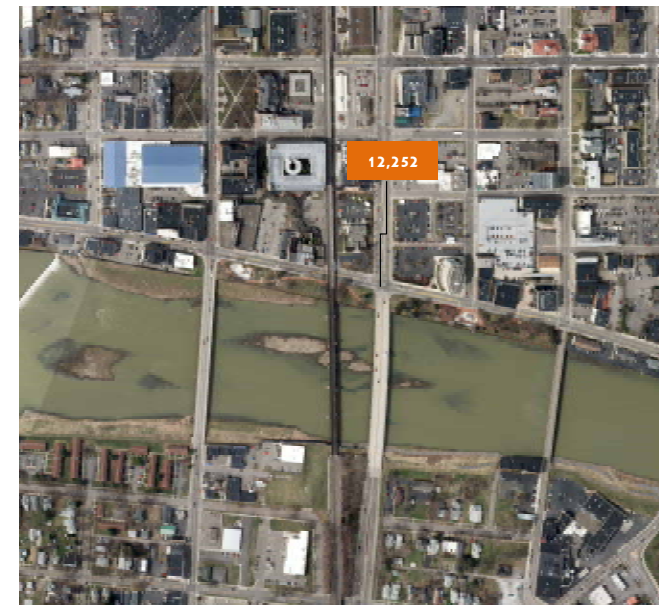
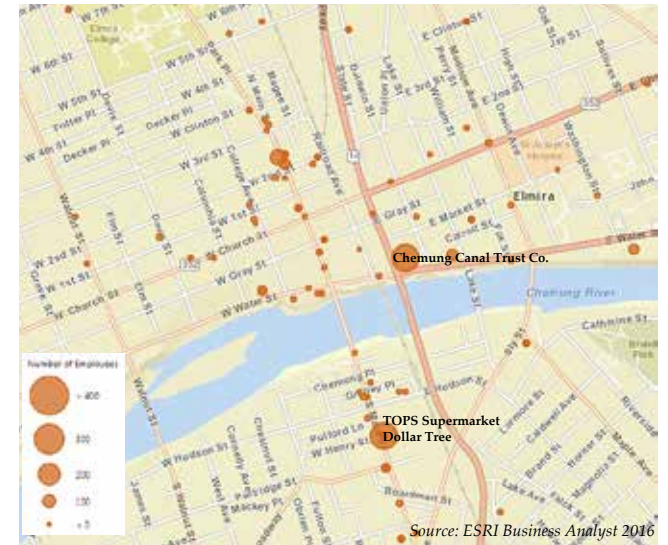
- Shopping areas with 125,000 to 400,00 SF are considered to be 'Large Neighborhood Centers'.
- Elmira has 300,000 SF of commercial space that is dispersed throughout a large geographic area. For that reason, downtown Elmira functions more as a 'Small Neighborhood Center'

## 2) Opportunities offered by busy arterial are not being exploited

- Water Street and Clemens Center Parkway is the busiest downtown intersection with over 24k vehicles passing daily. However, this high visibility corner is filled with parking rather than activities or businesses, and the opportunity to communicate and capture economic activity in downtown is lost of the thousands of travelers who pass by every day.

## 3) Arena and Clemens Center drive visitation but do not contribute to visitor spending at downtown businesses

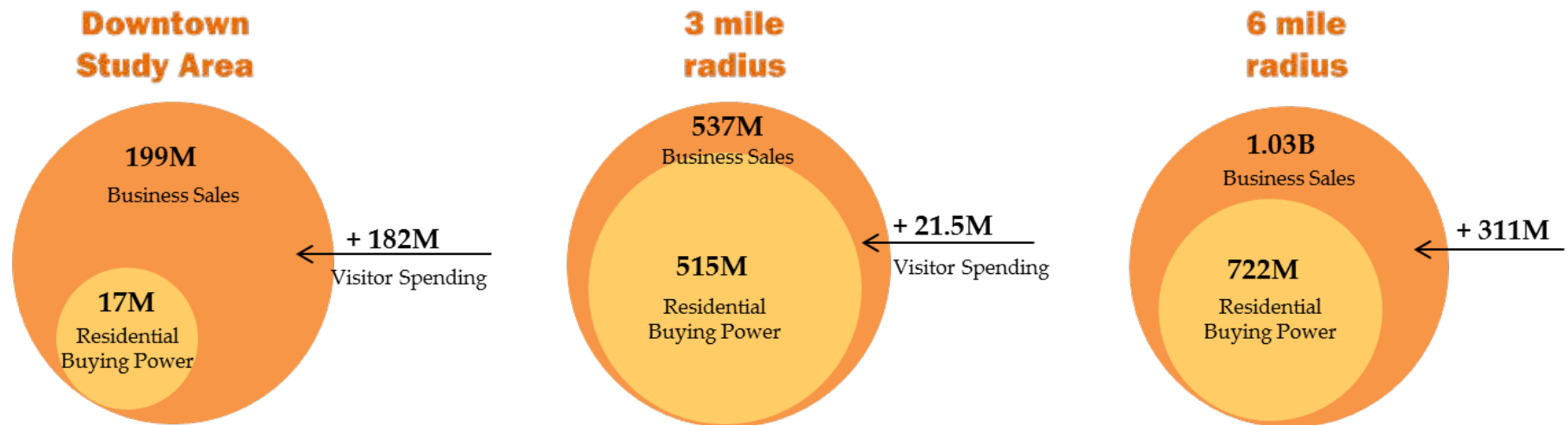
- Additional retail opportunities must be conveniently located within a pedestrian-friendly environment that provides visitors additional activities and that encourages them to prolong their stay.



# Retail Leakage Analysis

There is opportunity for additional retail in most categories including:

General Merchandise, Clothing, Electronics and Appliances, Health and Personal Care, Furniture and Home Furnishings, Food Services and Drinking Places, Building Materials & Garden Equipment and Sporting Goods.



For some store types, local businesses sell more than local residents are purchasing. This means that outsiders may be coming into the area to shop (known as a ‘surplus’).

In other categories, residents are spending more than local stores are selling, suggesting that residents are spending outside the trade area (known as ‘leakage’).

## Recommendations

### **Increase concentration of offerings**

- Promote mixed-use redevelopment and adaptive reuse of strategic sites
- Assist property owners to retrofit existing spaces for retail and upper floor residential uses
- Encourage geographically targeted business attraction by providing loans and grants to assist new businesses

### **Improve connectivity between downtown anchors and stores**

- Implement the Clemens Center Reimagined Project
- Implement the Complete Streets Project along the Clemens Center Parkway

### **Build on existing cultural and recreational offerings**

- Emphasize Clemens Center presence along busy Clemens Center Parkway
- Create drop off and pick up area
- Improve pedestrian safety
- Adopt signage that highlights the Clemens Center presence downtown

### **Enhance Operating Capacity**

- Set aside resources for implementation and administration of DRI recommendations including loans and grants to small businesses
- Strengthen the capacity of Elmira Downtown BID through financial resources so it can continue to implement programs, events and promotions and expand its role to include retail attraction

# Commercial Office Opportunity

Significant job growth is projected in the Professional and Business Service industries over the next decade.

The Study Area is well-positioned to capture a significant share of this new demand for office space, if there is competitive office supply available.

Ambulatory health care and social services are also projected to grow. Employment growth in these industries will drive demand for medical office space Downtown.

At a 30%-35% capture rate, there is potential for...

25,000-30,000 Sq Ft of General Office

5,500 –6,500 Sq Ft of Medical Office

in the Study Area over the Next 10 Years

Employment and Office Space Projections General Office and Medical Office Chemung County, 2015-2025		
Industry	Jobs	Space
<b>General Office</b>		
Information	(2)	
Financial Activities	(17)	
Professional & Business Services	609	
Religious, Grantmaking, Civic, & Prof Org	(6)	
<b>Total General Office</b>	<b>585</b>	<b>87,700</b>
<b>Medical Office</b>		
Health & Soc Service: Ambulatory <sup>1</sup>	126	18,800
1. The share of ambulatory care based on 2014 County Business Patterns data.		
Source: Moody's Analytics; W-ZHA		

## Competition

### Corning:

Most Office Deals Occur in Corning  
Attractive, Mixed-Use and Walkable Town Center  
–Better Image  
18-Hour Cycle of Activity

### Office Parks:

Relatively New Space  
Flexibility re: Office Layout

## Commercial Office Recommendations

Create office rent appreciation so that office space renovations can be financed: Upper story infill with residential will reduce office space supply which, in turn, should allow for rent appreciation

Continue to Invest in Quality of Place Initiatives that create an active downtown. This attracts employers and employees

Short-Term: Support Investment in Building Conversions to “CoolSpace” for Companies Interested in Unique Affordable Urban Product.

Medium Term (5 Year+): Consider Property Assembly for Flex Office Development in the Study Area.

- Flex office can be an attractive entry product (low construction cost, competitive rents) for the Downtown.
- New product will command higher rent and demonstrate market potential