"Take risks and do something bold. You will never regret it."
- Elon Musk

Downtown Revitalization Initiative for Endicott

May 31, 2016

Regional Economic Development Council (REDC) Region: Southern Tier
Municipality Name: Village of Endicott
Downtown Name: Washington Avenue
County: Broome

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

The Village of Endicott, founded in 1906, is located in the heart of the Southern Tier of New York State and is ready for transformation into a choice destination for young professionals to live, to work, and to play, as well as to enhance the quality of life for current residents. Washington Avenue, in the heart of the Village, and immediately surrounding areas, has both the capacity and infrastructure to attract growth in economic development.

Endicott is rich in industrial history. The Village is named after Henry B. Endicott, a founding member of the Endicott Johnson Corporation shoe manufacturing company, who founded the community as the "Home of the Square Deal". It also was the birthplace of International Business Machines (IBM) where Thomas J. Watson was instrumental in leading the company in electromechanical data processing and worldwide information revolution. Endicott was also the initial home of Triple Cities College which was transformed into Binghamton University. Endicott was a choice destination in the past for young professionals to make their home and has the potential to be a catalyst of tremendous growth again.

Historical Washington Avenue

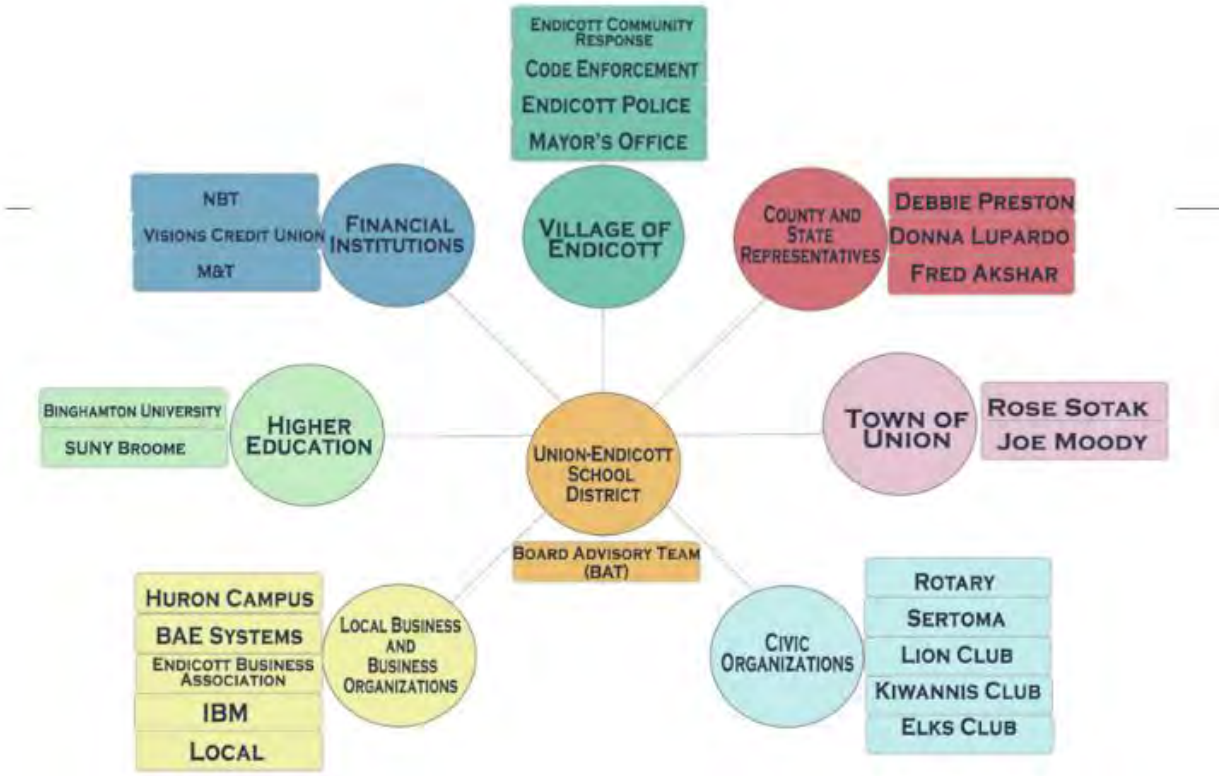
"Our past is our foundation for the present and inspiration for our future"… unknown.

Endicott is an area highly accessible for business and investment from all directions, through a variety of modes: car and truck, train, and air. It affords many higher education possibilities for young professionals, with three institutions of higher learning within the county and an additional six within a one hour drive. Endicott, and more specifically, the Washington Avenue corridor, also offers affordable spaces for new business ventures, as well as an area where housing, shopping, and entertainment can be centered in one alluring and desirable location.

Washington Avenue today (see photos below) meets and exceeds the needs of the DRI as to the North we have the Huron Campus, to the South there is the Union-Endicott School District

and the .75 mile running North/South is full of businesses, residences, and arts/culture venues which can continue to thrive and accelerate with the infusion of the DRI funds.

This proposal builds on the work completed by a diverse team who came together to explore opportunities for Endicott. Representatives from the local school district, higher education, the Village of Endicott, the Town of Union, local businesses, and civic associations met regularly over the course of several months to create a vision and mission for the enhancement of our beloved community. The various constituencies are represented in the graphic below.



*Our **Vision** is that Endicott becomes the choice destination to live, work, and play for young professionals, as well as enhancing quality of life for current residents.*

*Our **Mission** is to empower the Endicott community to leverage their assets and resources in order to achieve this vision.*

This plan was also developed around the goals of the Upstate Revitalization Initiative, and the specific objectives of the Endicott Innovation District. The overall goal of increasing regional wealth is focused on developing the entire region as a destination for talent, new business development and partnerships for commercialization of emerging technologies. A revitalized urban center in Endicott would further align with this strategic plan in maintaining the area's legacy and position as a major gateway, with strengths in advanced manufacturing and high-technology development.

There is urgency in implementing a revitalization plan for Washington Avenue – hence both the short and long-term strategies. Washington Avenue stands at the edge of a precipice due to the significant layoffs over the last decade - hence an enormous erosion in its traditional market population. Yet, Washington Avenue and the iDistrict have significant infrastructure advantages (such as ample sewage treatment wastewater capacity, municipal electrical, and public parking), special unique qualities (particularly merchant businesses and the ability to close the Avenue to traffic and program it with special events), and name recognition (thanks to the IBM Corporation) that give it greater potential than perhaps any other traditional downtown in the region. A vehicle is needed to direct and help pay for streetscape improvements, special events, marketing, and parking, which can be used to leverage long term growth.

We feel Endicott, and the Washington Avenue corridor in particular, meets the objectives of the DRI because:

The Endicott iDistrict is capitalizing on public private collaborations and the growing presence of Binghamton University found on the Huron Campus, as well as incorporating many existing companies such as BAE Systems, i3 Electronics, IBM, etc. The Endicott iDistrict plan includes the following:

- Flexible Printed Electronics Center
- Industrial 3D Printing Center
- Investments in Business and industry growth
- Endicott iDistrict Downtown and Neighborhood Revitalization Plan
- Microgrid Pilot Project

Washington Avenue supports a long standing cultural district, such as the Endicott Performing Arts Center, dance studios, cinema, as well as numerous ethnic restaurants.

The Avenue also supports local residents with the presence of a supermarket, DOT office, and a US Post Office.

Finally, there is easy access to Washington Avenue from the major highway (I-86) passing through the Southern Tier.

These four core elements, with Washington Avenue at its center, will be the driver of a new advanced economy in the Endicott Advanced Manufacturing iDistrict, giving the Southern Tier a competitive edge, and attracting new jobs and creating opportunities for a reinvigorated workforce.

With the development of the Endicott iDistrict, the Village would benefit enormously from enhancements that align specifically to what young professionals prefer in a community: to be able to live near where they work and play. By virtue of its proximity to the Endicott iDistrict, its central location near major routes and its existing structure ripe for enhanced housing, shopping and dining opportunities – with ample availability of on-site parking, Washington Avenue is an optimal location for development through the Downtown Revitalization Initiative.

With the DRI award, young professionals will see Washington Avenue – the heart of the Village of Endicott – as the demonstration of a region that is invested in the future success for the entire community. This involves respecting the environment, adding new amenities and most importantly, providing opportunities for young professionals today.

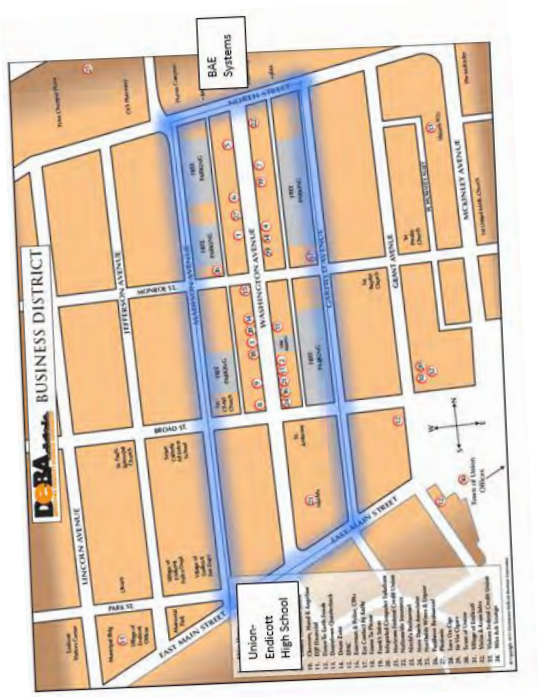
Boundaries of the Downtown Neighborhood*. Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible,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

Downtowns should be compact, with well-defined boundaries. There is no minimum or maximum size for downtowns. Downtowns can range from a corridor or block(s) of a neighborhood to the municipality's traditional central business district. However, core neighborhoods beyond the central business district are also eligible. For example, an arts or entertainment district could be the focus of the DRI, however, it should be shown how these areas complement existing downtowns.

The area outlined in blue is earmarked as the iDistrict area under the current URI plans. The region of focus will be Washington Avenue, a three block retail district extending from Main Street (Rt. 17C) on the south, to North Street on the northern boundary, and extending one block east and west to Madison and Garfield (see area outlined in red on map below). The Avenue is anchored by the Union-Endicott High School and Central offices on the south (facilities housing over 1600 employees, staff and students), and the Huron Campus on the north (housing companies such as BAE, IBM, i3, the Center for Advanced Manufacturing, Geodis, and others, representing a combined workforce of over 2500.) There is substantial opportunity for expansion at the Huron Campus.

In the 1960s, Washington Avenue was considered the high-end shopping district in the greater Binghamton region, and we intend to return this perception to this downtown neighborhood. There are currently many compelling establishments along these three blocks, including a major bank, two florists, a microbrewery, five ethnic restaurants, a framing shop, an engineering firm, and two fitness facilities, to name a few. These merchants add a unique dimension similar to other communities such as Los Gatos, CA; Barcelona, Spain, and Cambridge, MA.

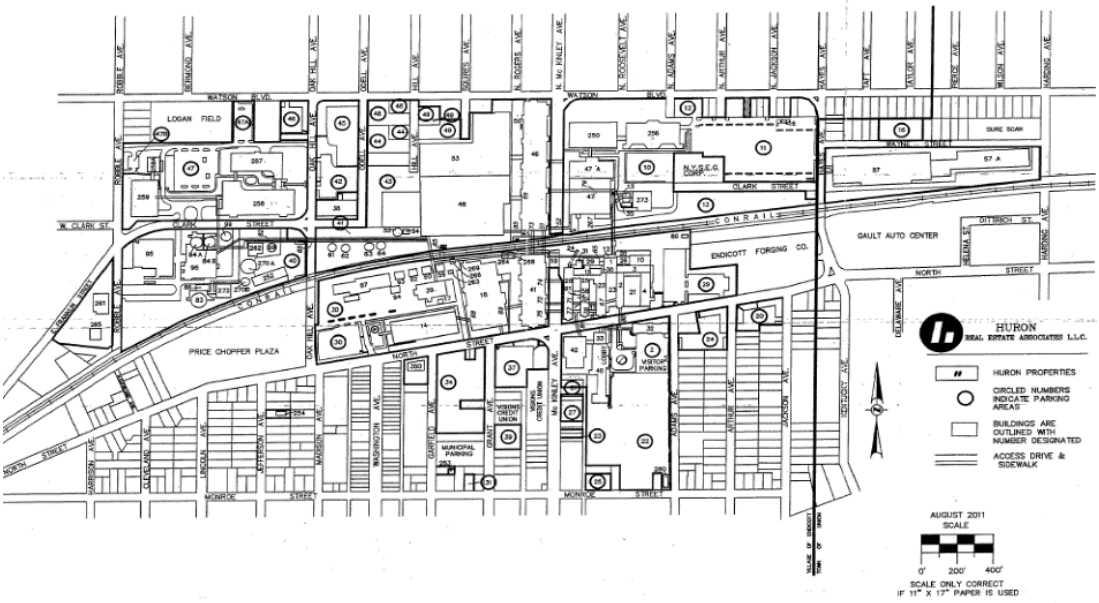
The area highlighted above in red can be seen on the map below in greater detail.



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 municipality, or the downtown's catchment area, should be of a size sufficient to support a vibrant, year-round downtown. In analyzing this, REDCs should consider whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.

The municipality, or the downtown's catchment area, should be of a size sufficient to support a vibrant, year-round downtown. In analyzing this, REDCs should consider whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination. Endicott had a population of 13,000 in 2000, which then climbed to 13,400 by 2010. While that may not seem like much, it's important to note that most communities in the Southern Tier lost population over this same period of time. It is also critical to note, that Endicott has seen an increase of the population of local workers since the 2011 flood – due to the relocation of BAE to the Huron Campus, which sits at the head of the Washington Avenue corridor in the Village of Endicott.



Endicott proper is home to just over 13,000 individuals, however, the catchment area for Washington Avenue is much greater than just Endicott given that many of the faculty and staff in the Union-Endicott School District, and many of the employees on the Huron Campus, live throughout the Greater Binghamton region. In particular, the town of Union has over 56,000 inhabitants, and the town of Vestal (immediately across the river and connected by two bridges to Endicott) has close to 30,000 individuals. As a result, Washington Avenue can serve as the central downtown region for over 80,000 people.

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.*

Downtowns should be selected that are able to capitalize on prior, or catalyze future, private and public investment in the neighborhood and its surrounding areas. When evaluating a downtown for nomination, the REDCs should consider:

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

The Washington Avenue area capitalized on a prior investment under Governor Pataki's administration. The initial investment was a public/private partnership between the State of New York and the investors in the mid-2000's. Endicott Interconnect Technologies was created through a partnership between the Maines family of Maines Paper & Foods, the Matthews family of Matco Technology, Tom Davis of Piaker & Lyons accountants and James Orband of the Hinman, Howard & Kattel law firm.

At that time, the buyers were eligible for $5 million in state development grants to defray the transition costs. IBM Corp. signed a 10-year lease to house its remaining 2,000 workers at this facility and the facilities were rebranded the Huron Campus. There has been a significant investment in the Huron Campus complex as the site sold for $65 million dollars.

The Huron Campus has approximately 2.8 million square feet of useable space and at the current time over 20 companies have relocated onto the campus, including Cadence, CAMM, Geodis, Xerox and I3 Technologies.

In 2011, the State and BAE systems made a further investment in the Huron Campus. Approximately 1500 jobs were moved into community as well as over 40 million dollars in investments to the Huron Campus. In addition, BAE Systems renovated over 500,000 square feet of space.

In the fall of 2015 the Center for Advanced Microelectronics Manufacturing received $20M in federal funding to support research being undertaken in Endicott, and this past spring the state provided an additional $20M in matching funds to this facility.

> *As part of the Flex-Tech Alliance, Binghamton University's research staff at the Huron campus will assist in an initiative to enhance the nation's production prowess through the manufacture of cutting-edge bendable circuitry that has uses across virtually all electronic devices. This was a $20 million award to the university's research into flexible technology. Binghamton University's project could create up to 200 jobs over the next several years, with a ripple impact of 500 to 1,000 jobs across New York over the next seven to 10 years as companies such as BAE Systems, Lockheed Martin and i3 Electronics, among others, win contracts using the technology. But with New York expecting to recreate Endicott into a*

flexible technology hub, officials believe companies will soon set up shop on the Huron campus, attracted by the ground-breaking flexible technology research at the site. The goal, university representatives said, is to eventually spawn flexible technology production in Endicott. Press Connects April 6, 2016

This illustrates the existing investment in the community that was severely impacted by the loss of many IBM jobs. We have made some important steps, but the DRI will help us not only retain current jobs, but expand opportunities on the Huron Campus and recruit new companies allowing the region to grow beyond the 10,000 jobs linked to IBM in the past.

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

Our vision and mission is in line with the URI iDistrict concept. Below is an overview of the iDistricts. There are thee iDistricts: Binghamton, Johnson City and Endicott. From the URI the strategy to increase regional wealth is as follows:

STRATEGIES TO INCREASE REGIONAL WEALTH

Build the Greater Binghamton Innovation Ecosystem

Goal

Greater Binghamton will be a destination for talent, new business development and partnerships for commercialization of emerging technologies. Revitalized urban centers in Binghamton, Johnson City and Endicott will maintain the area's legacy and position it as a major gateway, with strengths in advanced manufacturing, healthcare, culture and high-technology development. Innovation Districts will capitalize on public-private collaborations and the growing presence of Binghamton University.

Strategy

1. Build three Innovation Districts that will become drivers of a new advanced economy in Greater Binghamton: the City of Binghamton iDistrict, the Johnson City Health and Cultural iDistrict and the Endicott Advanced Manufacturing iDistrict.
2. Establish the Transform Greater Binghamton Fund
3. Invest in regional strengths in advanced manufacturing, healthcare and science, technology, engineering and math (STEM) education.
4. Leverage and support the R&D capabilities of academia and industry in the region, giving Southern Tier companies a competitive edge, attracting new jobs and creating opportunities for a reinvigorated workforce.
5. Advance New York State Initiatives including Start-Up NY, Brownfield Redevelopment, Hot Spots, Veterans Initiative, Opportunity Agenda, SUNY 2020, Cleaner Greener and NY Rising. It is important to note that all three communities in the Greater Binghamton Innovation Ecosystem are NY Rising Communities. In addition, there are two designated Brownfield Opportunity Areas that will be transformed.

Outcomes and measurable impact

- URI investment: $117,036,000
- Leveraged investment: $589,180,000
- Economic impact: $913,229,000
- Job creation: 2,341
- Wage increase: From average of $32,440 to $40,060
- Reduction in commercial vacancy rates: 50% or more in the urban cores
- New moderate and market-rate rental housing units: 550+
- Vacant single-family housing units renovated and occupied: 100
- Abandoned and blighted commercial buildings demolished: 23
- Commercial building façade improvements: 75
- New streetscaping: 25,000 linear feet
- Increase in median household income: 20%
- Reverse outmigration and attract talent
- Transformation of blighted areas in the urban cores of Binghamton and Johnson City, particularly brownfield areas
- The urban cores of Binghamton, Johnson City and Endicott recognized as the dynamic live, work, play hubs in Greater Binghamton

There is significant continuity for with the REDC's previously articulated vision and the vision of the community. The Village had worked with many entities – Union Endicott School District, local merchants, business owners, and financial institutions, local and state governments to ensure that the vision is hand and glove with that vision of the REDC.

There is significant continuity with the REDC's previously articulated vision and the vision of the community. The Village has worked with many entities – Union Endicott School District, local merchants, business owners, and financial institutions, local and state governments to ensure that the vision is hand and glove with the vision of the REDC.

The URI focuses on future job growth on the Huron Campus. The individuals taking these jobs need a place to live, work and play. This DRI proposal focuses on these needs within the designated Washington Avenue corridor.

Five objectives are being proposed to strengthen Washington Avenue's appeal as "Main Street, USA."

- Strengthen Washington Avenue's links to Price Chopper mall so that it can serve as an anchor for Washington Avenue, for example, by improving transportation options.
- Provide parking that allows impulse as well as long-term parking within sight of the stores people want to go to, so that all types of shoppers feel that they can always get the parking they want, for example, by introducing diagonal parking.
- Provide a variety of shops and businesses so that Washington Avenue would appear less like an obsolescent downtown and more like a specialty retail center offering the unique stores and eclectic services that the malls, shopping centers and strips cannot.
- Program the Avenue with special events and cultural amenities so that Washington Avenue can be more celebratory.

- Give Washington Avenue a new, conventional regional anchor that supports the iDistrict's strategy to build the Greater Binghamton Ecosystem associated with the Huron Campus.

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

There are a significant number of properties that have been identified within the Washington Avenue corridor which can be utilized to provide affordable housing to both young professionals as well as the elderly. Specifically, there are over 90 buildings in the designated Washington Avenue corridor which are zoned mixed use and so can provide affordable as well as upscale housing opportunities. Throughout preparation of this DRI proposal, we have spoken to many developers who would be interested in developing properties within the Village. We will expand more on this in the section *Attractiveness of the Downtown.*

The growth potential and community involvement of anchor institutions in or near the downtown;

The growth potential and community involvement is substantial. We have reached out to many anchor institutions who are on board to revitalize and rebuild Endicott (see Appendices A-E). Many understand that this is a process and the process with take many years. But, all are committed to moving ahead.

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

The Village of Endicott has continually supported the development of the downtown area by partnering with local business groups such as the Downtown Endicott Business Association and the Avenue Revitalization Committee. The Village, along with the Town of Union has recently been awarded grant monies which will be used to enhance the aesthetic appeal of the Avenue. Specifically, this $10,000 award will be used to install new waste containers, planters, and holiday decorations.

The Village has also partnered with Broome County and both governmental organizations have committed a total of $50,000 which will be used to work with a consultant on the development of a Strategic Plan that will be used to attract new businesses and enrich the downtown community within the framework of the URI iDistrict designation.

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

People move into a region either because career opportunities exist in the immediate area, or because quality of life in the region is high, and there is good access to an economic center outside of the region which has career opportunities. With its excellent schools and unique

downtown, Endicott will represent a high quality of life region, but even with the growing number of high-tech jobs coming into the region, it is not yet either an economic center (as it was in the days of IBM) as there is not a wide diversity of jobs, nor is there excellent access to a large economic center with a wide range of career opportunities.

As stated previously, the Huron Campus has approximately 2.8 million square feet of expansion. The recent upgrades with BAE Systems and other companies allows the Huron Campus to still that he availability to have 600,000 square feet of expansion businesses. This development will help support the development of the Huron Campus as well as the Washington Ave district and local housing opportunities. Coupled with the arts and culture that already exist on Washington Avenue makes Endicott the perfect community to be selected for the DRI initiative.

Endicott has a plan to address both the diversification of industry in the region and to provide convenient interconnection to other economic centers throughout NYS by building on its unique infrastructure. Specifically, we intend to recruit Ultra-Light Rail Technologies Inc. to the Village. This venture is a Binghamton University spin-off which is focused on developing relatively high speed (250 mph), safe, and autonomous, ground transportation systems. This system will provide convenient (travel on demand) point to point personal transportation. Such a system would, for example, make travel to Owego a 3 minute trip, Ithaca an 8 minute trip, Syracuse a 20 minute trip, Rochester a 30 minute trip, and NYC and Buffalo 45 minute trips. Endicott provides the perfect environment for this venture. Not only does the Village have over 2 million square feet of development space available, it hosts BAE with its expertise in high speed guidance systems, and as well, has the Tri-Cities airport facilities which could serve as one of the initial nodes in the new transportation system. Dialogues with New York State Department of Transportation (NYSDOT) would be prudent as they would take the lead in all permitting for land acquisition as well as implementation.

Recruiting ULR Technologies to the region means not simply adding a new employer and a few additional jobs, but becoming home to an entirely new “green” industry which will play a dominant role in 21st century transportation as we move away from automobile and airline transportation systems due to their heavy impact on the environment.

Illustration of ULR Technology installed in the median of a divided highway. Note that each pod carries 4-8 people, or alternatively, about 2000 lbs. of freight.

Application of Smart Growth principles;

Village leaders are committed to the revitalization of the Washington Avenue downtown area with the focus on keeping the integrity and historical importance of the district while creating a range of housing opportunities with a strong sense of community. These communities will be attractive to the existing residents of Endicott, as well as young professionals because it will enhance the culture that exists. The Village will have long and short term sustainability goals including bicycle and walking paths, neighborhood schools, mixed use development and housing choices which will preserve and enhance the public welfare.

In further research about Smart Growth Principles, we referenced the Environmental Protection Agency (EPA) of the Federal Government and found that:

> *"Smart growth" covers a range of development and conservation strategies that help protect our health and natural environment and make our communities more attractive, economically stronger, and more socially diverse.*
> *Development decisions affect many of the things that touch people's everyday lives — their homes, their health, the schools their children attend, the taxes they pay, their daily commute, the natural environment around them, economic growth in their community, and opportunities to achieve their dreams and goals. What, where, and how communities build will affect their residents' lives for generations to come. Communities of all sizes across the country are using creative strategies to develop in ways that preserve natural lands and critical environmental areas, protect water and air quality, and reuse already-developed land.*
>
> - *They conserve resources by reinvesting in existing infrastructure and rehabilitating historic buildings.*
> - They *design neighborhoods that have homes near shops, offices, schools, houses of worship, parks, and other amenities, communities give residents and visitors the option of walking, bicycling, taking public transportation, or driving as they go about their business.*
> - *They have a range of different housing types makes it possible for senior citizens to stay in their neighborhoods as they age, young people to afford their first home, and families at all stages in between to find a safe, attractive home they can afford.*
> - *Through smart growth approaches that enhance neighborhoods and involve residents in development decisions, these communities create vibrant places to live, work, and play.*
> - A *high quality of life makes these communities economically competitive, creates business opportunities, and strengthens the local tax base.*

In reviewing the above in the context of this DRI proposal, we believe our plan for the Washington Avenue corridor specifically addresses each of these five points. In addition, we also are addressing a major Brownfield site that was an abandoned industrial property, that is, the old Endicott Forging location. Clean up and redevelopment of this location will significantly enhance the community as it will remove blight and environmental contamination. We will work with all county and government agencies to redevelop this site as part of our DRI initiative. In addition, the Village's goal of once again to be seen as a prosperous, healthy, vibrant, walkable, safe, family friendly community.

We also intend to incorporate Smart Parking and Smart Aging programs in the Washington Avenue DRI. Smart parking is an emerging technology which incorporates "the use of sensing devices to determine occupancy at the space level or at the lot/structure level". Smart Parking systems direct drivers to parking spaces using real time parking information derived from

sensors. The installation of these sensors does not take long, and cost is low and efficient. The process does not stop after the car has been parked, but the information is further used to create analytical actionable data for future planning and development.

Although the Washington Avenue corridor is being redeveloped with the young professional in mind, we have to address the aging population in the Village as well. A concept we would like to implement would be Smart Aging; it is defined as aging with self-care in a safe and smart environment. *As described by the Center for Disease Control, "the ability to live in one's own home and community safely, independently, and comfortably, regardless of age, income, or ability level."*

Endicott has a substantial older population, and in order for seniors to live independently and comfortably, the Village must strive to promote the dignity and independence of the older person. The importance of this concept is also emphasized by Broome County's Office for Aging, which assists seniors by providing the services and benefits that they need. This office also runs Aging Futures Partnership which is a part of the elder service planning. Two other programs we would consider are Living Safe and Fall Prevention.

Investments in arts and cultural institutions and activities.

Endicott Performing Arts Center (EPAC), located on Washington Avenue, provides a means for community youth to gain information and education about all aspects of the performing arts through the "EPAC Kids' Theater Workshop" and "EPAC School for the Performing Arts." It also presents a diverse array of high quality performing arts events to our community and surrounding area through the EPAC Repertory Company, The EPAC Lyric Performers, and Dance Stories, the resident dance company at EPAC. EPAC offers our services to local community schools, groups and associations for theatrical performances, educational purposes, special events, and training programs, as well as collaborates with, promote and enhance local community arts groups and individual performing artists enabling them to present, develop and improve their artistic efforts.

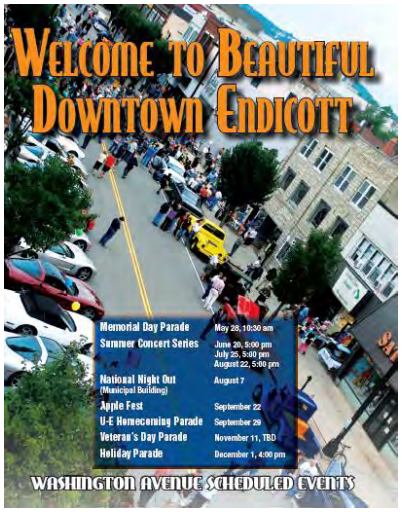
The George W. Johnson Park is a center for culture and the arts which is in the iDistrict and is in close proximity to Washington Avenue. The recent construction of the Stage at Little Italy has become a place where many residents can enjoy local entertainment including musical acts and performances from the Endicott Performing Arts Center. Weekly entertainment is held there throughout the summer. Endicott has also partnered with the local St. Anthony's parish to hold an annual outdoor mass which was well attended and enjoyed by residents and parishioners. Washington Avenue hosts the annual Applefest which is an event held each fall where various food and craft vendors come to participate. Local entertainment also plays a part in this event.

There is also not a weekday or weekend throughout year, when there isn't one or more sporting events, theatre performance, art show, dance competition, or numerous other academic activities occurring at the Union-Endicott campus, either on their world-class athletic fields, or

in one of their auditoriums or gymnasiums, bringing in visitors from around the state, who are always looking for places to eat, interesting shops and other activities to do.

Endifest is a new event which was held for the first time in 2015. This event highlights the diverse ethnic foods and arts that Endicott has to offer. Many local businesses are involved in this event.

The DRI will help grow and expand these well attended community events. The Village actively works with and supports the organizers of these events. The Village believes that having a strong core of businesses and restaurants, affordable housing, buildings and land available for development and a strong community commitment to the culture and history of the area along with investments by the Village and DRI will help to reinvigorate this community and make it an exciting place to live and work for young professionals, and a destination for those outside of the immediate area.



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.*

A crucial part of the selection of a downtown is the recent or impending job growth within, or in close proximity to, the downtown. The attraction of professionals to an active life in the downtown will support redevelopment and make growth sustainable in the long-term. In evaluating job growth near the downtown, REDCs should consider:

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

Today we have a growing number of businesses working in conjunction with local government to improve our community through job creation. We have the basis for, and can be a catalyst of, even greater growth. By enhancing the livability of downtown Endicott, we can help build on the core of the technology businesses already here, such as BAE Systems, IBM, Geodis, i3 electronics, Integrated Computer Solutions, Finger Lakes Technologies Group and many other companies that directly or indirectly help assemble the capacity to enhance the advanced manufacturing eco system. No doubt, the seeds have been planted to create one of the wealth producing sectors not only of Broome County, but also the entire Southern Tier of New York.

The existence of new and expanding employers;

It is safe to say that the Washington Avenue corridor has seen more high tech job growth in the last five years than any other downtown area in the Southern Tier. BAE alone has brought over 1250 high tech jobs into the downtown over the last five years. With Endicott being designated the Center of Advanced Manufacturing in the Southern Tier, we expect high-tech job growth to only continue, driving substantial indirect job growth in support industries along the Avenue.

Washington Avenue is geographically situated and bounded between two unique high employment density campuses. On the south end of Washington Avenue, the Union-Endicott School District has 1200 ninth thru twelfth grade students, who, every day, are on and off campus frequenting Washington Avenue businesses, and many of these students will be working with, or launching their own ventures in the new U-E Tiger Ventures Incubator. In addition, the U-E school district employs over 800 educators, district administrators and support staff (about 50 new employees are hired each year) who also frequently use the amenities on the Avenue.

On the north end is the Huron Campus with almost 5,000 business executives, engineers, higher education personnel, clerical, tech support, call center representatives, and a number of various other professionals situated at one of the many companies located either on or right adjacent to Washington Avenue. There are also a number of different sized firms, both start-ups and existing, that are currently looking at moving to the Huron Campus or directly onto Washington Avenue.

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

If there was ever a downtown that was perfectly situated for foot traffic or public transportation it would be Washington Avenue. The tree lined streets and proximity of the business district to the ever expanding Chugnut River Trail on the Susquehanna River make this an ideal situation to promote further greenway initiatives and smart growth. The ease of parking also makes this an ideal situation to park your car and visit the many eateries and unique shops on the Avenue. Washington Avenue could be considered the clearest path to the Huron Campus, making it the gateway to a number of businesses and thousands of employees. As continued public and private sector investment is made to improve the aesthetics of the Avenue, this will spur smart cities initiatives to make the downtown even more of a user-friendly asset and will continue to add to the diversified workforce that it currently enjoys. The unique mix of businesses on the Avenue have truly made our downtown an Ethnic Village, with Mexican, Greek, Italian, Thai, Middle Eastern eateries representing the community's ethnic diversity.

The structure/bones are currently in place to make Washington Avenue the premier downtown in the Southern Tier that it once was. Downtown Washington Avenue is very easily accessible off NYS Route 17/Future 86 and the ease of getting to the core business district from the interstate. The Avenue, located right on the Broome County bus line, will continue to make it easily accessible to a diversified base of employees for not only existing but future employers, and will make businesses accessible to a diversified customer base.

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

The area has remarkable job diversity. For example, BAE Systems employment in Endicott is approximately 1250 people. Of that, two-thirds are exempt positions under the Fair Labor Standards Act. Of those 900, nearly 600 are engineering positions. The upshot is that approximately one-half of our employee population is relatively highly compensated (engineers), and a large majority are exempt, salaried employees. See census chart below.

	Block Group 1, Census Tract 135, Broome County, New York		Block Group 2, Census Tract 135, Broome County, New York		Block Group 3, Census Tract 135, Broome County, New York
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate
Total:	287	+/-63	225	+/-65	356
Less than $10,000	81	+/-46	23	+/-21	57
$10,000 to $14,999	34	+/-29	61	+/-48	40
$15,000 to $19,999	27	+/-24	27	+/-35	42
$20,000 to $24,999	10	+/-10	0	+/-11	44
$25,000 to $29,999	0	+/-11	20	+/-15	31
$30,000 to $34,999	17	+/-19	4	+/-8	9
$35,000 to $39,999	47	+/-48	15	+/-23	16
$40,000 to $44,999	0	+/-11	24	+/-21	0
$45,000 to $49,999	6	+/-10	0	+/-11	34
$50,000 to $59,999	23	+/-23	6	+/-10	17
$60,000 to $74,999	25	+/-18	23	+/-25	8
$75,000 to $99,999	14	+/-23	6	+/-8	32
$100,000 to $124,999	0	+/-11	4	+/-6	10
$125,000 to $149,999	3	+/-5	5	+/-7	11
$150,000 to $199,999	0	+/-11	7	+/-11	5
$200,000 or more	0	+/-11	0	+/-11	0
Total:	389	+/-90	330	+/-102	529
Male:	174	+/-61	135	+/-40	262
No schooling completed	0	+/-11	0	+/-11	6
Nursery to 4th grade	0	+/-11	0	+/-11	0
5th and 6th grade	0	+/-11	0	+/-11	0
7th and 8th grade	5	+/-6	0	+/-11	0
9th grade	4	+/-6	0	+/-11	0
10th grade	4	+/-11	0	+/-11	18
11th grade	11	+/-17	4	+/-6	0
12th grade, no diploma	0	+/-11	0	+/-11	0
High school graduate (includes equivalency)	87	+/-40	50	+/-31	122
Some college, less than 1 year	0	+/-11	9	+/-11	9
Some college, 1 or more years, no degree	37	+/-31	29	+/-25	47
Associate's degree	15	+/-22	16	+/-19	26
Bachelor's degree	4	+/-6	10	+/-16	29
Master's degree	3	+/-5	17	+/-16	5
Professional school degree	0	+/-11	0	+/-11	0
Doctorate degree	4	+/-6	0	+/-11	0
Female:	215	+/-70	195	+/-89	267
No schooling completed	6	+/-9	0	+/-11	4
Nursery to 4th grade	0	+/-11	0	+/-11	0
5th and 6th grade	0	+/-11	0	+/-11	0
7th and 8th grade	0	+/-11	0	+/-11	0
9th grade	11	+/-16	25	+/-40	0
10th grade	22	+/-23	14	+/-19	0
11th grade	11	+/-16	16	+/-17	35
12th grade, no diploma	23	+/-29	0	+/-11	10
High school graduate (includes equivalency)	81	+/-50	42	+/-25	63
Some college, less than 1 year	5	+/-9	19	+/-14	10
Some college, 1 or more years, no degree	29	+/-22	62	+/-76	110
Associate's degree	6	+/-11	12	+/-13	25
Bachelor's degree	17	+/-23	5	+/-8	0
Master's degree	4	+/-6	0	+/-11	5
Professional school degree	0	+/-11	0	+/-11	5
Doctorate degree	0	+/-11	0	+/-11	0

Further, anchoring the southern end of the Washington Avenue corridor, the Union Endicott Central School District support over 800 personnel with over half being salaried employees, specifically, teachers and administrators. The remaining half represent entry level positions enjoying full benefits.

Washington Ave. (Census Tract 135) which includes part of Huron Campus is in what is called a Historically Underutilized Business Zone (HUBZone). It is an Empowerment Contracting Program that is to stimulate economic development and creates jobs in urban and rural communities by providing federal contracting preferences to small businesses. These preferences go to small businesses that obtain HUBZone certification in part by employing staff of which 35% must live in a HUBZone.

When we consider the potential for new job growth, mobility between jobs, and the diversity of jobs, we must also consider the retention of existing jobs that a $10,000,000 investment from the state would mean to our community. Highly skilled, young professional employees want to live and play near where they work. The DRI investment in the Washington Avenue corridor can enhance the area quickly in order to both make it more interesting for current and future young professionals.

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.*

The downtown must be an attractive and livable community for diverse populations of all ages, including millennials and skilled workers. In evaluating this, REDCs should consider whether the downtown contains, or could contain, the following physical properties and characteristics:

In order to revitalize the downtown with the Smart Growth concept, we feel the following steps are necessary from high priority to low priority:

1. Focus on enhancing the attractiveness of Washington Avenue within the context of the needs and desire of the professionals being recruited to the Center for Advanced Electronics Manufacturing

2. Create incentives to attract major developers.

3. Create opportunity for mixed use housing to include graduate student housing, young professional housing, and elderly housing.

4. Create a low rent shared use office space on Washington Avenue to be used as an entrepreneurial incubator for startups that support and complement Huron Campus industries and enterprises.

5. Broaden business sponsorship and investment in community activities: parades, concerts, cultural events and the arts.

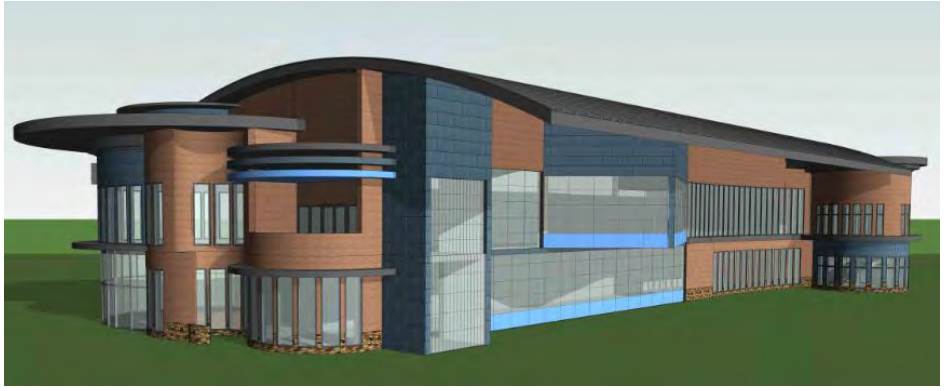
6. Increase security through police presence, introduction of surveillance cameras and strict code enforcement.

Developable mixed-use spaces;

Mixed-use development refers to a type of urban development that blends residential, commercial, cultural, institutional, or industrial uses, where those functions are physically and functionally integrated, and that provides pedestrian connections.

The Washington Avenue has a long history of supporting this type of mixed-use development. Current storefronts already include both apartments and lofts on the second and third floors. Underutilized buildings, and empty lots, could easily be developed as unique venues on the first floor combined with graduate student housing and/or young professional housing on the upper floors.

The State of New York through their Brownfield Development Program remediated the former Endicott Forging site. Since the State has invested and cleaned the site of all potential hazards, we think this site would have the potential to be a mixed-use occupancy that can be used to house many small startup companies as well as cultural venues. A rendering of a mixed use occupancy is shown below.



The proposed FlexTech initiative presents an equally significant opportunity to create an anchor for Washington Avenue. With the addition of the FlexTech, other companies could utilize now vacant or underutilized industrial buildings on the Huron Campus. In addition, should new construction prove necessary, the new development site described above, across from Huron Campus and next to Washington Avenue, would be an ideal location. It would be conveniently located for tourists, as it would be proximate to the Route 26 Bridge to Route 17-hence to a major highway route to and from the Finger Lakes, Catskills, Adirondacks, and Buffalo. It would also maximize the likelihood that visitors would shop on Washington Avenue.

Housing at different levels of affordability and type;

The Village of Endicott has seen an influx of young professionals combined with an aging demographic. This range in housing needs provides a wonderful opportunity for development of several different types of affordable housing in the Washington Avenue corridor. Although we are in the infancy stage of this plan, we have sought out opinions from several developers who agree with the following options. The rendering below would be a typical young professional housing complex.

Another example of affordable housing for the seasoned professional who would like to have everything in one location would incorporate a retail center on the ground floor, parking in the mid-level, and affordable apartment complexes on the upper floors.

Further, we want to promote affordable and attractive housing for the elderly as shown in the rendering below.

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

There are approximately ninety storefronts on Washington Avenue. About two-thirds of these are currently occupied, housing many very nice amenities such as florists, ethnic restaurants, banks, post-office, and engineering firms. However, one-third of the storefronts are currently vacant and one-third house shops which are not consistent with our vision of the future of the Washington Avenue corridor.

We envision a future Washington Avenue with an increased number of restaurants (with outdoor cafés), delicatessens, and specialty food markets, microbreweries, and diverse shops. Many developers have expressed interest in retrofitting the existing merchant spaces located on Washington Avenue, turning these into niche venue with eco-friendly and affordable housing on the upper floors. An example is shown below.

Multi-modal transit;

> *Cities of all sizes are reorienting their transportation priorities toward people over cars. Rebranding streets as "complete", "shared", or "great" reflects a turn away from automobility as the only choice for urban travel. Local transportation officials and planners now place a large focus on offering many modes of travel and consider quality-of-life rather than simply encouraging driving everywhere. Though cars are still dominant, the era of automobility seems to have peaked. Yet continued reductions in driving require true multi-modalism: rather than relying on one mode of transportation, or expecting that most driving trips can be substituted for transit trips, people need to be able to choose from a network of options, including not traveling at all.*
>
> - *From "The Future of Transportation", a CityLab Series – Rockefeller Foundation*

The Washington Avenue District is perfectly suited to transfer to multi-modal transit systems. The Avenue could be restructured to include parking for automobiles, dedicated bicycle lanes, a trolley, as well as maintaining the current wide sidewalks for pedestrians on both sides of the street. Further, it is possible that the Avenue's connection to Greater Binghamton via the BC Transit Bus route could be expanded and the exploration of other methods of transportation, as our needs increase, would be a priority.

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

One of the current features of Washington Avenue is the wide sidewalks and well-marked crosswalks providing considerable opportunity for both sidewalk cafes and for residents and visitors to shop on the Avenue. In addition, we intend to restructure the Avenue to include a dedicated bike lane from the Huron Campus to the UE School District. This would allow young professionals the ability to bike, roller blade, or run in a safe environment. This lane could be connected to the Chugnut Trail, currently being developed along the Susquehanna River directly behind the Union Endicott High School, further enhance access to recreational biking, running, roller blading, and other open spaces.

Washington Avenue enjoys easy access onto NYS Route 17/Future I-86 for those who own automobiles. However, as previously described, our intention is to become the home of ULR Industries which will give everybody rapid access to other communities throughout the state of New York.

Accessible recreation amenities, parks and gathering spaces;

In addition to an open gathering area directly located on Washington Avenue, there are numerous gathering places located within a half mile radius which are open to Endicott residents. Those recreational amenities include the UEHS track, the GWJ Park, several civic organizations, Round Top Park, Mersereau Park, and the Endicott Visitor Center. Further, the Village regularly collaborates with businesses and civic organizations to close the entire length of Washington Avenue to vehicular traffic for special cultural celebrations and parades.

Civic Organizations Assets and Resources

Access to health care facilities;

At the south end of Washington Avenue, there is a health care facility available through UHS which is a walk-in clinic. There is a Lourdes facility on Main Street which is a walk-in clinic and primary care clinic. The CVS on North Street has a health clinic that services screenings for blood pressure and diabetes. A dentist, eye doctor, gyms with personal trainers, and a therapeutic massage clinic are located within a few blocks of the Avenue.

Cultural and entertainment amenities; and

The Endicott Performing Arts Center (EPAC) owns and operates the historic Robert Eckert Theater (formerly the Lyric Theater) located in the middle of the Washington Avenue Business District. EPAC renovated and operates the historic theater built in 1917. As a cultural and economic anchor for the Endicott business district, our programs and events bring over 25,000 people to the Endicott Washington Avenue Business District each year. There is also a multi-screen Cinema in the Washington Avenue corridor, a classic pool hall, two fitness centers, as well as the Union Endicott School District facilities hosting both athletic and cultural activities on an almost weekly basis. Finally, the open space on the Avenue is often used in the summer to support open air concerts.

Broadband accessibility.

The Village of Endicott will be working with the local cable company to provide free wireless broadband accessibility throughout the Washington Avenue corridor, much like currently exists in Times Square in NYC. This one element alone, is considered the critical amenity to most young professionals.

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.*

The downtown should already embrace or have the ability to create and implement policies that increase livability and quality of life, including through:

Downtown plans;

The Town has designated Washington Avenue as a 485-b Property Tax Abatement Area for commercial and industrial properties on new construction and/or substantial renovation of real property if located within the geographic boundaries of the Town of Union Business Investment Exemption Zone. This is a Town, Village and School property tax abatement to promote redevelopment in the urban core area.

The Village of Endicott is working on several policies that will increase the livability and quality of life of the downtown. First, the Village has worked with New York State to remediate the old forging site which was a brownfield site. This site is shovel ready and awaiting an occupant.

Second, the Village has also begun dialogue with the owner of the Kmart plaza to acquire the site. The Village will work with the town, school district, and local land bank to hopefully acquire the property. Once acquired, the Village can work with the land bank to demolish the building and begin remediation of the site. This site could also be a shovel ready site.

Third, the Village has realized the local zoning code needed modernization and has taken steps over the last year to modernize those zoning codes. They have reviewed two municipalities in upstate New York that have strong and enforceable zoning codes. The Village is in the process of working with their attorney to introduce a new zoning code for

presentation to the entire Board. This would be immediately followed with practice from the Village Enforcement office.

Finally, the Village has applied for several grants to improve street infrastructure, as well as replace all existing lighting with new LED lighting. There are many other goals and policies which the Village would like to implement but are constrained due to budget considerations. The award of the DRI would expedite the implementation of such policies.

Modern zoning and parking standards;

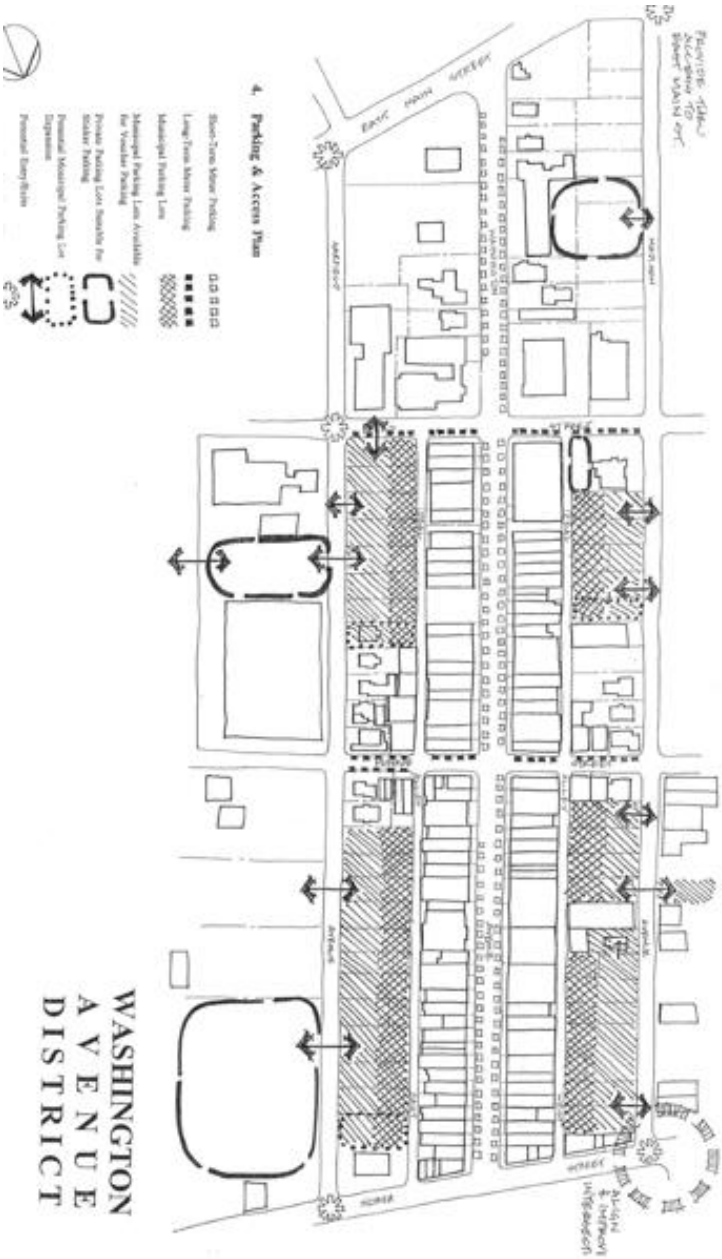
There is a large amount of Village owned free parking lot space available in and around Washington Avenue. We are presently working on an update to our Village codes and are modeling it after other communities which have been successful in helping to revitalize their downtown regions. The Village has an active Zoning Board which has been working to revitalize the downtown area and is ready to assist in the future redevelopment of the Avenue and surrounding community.

Washington Avenue has four significant advantages for automobile drivers. First, it spans 17C and North Street, two major east/west thoroughfares. Second, it is just off-center of the north/south Route 26 bridge spanning the Susquehanna River and providing access to Route 17-a limited access east/west highway. Third, signage-including signs on Route 17-are fairly good. Access can, however, be tinkered with in two ways to Washington Avenue's further advantage.

The Village of Endicott and business community of Washington Avenue showed tremendous foresight thirty years ago and ever since by creating and maintaining no less than four large off-street public parking lots and several smaller public parking lots. (See the map on the next page.) Washington Avenue now has over 1,000 parking spaces, broken down roughly as follows:

- 550 public parking spaces in municipal lots
- 130 public parking spaces along Washington Avenue
- 35 public parking spaces on side streets (Broad and Monroe)
- 100 public parking spaces on parallel streets (Madison and Garfield)
- 200+ private parking spaces within one block of Washington Avenue, excluding IBM parking.

Zoning should dictate that signage facing the lots is only allowed for stores and businesses that have rear (parking lot) as well as front (Washington Avenue) means of access and egress. As an additional incentive, billboards-such as those used at shopping centers-could be placed at the parking lot entries, listing the double-entry/exit stores and businesses only. There are existing and potential public routes between the lots and Avenue: the Avenue Collection arcade, two bank arcades, and the parking lot now used for the farmers' market. These could be architecturally highlighted with bright lights, kiosks and ornamental clocks on both the parking lot and Avenue sides. Nearly 75% of the shoppers surveyed use rear entries facing the lots, while a fewer 60% of the merchants report that they have a rear entry. Clearly, the stores with the rear entries benefit somewhat. The incentives noted would be appealing to the enlightened self-interest of the merchants.



Permitting structures would help support numerous special events which could be used to reach targeted audiences. For instance, Washington Avenue currently does better among seniors than among young families and so the special events could emphasize circuses, parades, amusement park rides, and other favorites with families, as well as events focused on young professionals. Special events can make Washington Avenue more celebratory, setting the stage for its appeal to a more regional clientele.

Washington Avenue already has hosted successful special events: the Carousel Festival brought tens of thousands of people to the Avenue over two days, demonstrating that Washington Avenue can have a regional draw. We suggest that special events be staged once or twice a week, every week of the year**.** Special events should vary widely in character and level of organization, from "impromptu" high school band practices up and down the Avenue, to highly structured “Questivals”. Such special events could include (and already have included many of) the following:

- Questivals
- Cooking classes
- Martini walks
- Weekly band practices (football season)
- Farmer's market (summer and fall)
- Flea market (winter and spring)
- Christmas holiday parade (winter)
- Halloween costume parade (fall)
- Apple Fest (fall)
- Bridal parade (spring)
- Big Apple Circus (summer)
- Flower show (spring)
- Arts and crafts bazaar (spring and fall)
- Ice cream social (summer)
- Simultaneously staged "opening" in art and antique stores (winter)
- Victory parade(s) for sports teams (spring, summer and fall)
- Hoe-down (fall)
- 4th of July fireworks (summer)
- Outdoor movies (summer)
- Columbus Day festival (fall)
- Harvest festival (fall)
- Children's art sale (spring and fall)
- High school graduation festival (spring)

Washington Avenue should be promoted as the entertainment, cultural and restaurant center for western Broome County. As explained earlier, most of the region's cultural institutions are located in Binghamton or at SUNY; and downtown Binghamton has staked its future on being even more of a cultural and arts center. However, Washington Avenue can still serve as a distinct if distinct cultural and arts center. After all, many for-profit and non-profit cultural and entertainment uses are already on or near the Avenue-including the Amos Patterson Museum, Netherton's Art and Framing Gallery, the new movie theater in the former Burt's building, two dance studios, Fine Arts Society of the Southern Tier, and the Phantom Gallery.

These special attractions should be promoted at the same time as new restaurants and eateries. According to residents, restaurants as well as entertainment are the most needed amenities. Restaurants require extensive capital investment-for kitchen and decor. They therefore need both a lunch and dinner trade, weekdays and weekends, year-round. Washington Avenue's restaurants can count on a lunch trade, but struggle for the dinner trade. Theaters and cultural facilities-as well as events-can provide the needed evening foot traffic and visibility.

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

A steering committee has been formed to assist in the construction of the DRI proposal. This steering committee is headed by a diverse group of community members including a local business owner, school district officials, Village officials, the town economic development director, and two dedicated community volunteers. If the DRI is funded, this steering committee will transition to the Downtown Management team.

Complete Streets plans and laws;

The Village of Endicott was incorporated in 1906 and has an extensive and effective code for all streets, sidewalks, parking lots and properties within the Village. The Village Board works in combination with our police department and our fire department on enforcement of laws and also on updating or adding new laws to keep current with the modern environment. With all Village officers working together, we are also able to quickly and accurately address any situations or changes that need to be made to our enforcement actions. We also have a Village engineer who works with outside consultants and engineering firms on the annual replacement and reconstruction of Village streets and sidewalks. We actively manage a 5 year plan that successfully identifies areas that need repairs and are able to fund repairs through a combination of local, state and annual grant monies.

Transit-oriented development;

Washington Avenue is already on the County bus line. However, Washington Avenue would be an ideal place for the SUNY Binghamton bus service to include in its route given that a large number of graduate students are working at the CAMM, and there both and current and planned graduate student housing. Moreover, many of our current restaurants and future planned businesses are inviting to both undergraduate and graduate college students even if they are not working on the Huron Campus.

As previously noted, our goal is to create a multi-modal transit system which would extend from improved walkability in the area to access to high speed ground transportation allowing ready access to New York City and beyond.

Land banks;

The mission of the Broome County Land Bank is to foster economic and community development by acquiring, holding, managing, developing and marketing distressed, vacant, abandoned and under-utilized properties. The Village of Endicott will work closely with the Broome County Land Bank to acquire vacant or abandoned buildings that our underutilized. We will work closely with developers to re-develop these properties so that it fits the mission of the DRI and future needs of the Village of Endicott.

Energy-efficiency; Smart Cities innovation; and an inclusive environment for New American

The Union Endicott School District has been witnessing a steady influx of new students arriving from around the world, and as well, the young engineers being hired by the companies located on the Huron Campus also typically fall into the category of New Americans. This immigration activity is, in many ways, recreating the early years of Endicott when the vast majority of workers moving into the area were immigrants. The community, therefore, has a long history of inclusion, and we fully intend to maintain that reputation by creating a safe, healthy, and enjoyable living environment for all.

Every constructed building impacts the environment surrounding it. In a conscious effort to minimize environmental impact and to reduce a building's carbon footprint, the United States Green Building

Council (USGBC) developed the Leadership in Energy and Environmental Design (LEED®) program. The LEED® program establishes design standards and maintains the rating system for construction of buildings using methods of sustainable design and materials that minimize the impact of the construction process on the environment. The ultimate goal of the program is a structure that, during construction, and over the course of its life span, continues to minimally impact the environment - a "Green Building." This goal is obtained through reduction in energy usage, national resource consumption, and recycling building materials.

Sustainable design efforts with sustainable elements are implemented to reduce energy and operating costs. In addition, sustainable design takes into consideration the quality of living within the spaces, while lessening the impact on the environment. Examples of sustainable design elements to be incorporated include day-light harvesting, geothermal heat pumps, rainwater collection systems, low-consumption lavatories, dual-flush valves, occupancy sensors, measurement and verification, building measurements, energy modeling, and solar power generation. As environmental concerns become more integrated into our daily lives, architects and engineers actively participate in the shaping of our future. Energy-efficient solutions not only save operational costs for the client, but allow us to become more environmentally responsible.

The Village of Endicott shall implement a comprehensive approach to the LEED® design process for both new and existing buildings. The Village of Endicott understand the importance of LEED® principles being an integral part of the design process from conception through construction. The Village will work with our clients and their project teams to provide technical expertise and peace of mind throughout the LEED design and certification process.

All renovations and new buildings shall incorporate USGBC LEED design standards. These standards may incorporate windows and glazing to reduce the thermal cooling loads. The mechanical equipment may be selected and sized for optimal energy utilization by the facility. High efficiency roof top units with VAV boxes, high efficiency concealed combustion boiler, a hydronic loop designed with a 40 degree temperature drop, and two-way valve control with VFD pumps may be incorporated in the design where applicable.

The lighting system for the building may employ energy efficient bulbs and sky lights to provide ambient day lighting. The surrounding site may be designed with a condensed parking layout that may include dedicated parking spaces for fuel efficient vehicles and bicycle racks.

Water saving components may incorporate low flow faucets, dual flush water closets, solar hot water generation, and a rain water harvesting system. The building may be monitored and controlled by a building management system.

Overall, the Village of Endicott shall incorporate USGBC standards that will improve Energy Efficiency, allow for Smart City Innovation, and implement LEED principles that will be inclusive environment for the new America.

Our goal is to revitalize Washington Avenue similar to other communities such as Saratoga Springs or Skaneateles to attract young professionals. Millennials prefer downtown villages and shops over malls and strip centers. We believe we have a solid foundation that can be readily transformed into an area highly attractive to millennials. Once we have transformed Washington Avenue, we would then be in a position to expand this transformation to outlying areas to include the idevelopment of

new recreational facilities, such as an ice rink, multi-purpose sports complex, along with modern housing for graduate students, interns and young professionals.

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.*

Downtowns must have sufficient local community and public official support in order to develop and implement their strategic investment plan. Local leaders and stakeholders who are committed to working together on a plan and the initial local lead should be identified.

Business and property owners have already begun to invest in the future of Washington Avenue and the downtown business district. Many other business building owners will also join in this support. See appendix A for attached letters of support for this DRI submission.

The Town of Union Economic Development Department would also consider leveraging local economic development funds to support a specific program that came about if our downtown won the $10,000,000 in DRI funds. The funds could be used to support development on Washington Ave. and supplement State DRI funds that would further encourage redevelopment of buildings, recruitment of existing businesses, and promoting entrepreneurship to the downtown.

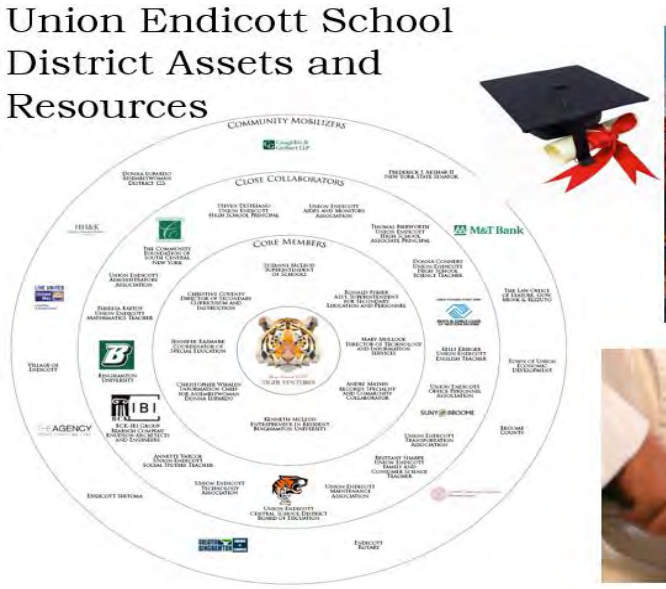
The Village of Endicott fully supports this initiative. Anthony Bates, Clerk/Treasurer, is on the current steering committee and will be the initial Village lead with Mayor John Bertoni. The team that has come together to explore opportunities for Washington Avenue has representatives from the local

school district, higher education, the Village of Endicott, Town of Union, local businesses, and civic leaders, and this team fully intends to continue their efforts.

DRI Advisory Team Members

- Kellie Amlin
- Dan Babcock
- Kevin Babcock
- Dave Baker
- Anthony Bates
- Gary Battestin
- John Bertoni
- Josh Gannon
- Diana Hayden
- Chuck Hoffman
- Kathleen Horwath
- Linda Jackson
- Craig Jefferson
- Jennifer Kazmark
- Eddie Koban
- Eileen Konecny
- Brian Luby
- Suzanne McLeod
- Rick Materese
- Joe Moody
- Mary Morley
- Jennifer Musa
- Anthony Paniccia
- Christine Pasquale
- Tom Pasquale
- Pamela Riddleberger
- Mario Salati
- Jim Santacrose
- Rose Sotak
- Bill Starring
- Dick Testa
- Joyce Tokos
- Cynthia Totolis
- Mary Anne Tremblay
- Mike Tremblay
- Jason VanFossen
- Ted Warner
- Marie Williams

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



The Downtown Revitalization Initiative is looking to make a significant investment in a community that is ripe for transformation into a vibrant community where tomorrow's work force will want to live, work, and raise their families. This proposal focuses on the three-block Washington Avenue corridor, which has the current structure and capacity for growth and enhancements which support the desired housing, restaurants, shopping and entertainment needs of the young professionals who

will be coming to pursue the employment opportunities of the Endicott Advanced Manufacturing iDistrict.

To meet the needs of these young professionals as their careers are established and they grow roots in our community, it is important to note that the targeted area is located within the desirable Union Endicott Central School District where 90% of graduating seniors go to college and 90% of all students graduate on time. Students leave Union Endicott with the skills necessary to take the next step in their lives, whether it be college, career, or the military. Further, the District provides a full slate of both curricular and extra-curricular offerings and has additional opportunities that are unique within the region:

- Science Research Program – high school
- Robotics Team – middle and high school
- Culinary Arts Program – high school
- Medical Pathways – high school
- Three Languages: French, Spanish, Italian – middle and high school
- Mandarin Chinese Language and Cultural Experience for elementary students
- Foreign Exchange Programs – high school
- Open enrollment in 13 Advanced Placement with no cost to students – high school
- Student internships with community businesses and organizations – high school
- LWW reopening as combined school and business incubator – "Tiger Ventures" – middle and high school
- Significant grant opportunities supporting reinvention of school including being a finalist for the Steve Jobs Super School XQ Grant awarded at $10 million over 5 years
- Collaborations with higher education to develop new opportunities and/or conduct research to support changes in practice for more beneficial outcomes
- Facilities upgrades to enhance community access and focal point for state and regional activities

If it hasn't been stressed enough, the following are significant attributes to the Endicott area:

1. Proximity to nationally recognized higher education institutions such as SUNY Broome and Binghamton University

2. A year round performing arts and teaching community theater

3. Easy access via Route 17 (Future I-86)

4. "Starter Homes" availability for young professionals

5. Core downtown Village: Washington Avenue

6. Employment for young professionals at companies located on the Huron Campus

7. Rich cultural heritage evident through places of worship, ethnic restaurants and community events

8. Full service grocery store bordering the focus area, many other locally owned shops and services, including a natural health food store

9. Boys and Girls Club, airport, library

10. PGA Dick's Open for 30 years

11. On BC Transit bus line

12. Resources and services provided to residents: plentiful water, garbage pick-up, leaf and debris pick-up, street cleaning and snow removal, dedicated police and fire departments, municipal electric

13. 4 seasons: Winter, Spring, Summer and Fall

14. Chugnut Trail 2.6 mile walking trail in process with Broome County and Town of Union

15. Significant opportunities for growth and expansion

16. Youth Programs: sports, EPAC, churches

17. Strong support from the Village of Endicott Community

Appendix A: Village of Endicott support letters (4 letters)
Appendix B: North Anchor BAE Corporation support letter
Appendix C: South Anchor Union-Endicott School District support letter
Appendix D: Washington Avenue Merchant support letters (52 letters)
Appendix E: Resident support letters (309 letters)

Appendix A:

Village of Endicott support letters (5 letters)

John Bertoni
MAYOR
Village of Endicott
1009 East Main Street
Endicott, NY 13760

May 27, 2016

To Whom it may Concern:

As Mayor of the Village of Endicott, I fully support application for the Downtown Revitalization Initiative available through the Regional Economic Development Council. The Washington Avenue downtown in the Village of Endicott is an area that is rich in history, culture and the arts. It is an area frequented by many residents as well as employees from the Huron Campus which includes businesses such as BAE Systems, I3 Technologies, NCI and many others. Venues such as the Endicott Performing Arts Center, health and fitness centers, florists, barbers, along with the many businesses make the Avenue a unique destination. This opportunity for DRI funding would provide for improvement that would definitely have a significant positive effect on this downtown.

Endicott is home to a diverse population of all ages and the prospect of investing ten million dollars into the downtown will certainly enhance and improve the businesses that currently exist, as well as increase our ability to draw new businesses to the area. Washington Avenue is also a place that is visited by many because it has amenities such as a Post Office, Church, Ethnic Restaurants and many other locally owned businesses. The Avenue is also home to festivals, parades an IBM Museum and other distinctive events that are enjoyed by everyone who attends. The Avenue also serves as a corridor to the Union-Endicott High School and the School Administration Building. This funding would provide immeasurable benefits to the community and would be greatly cherished by all businesses and citizens of Endicott.

We look forward to working with the REDC in making key improvements to the Avenue and ensuring its growth in the future.

Sincerely,

John Bertoni

John Bertoni
Mayor

David Baker
TRUSTEE
Village of Endicott
1009 East Main Street
Endicott, NY 13760

May 27, 2016

To Whom it may Concern:

As Trustee of the Village of Endicott, I fully support application for the Downtown Revitalization Initiative available through the Regional Economic Development Council. The Washington Avenue downtown in the Village of Endicott is an area that is rich in history, culture and the arts. It is an area frequented by many residents as well as employees from the Huron Campus which includes businesses such as BAE Systems, I3 Technologies, NCI and many others. Venues such as the Endicott Performing Arts Center, health and fitness centers, florists, barbers, along with the many businesses make the Avenue a unique destination. This opportunity for DRI funding would provide for improvement that would definitely have a significant positive effect on this downtown.

Endicott is home to a diverse population of all ages and the prospect of investing ten million dollars into the downtown will certainly enhance and improve the businesses that currently exist, as well as increase our ability to draw new businesses to the area. Washington Avenue is also a place that is visited by many because it has amenities such as a Post Office, Church, Ethnic Restaurants and many other locally owned businesses. The Avenue is also home to festivals, parades an IBM Museum and other distinctive events that are enjoyed by everyone who attends. The Avenue also serves as a corridor to the Union-Endicott High School and the School Administration Building. This funding would provide immeasurable benefits to the community and would be greatly cherished by all businesses and citizens of Endicott.

We look forward to working with the REDC in making key improvements to the Avenue and ensuring its growth in the future.

Sincerely,

David Baker
Trustee

Cheryl Chapman
TRUSTEE
Village of Endicott
1009 East Main Street
Endicott, NY 13760

May 27, 2016

To Whom it may Concern:

As Trustee of the Village of Endicott, I fully support application for the Downtown Revitalization Initiative available through the Regional Economic Development Council. The Washington Avenue downtown in the Village of Endicott is an area that is rich in history, culture and the arts. It is an area frequented by many residents as well as employees from the Huron Campus which includes businesses such as BAE Systems, I3 Technologies, NCI and many others. Venues such as the Endicott Performing Arts Center, health and fitness centers, florists, barbers, along with the many businesses make the Avenue a unique destination. This opportunity for DRI funding would provide for improvement that would definitely have a significant positive effect on this downtown.

Endicott is home to a diverse population of all ages and the prospect of investing ten million dollars into the downtown will certainly enhance and improve the businesses that currently exist, as well as increase our ability to draw new businesses to the area. Washington Avenue is also a place that is visited by many because it has amenities such as a Post Office, Church, Ethnic Restaurants and many other locally owned businesses. The Avenue is also home to festivals, parades an IBM Museum and other distinctive events that are enjoyed by everyone who attends. The Avenue also serves as a corridor to the Union-Endicott High School and the School Administration Building. This funding would provide immeasurable benefits to the community and would be greatly cherished by all businesses and citizens of Endicott.

We look forward to working with the REDC in making key improvements to the Avenue and ensuring its growth in the future.

Sincerely,

Cheryl Chapman
Trustee

Larry Coppola
TRUSTEE
Village of Endicott
1009 East Main Street
Endicott, NY 13760

May 27, 2016

To Whom it may Concern:

As Trustee of the Village of Endicott, I fully support application for the Downtown Revitalization Initiative available through the Regional Economic Development Council. The Washington Avenue downtown in the Village of Endicott is an area that is rich in history, culture and the arts. It is an area frequented by many residents as well as employees from the Huron Campus which includes businesses such as BAE Systems, I3 Technologies, NCI and many others. Venues such as the Endicott Performing Arts Center, health and fitness centers, florists, barbers, along with the many businesses make the Avenue a unique destination. This opportunity for DRI funding would provide for improvement that would definitely have a significant positive effect on this downtown.

Endicott is home to a diverse population of all ages and the prospect of investing ten million dollars into the downtown will certainly enhance and improve the businesses that currently exist, as well as increase our ability to draw new businesses to the area. Washington Avenue is also a place that is visited by many because it has amenities such as a Post Office, Church, Ethnic Restaurants and many other locally owned businesses. The Avenue is also home to festivals, parades an IBM Museum and other distinctive events that are enjoyed by everyone who attends. The Avenue also serves as a corridor to the Union-Endicott High School and the School Administration Building. This funding would provide immeasurable benefits to the community and would be greatly cherished by all businesses and citizens of Endicott.

We look forward to working with the REDC in making key improvements to the Avenue and ensuring its growth in the future.

Sincerely,

Larry Coppola

Larry Coppola
Trustee

Eileen Konecny
TRUSTEE
Village of Endicott
1009 East Main Street
Endicott, NY 13760

May 27, 2016

To Whom it may Concern:

As Trustee of the Village of Endicott, I fully support application for the Downtown Revitalization Initiative available through the Regional Economic Development Council. The Washington Avenue downtown in the Village of Endicott is an area that is rich in history, culture and the arts. It is an area frequented by many residents as well as employees from the Huron Campus which includes businesses such as BAE Systems, I3 Technologies, NCI and many others. Venues such as the Endicott Performing Arts Center, health and fitness centers, florists, barbers, along with the many businesses make the Avenue a unique destination. This opportunity for DRI funding would provide for improvement that would definitely have a significant positive effect on this downtown.

Endicott is home to a diverse population of all ages and the prospect of investing ten million dollars into the downtown will certainly enhance and improve the businesses that currently exist, as well as increase our ability to draw new businesses to the area. Washington Avenue is also a place that is visited by many because it has amenities such as a Post Office, Church, Ethnic Restaurants and many other locally owned businesses. The Avenue is also home to festivals, parades an IBM Museum and other distinctive events that are enjoyed by everyone who attends. The Avenue also serves as a corridor to the Union-Endicott High School and the School Administration Building. This funding would provide immeasurable benefits to the community and would be greatly cherished by all businesses and citizens of Endicott.

We look forward to working with the REDC in making key improvements to the Avenue and ensuring its growth in the future.

Sincerely,

Eileen Konecny

Eileen Konecny
Trustee

Appendix B:

North Anchor BAE Corporation support letter

BAE Systems
Electronic Systems
1098 Clark Street
Endicott, New York 13760

BAE SYSTEMS

May 26, 2016

To Whom It May Concern:

This letter is in support of the application the Village of Endicott will be submitting for the Downtown Revitalization Initiative through the Regional Economic Development Council. As a business linked to Washington Avenue, this would be a welcome reenergizing of this area. The prospect of investing 10 million dollars into this downtown will enhance and improve the businesses that currently exist along this street, as well as increase business vital to this area. Endicott is home to a diverse population of all ages and the prospect of funding to invigorate the downtown area is exciting.

Endicott's Washington Avenue is a very deserving area to revitalize and move forward. It is rich with history, culture, innovation, and potential. I fully support this effort and will work with the Village and REDC moving forward in this venture.

If you have any questions, please contact me at 607.770.2818.

Sincerely,

Michael J. Kosydar
Endicott NY Site Executive

Appendix C:

South Anchor Union-Endicott School District support letter

Union-Endicott Central School District
1100 East Main Street, Endicott, New York 13760-5298
Telephone (607) 757-2103 Fax (607) 757-2809

May 27, 2016

To Whom It May Concern:

The Union-Endicott School District fully supports the application the Village of Endicott will be submitting for the Downtown Revitalization Initiative through the Regional Economic Development Council (REDC). The school district has a unique perspective to this opportunity for Endicott. Washington Avenue is in direct alignment with the high school and district offices. The pedestrian traffic, as well as the vehicle traffic the Avenue sees daily is large. It is a place for students to frequent during lunch periods, staff to patronize before, during and after the work day, and an area well-traveled by families picking up or dropping off to school. EPAC and Cinema Savers are destinations for many of our students. In addition, the volume of usage of the high school facilities by families within and outside the district is great. Revitalizing Washington Avenue would enhance the experience of these events.

Endicott is home to a diverse population of all ages and the prospect of funding to invigorate the downtown area is exciting. The prospect of investing 10 million dollars into this downtown will enhance and improve the business that currently exists along this street, as well as increase more businesses vital to this area. With new business ventures, one could hope enrollment would also increase in the district. Washington Avenue is also a place that is visited by many because it has amenities such as the post office, church, dance studio, florists, and ethnic restaurants to name a few.

Endicott's Washington Avenue is rich with history, culture, innovation and potential. Union-Endicott highly recommends this effort and will work with the Village and REDC moving forward in this venture. We look forward to hearing about next steps.

If you have any questions, please contact us at 607-757-2111.

Sincerely,

Suzanne E. McLeod, Ed. D.
Superintendent of Schools

John Cornick
Board President

Dan Griffith
Board Vice-President

Joseph Ozvold
Board Member

Kathy Marecek
Board Member

Dick Testa
Board Member

Sharon Wells
Board Member

Joseph Zurine
Board Member