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# DRI Geneva

Finger Lakes Regional Economic Development Council

NEW YORK STATE  
Downtown Revitalization Initiative

Downtown Vision Plan

# DRI Local Planning Committee

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# Foreword

“A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come.”

~ Governor Andrew M. Cuomo

Recognizing that companies are increasingly seeking to relocate and invest in vibrant, walkable downtowns in an effort to attract and retain a talented workforce, Governor Cuomo launched the Downtown Revitalization Initiative (DRI), a \$100 million effort to improve the vitality of urban centers across New York State.

Ten communities were identified by the Governor’s Regional Economic Development Councils (REDCs) to participate in the DRI because their downtowns were deemed ripe for development into vibrant areas in which to live, work and raise families. Ten million dollars will be invested in each of these communities.

Led by former Secretary of State Cesar Perales and supported by current Secretary of State Rossana Rosado, the DRI is a multi-agency approach to downtown revitalization conducted by staff from the Department of State Office of Planning and Development and the Homes and Community Renewal Office of Community Renewal.

The State facilitated a community planning process to develop the key ingredients needed for successful downtown revitalization:

- a vision for the downtown;
- goals and strategies to accomplish the vision;
- an action plan; and
- a strategic investment plan that identifies specific catalytic projects that align with the unique vision of their downtown area.



The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these ten communities will become vibrant communities where people will want to live, work and raise families.



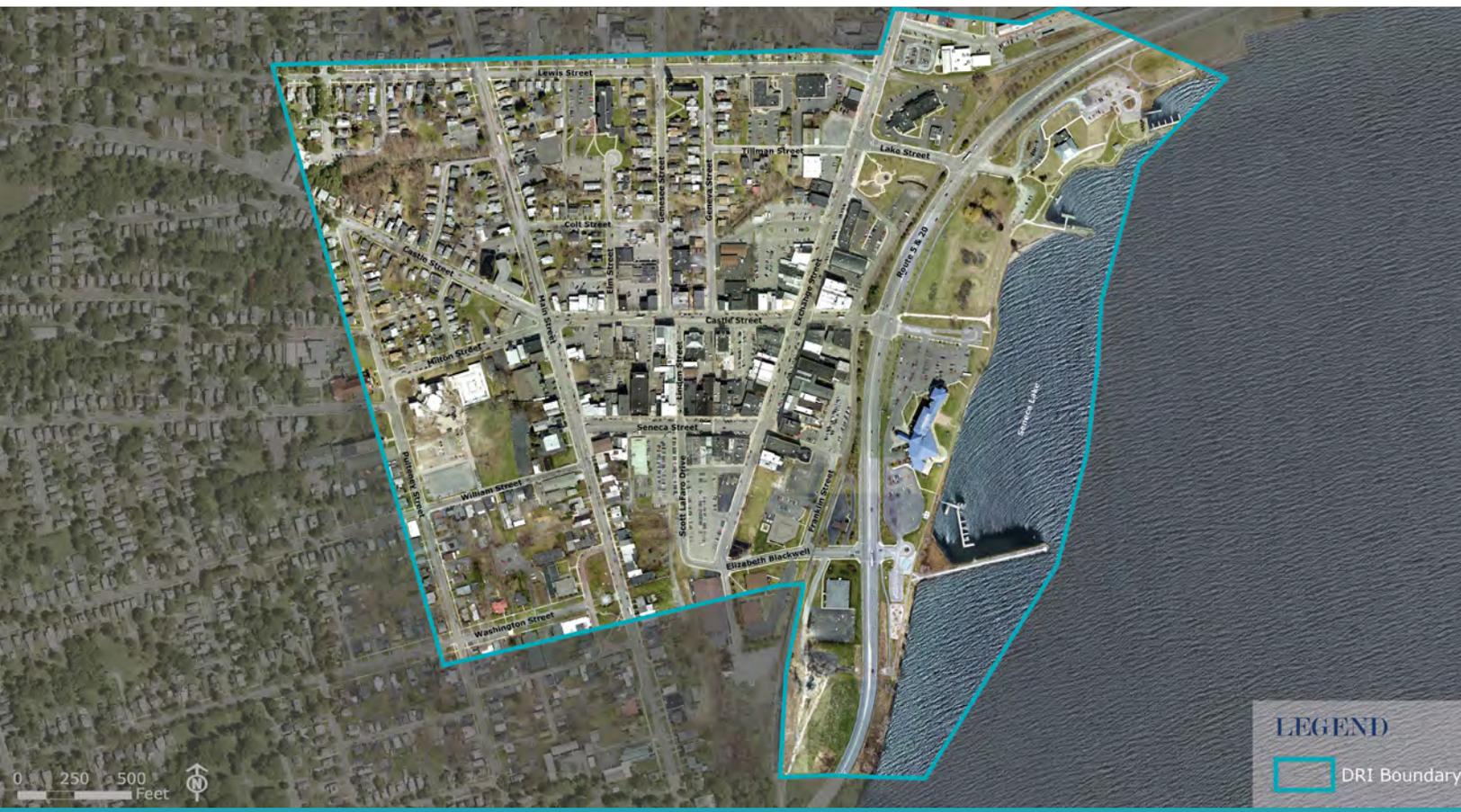


# Executive Summary

The City of Geneva was selected in 2016 to receive \$10 million through the Downtown Revitalization Initiative (DRI). The DRI is a state wide effort to improve the urban vitality of city centers across New York State. The goal of the DRI is to fund priority projects that transform downtown neighborhoods into vibrant communities where the next generation of New Yorkers will want to live, work and raise a family. The State's Regional Economic Development Councils (REDCs) nominated 10 DRI communities after evaluating each downtown's potential for significant transformation. The DRI is an innovative and comprehensive approach to the revitalization of downtowns. The DRI is chaired by former New York Secretary of State Cesar A. Perales, along with a specialized team of planners from the Department of State and the private sector, with support from the Empire State Development, the Division of Homes and Community Renewal and other state agencies.

The City of Geneva was selected as a DRI community for the Finger Lakes Region. Geneva's historic, walkable downtown has all of the pieces necessary to become a vibrant retail, dining, cultural and entertainment destination and an engaging place to live. All of these factors play a part in the City of Geneva's flourishing downtown. The City's DRI is focused around connectivity and transportation, civic amenities and greenspace, arts and culture, rehabilitation of key buildings, infill development, entrepreneurial endeavors, poverty eradication and social justice. Geneva's Study Area, depicted below, covers approximately 100-acres, extending from Seneca Lake to the Main Street corridor. The DRI Study Area encompasses the Geneva Central Business Improvement District, key commercial corridors and a nationally registered Historic District.

Figure I: DRI Study Area



## Challenges

Though Geneva has many advantages and assets to leverage, the DRI Study Area also faces certain critical challenges that need to be addressed in order to retain and enhance economic and community vitality.

- **Vacant or abandoned storefronts and buildings.** Geneva’s walkable streets, storefronts, and architectural facades create a unique downtown environment. However, the presence of vacant and abandoned buildings detracts from this character and hinders Geneva’s place-making efforts.
- **Lack of housing for all income ranges.** At present, there are limited housing options for low-income residents, seniors, and college students in the DRI Study Area.
- **Poor connectivity to the Lake from downtown.** Over the course of the last decade, the City of Geneva has made significant improvements to the waterfront. However, the Routes 5 & 20 corridor presents a physical barrier between downtown and the waterfront.
- **Access to healthy affordable food.** Some of the most economically distressed neighborhoods within the City of Geneva are located miles away from the closest year-round fresh food opportunities, ultimately deeming the neighborhoods food deserts according to the USDA’s definition.
- **Activities and programming for the youth population.** Throughout the DRI planning process, stakeholders consistently noted the lack of youth programming, facilities and activities in and around the downtown.
- **Poverty.** Reduction of poverty is a critical issue and core objective the City of Geneva aims to resolve.

## Opportunities

Though Geneva has many challenges to overcome, the DRI Study Area and the City has a whole has a number of unique assets and opportunities that have the potential to enhance and transform the City.

- **Location.** Geneva is located in Ontario County, at the gateway to the Finger Lakes wine country, within close proximity to the Thruway, Canandaigua, and Rochester.
- **Transportation.** Businesses and residents in Geneva have access to a variety of modes of transportation: car, regional bus services, and air (airports in Ithaca, Rochester, Elmira, and Syracuse).
- **Labor market.** Businesses in Geneva have access to highly educated, skilled workers, and students from surrounding higher educational institutions. Employees commuting from outside of the City to their employer is common. These commuting patterns show that businesses and institutions in Geneva are able to attract skilled and unskilled workers from across the region.
- **Higher education institutions.** Hobart and William Smith Colleges, Cornell Cooperative Extension, and Finger Lakes Community College create a range of economic advantages for Geneva. Businesses that need to access educated workers benefit from access to graduating students.
- **Access to natural resources.** Geneva is located on the northern shore of Seneca Lake, in the heart of the Finger Lakes region. The region offers numerous outdoor recreational opportunities and beautiful scenery, within a diversified agricultural region.
- **Quality of life.** Geneva’s high quality of life and access to urban amenities are an advantage to attracting investment and businesses. Geneva’s quality of life attributes includes: access to outdoor and indoor recreation, historic and cultural amenities, sporting events, shopping opportunities, higher education, culinary arts, and parks and open space.
- **Tourism and attractiveness to visitors.** Geneva’s access to outdoor recreation and tourism destinations (Finger Lakes Wine Country, Seneca Lake, Erie Canal, historic sites, etc.) make the community attractive to tourists.

## Community Engagement

Community engagement was a critical element of the DRI process, guiding the direction of project identification. The recently completed Comprehensive Plan (2016), which included a robust engagement component, served as the framework for establishing a diverse and welcoming engagement strategy that embraced and encouraged participation from range a of stakeholders. The process focused on listening, educating and integrating the public’s vision into strategic goals and implementation projects.

The New York State Department of State established a project-specific website (<https://www.ny.gov/downtown-revitalization-initiative/finger-lakes-geneva>) that was an important portal of information for the general public, with various draft deliverables, upcoming meeting notifications, meeting outcomes and a place for the public to submit their comments.

Key elements of the community engagement strategy are summarized below:



**Public Workshops and Informational Meetings:** Three public meetings were held at each of the three key phases of the process- Project Identification, Preliminary Project Prioritization and Priority Project Recommendations.



**Local Planning Committee (LPC) Meetings:** The LPC met 5 times over the course of the five-month planning process. The LPC was responsible for identifying and prioritizing projects for recommendation to the state through the DRI process.



**Small Group Focus Group Sessions:** Focus groups were established based on topics identified through the DRI application and Comprehensive Planning process and met multiple times to discuss potential projects.



**Stakeholder Interviews:** The Consultant Team met with dozens of individuals over the course of the planning process.



**Building Tours with Property Owners:** In order to better understand the potential for adaptive reuse, the Consultant Team toured nine underutilized structures.



**Storefront Open Hours:** A downtown storefront was graciously donated by the property owner for use by the Consultant Team. The storefront provided opportunities for the public to stop in and talk with City staff or the Consultant Team.

## Vision, Goals & Strategies

The City of Geneva underwent an extensive visioning process in 2016 in support of its Comprehensive Plan Update. Building on the vision established through that process, the vision statement was carried through and personalized to the DRI Study Area. The citywide vision statement provides a roadmap for when decisions are made about how to direct public and civic resources. This vision statement notes resources should be used in a way that makes Geneva a more beautiful, more prosperous, more equitable, more connected and more sustainable community than it is today. The DRI Study Area's goal statements aim to support this vision within the DRI Study Area.

# Beautiful, Prosperous, Equitable, Connected, and Sustainable.

**Beautiful:** Leverage our historic assets and natural resources to create a vibrant, welcoming and attractive city center.

**Prosperous:** Support businesses, educational resources and workforce development initiatives in a manner that fosters opportunity for all.

**Equitable:** Provide a range of services and amenities available to all community members and visitors, regardless of age, race and income.

**Connected:** Ensure our downtown, waterfront and neighborhoods are seamlessly integrated, supporting multimodal users and providing a walkable and pedestrian-friendly core.

**Sustainable:** Serve as stewards of our natural and historic resources in a manner that balances preservation, long-term growth and community development.

## Priority Projects

The Local Planning Committee (LPC) was tasked with reviewing all of the preliminary projects and selected the ones that advance the five goals and 18 strategies developed for the DRI. These projects are broad in scope and include, but are not limited to: legislative and regulatory actions; private construction projects; and social justice initiatives. In order to maximize the DRI investment, 18 projects were selected to advance to the Final Priority Project List. These projects support the vision and goals of the DRI and are catalytic projects that present the strongest likelihood of promoting continued downtown revitalization and investment. For each project and initiative, LPC considered specific criteria before determining the relative priority for funding of the project through the DRI award, including but not limited to:

- Community and economic benefits
- Public support
- Market demand and economic feasibility
- Employment and workforce development potential
- Capacity of responsible parties to implement the initiatives
- Ability to provide a sustainable impact in the downtown

The Final Priority Project List represents well over the \$10 million available through the DRI, and includes short- and long-term projects that present a holistic approach to downtown revitalization. For each strategy, one or more specific implementation projects were identified, including those that may be candidates for DRI funding and those that were identified by the LPC as important to the City but not positioned for funding through the DRI.

The map below shows the location of Priority Projects recommended for DRI Funding, in ascending order based on requested DRI funding dollars.

Figure II: DRI Priority Projects



# Priority Projects - Summary

## Smith Opera House



This project includes enhancements to the exterior and interior of the Smith Opera House.

Total Project Cost: \$740,800  
 DRI Funding: \$182,900

## 499 Exchange Street - Twisted Rail Brewery



This project will renovate the former Jones Theatre into Twisted Rail Brewery, tasting room, restaurant and education center.

Total Project Cost: \$778,000  
 DRI Funding: \$475,000

## Gateway Sign



This project includes the design, construction and installation of a downtown gateway sign.

Total Project Cost: \$200,000  
 DRI Funding: \$100,000

## Tunnel Enhancements



This project will implement lighting, seating, formalized paths and a more viable connection to Seneca Lake.  
 Total Project Cost: \$1,000,000  
 DRI Funding: \$500,000

## Marina Development



This project will develop a 100-slip public marina on Seneca Lake.  
 Total Project Cost: \$1,500,000  
 DRI Funding: \$750,000

## 20 East Castle Street - Patent Block



This project will transform a vacant building into a mixed use development.  
 Total Project Cost: \$1,953,971  
 DRI Funding: \$650,000



### Lake Tunnel Solar Village



The Lake Tunnel Solar Village is a public improvement project, a local manufacturing and infill development project.

Total Project Cost: \$3,300,000  
DRI Funding: \$1,000,000

### Exchange Commons



This project develops a senior house and retail structure on an undeveloped vacant site.

Total Project Cost: \$5,000,000  
DRI Funding: \$1,500,000

### 5-Point Intersection



This project will implement an enhanced crosswalk at the 5-point intersection with a raised table.

Total Project Cost: \$1,300,000  
DRI Funding: \$650,000

## Streetscape Enhancements



This project will install streetscape and pedestrian enhancements along Exchange and Castle Streets  
 Total Project Cost: \$3,000,000  
 DRI Funding: \$1,500,000

## Dove Block & Tribute Project



These two projects involve purchasing and renovating the Dove Block building located at 459-465 Exchange Street and creating a tribute to the artist Arthur Dove on the third floor.

Total Project Cost:	\$3,000,000	Total Project Cost (Tribute Project):	\$1,500,000
DRI Funding:	\$900,000	DRI Funding (Tribute Project):	\$300,000

### Broadband

This project will install open access fiber optic broadband infrastructure downtown.

Total Project Cost: \$150,000  
 DRI Funding: \$150,000

### Public Art Program

This project will help strengthen the public realm by implementing public art throughout the downtown.

Total Project Cost: \$200,000  
 DRI Funding: \$200,000

### Community Arts Fund

This project will provide grants to support public art productions.

Total Project Cost: \$200,000  
 DRI Funding: \$200,000

### General Adaptive Reuse Fund

This project will leverage private investment in existing buildings to allow for their adaptive reuse.

Total Project Cost: \$600,000  
 DRI Funding: \$600,000

### The Downtown Resiliency Center

The project is the construction of 3,260 square foot addition and interior renovation to an existing building for the Geneva Resilience Center.

Total Project Cost: \$1,024,000  
 DRI Funding: \$780,000

## Routes 5 & 20 Improvements



The project includes final design and construction of enhancements to Routes 5 & 20 which would reduce travel lanes, implement traffic calming and install a landscaped median.

Total Project Cost: \$4,000,000  
 DRI Funding: \$2,000,000

# Part One: Downtown Vision Plan

City of Geneva







## Section I | Downtown Profile and Assessment

The Downtown Geneva Strategic Investment Plan Study Area (DRI Study Area) encompasses the heart of Downtown Geneva, a 100-acre area that extends from the northern shore of Seneca Lake, known as the gateway to the Finger Lakes Region (Figure 1). The DRI Study Area, which encompasses the Geneva Business Improvement District and key commercial corridors (Figure 2), has emerged as a regional employment center, with over 200 businesses and 1,500 employees. The DRI Study Area attracts many regional visitors who come to shop, dine, and pursue educational, entertainment, and cultural opportunities.

Centrally located in the Finger Lakes Region, Geneva is well connected and accessible from various regional destinations (Figure 3). The DRI Study Area is within an hour's drive of Rochester to the west, Syracuse to the east, and Ithaca to the south. Geneva's location along Routes 5 & 20 and proximity to the New York State Thruway make it an ideal destination for employers and visitors alike. Coupled with convenient access to major transportation corridors and regional airports, Geneva's existing assets and potential for growth provide the DRI Study Area with a significant opportunity to become a regional hub for residential, business and tourism hub.



Intersection of Exchange Street and Castle Street - Photo Credit: Bergmann Associates

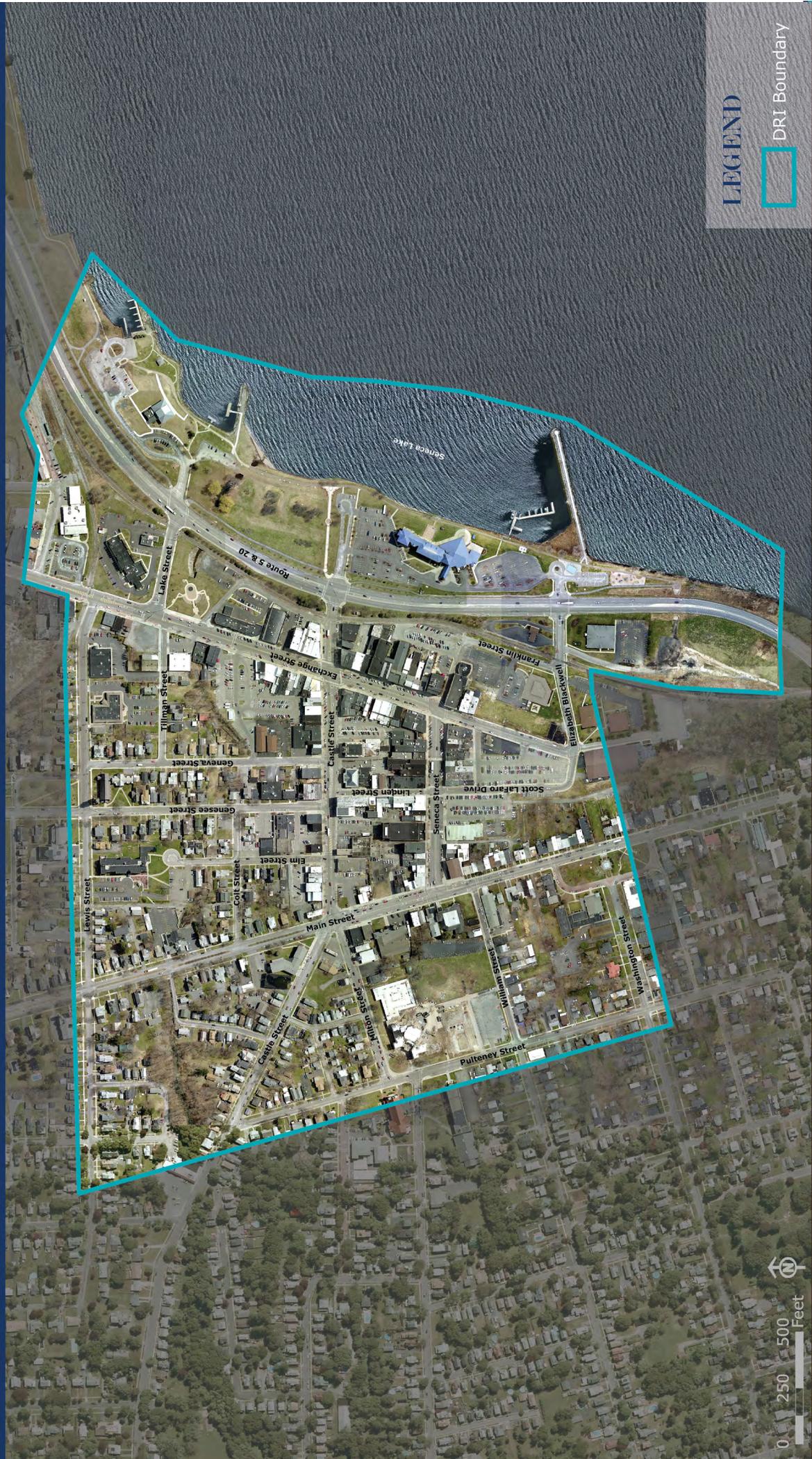
Figure 1 DRI Study Area Boundary | Source: Bergmann Associates, 2016



# STUDY AREA

## Downtown Revitalization Initiative

Source: City of Geneva



### LEGEND

DRI Boundary

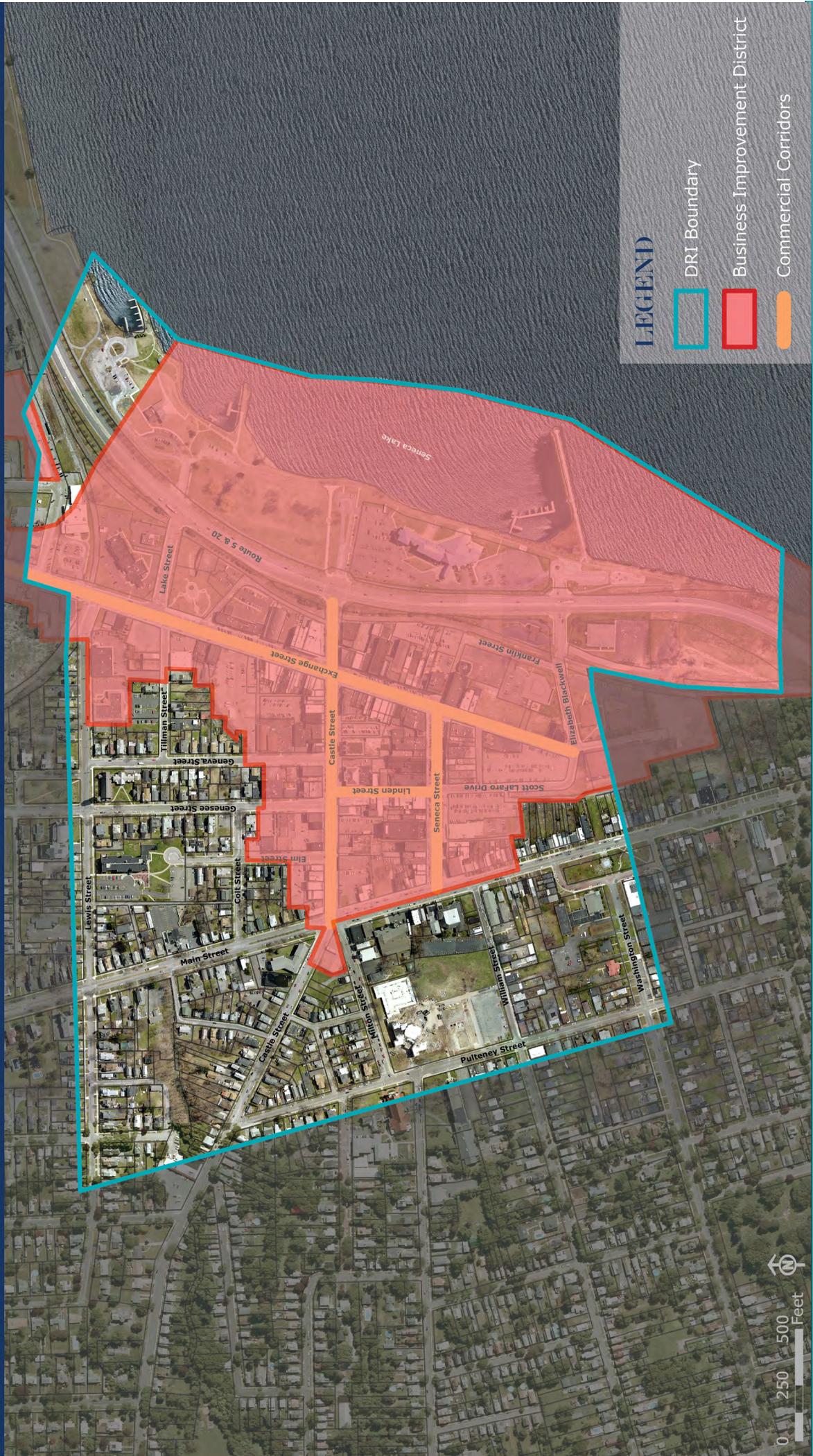
Figure 2 Business Improvement District Boundary | Source: Bergmann Associates, 2016



# BUSINESS IMPROVEMENT DISTRICT

## Downtown Revitalization Initiative

Source: City of Geneva, Geneva BID



### LEGEND

-  DRI Boundary
-  Business Improvement District
-  Commercial Corridors

0 250 500 Feet

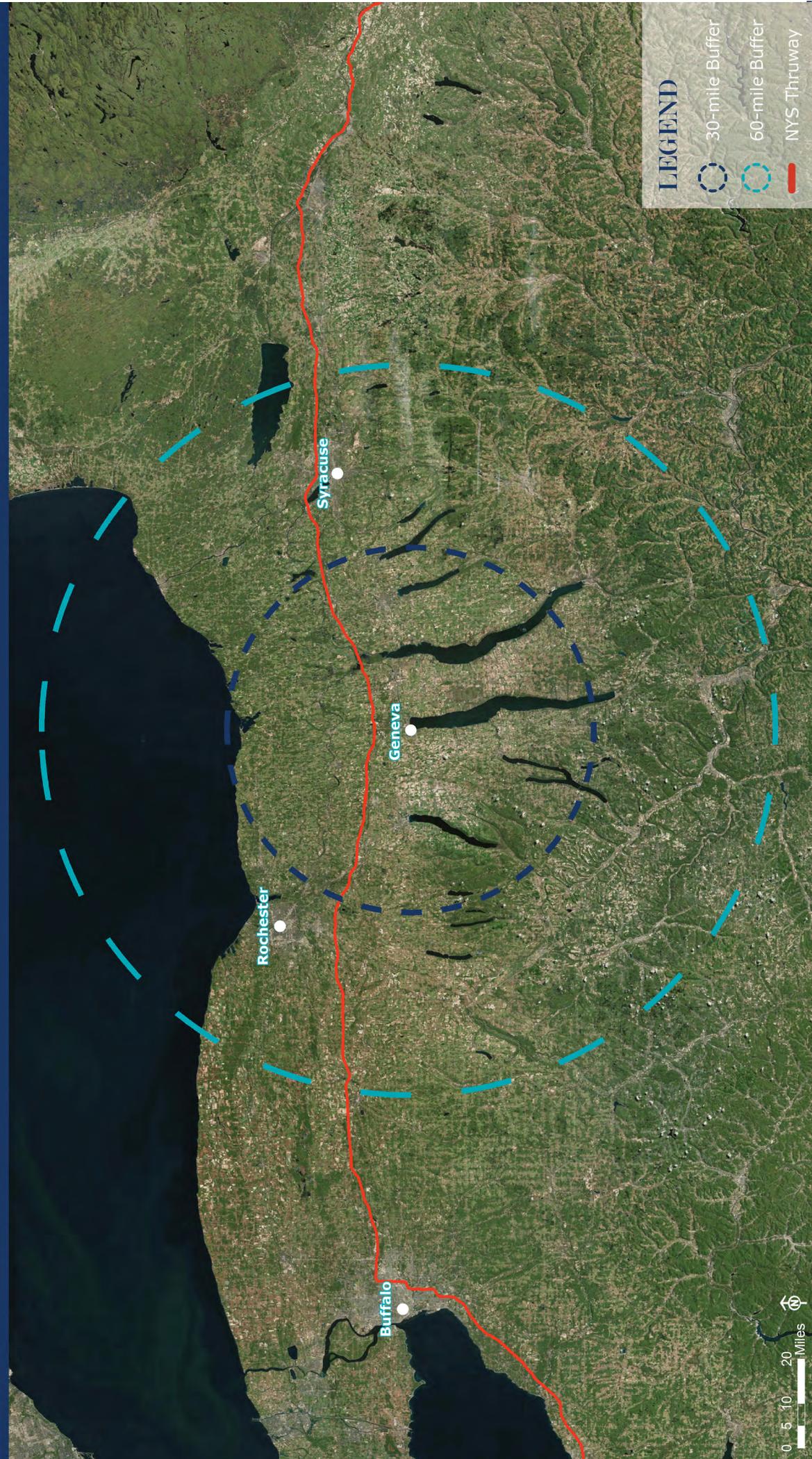
Figure 3 Regional Context | Source: Bergmann Associates, 2016



# REGIONAL CONTEXT

## Downtown Revitalization Initiative

Source: City of Geneva



**LEGEND**

- 30-mile Buffer
- 60-mile Buffer
- NYS Thruway



## 1.1. Geneva's Critical Issues

Though Geneva has many advantages and assets to leverage, the DRI Study Area also faces certain critical issues that need to be addressed in order to retain and enhance economic and community vitality. The importance of these issues to community stakeholders was reiterated at public and Local Planning Committee meetings and helped inform recommendations regarding strategy and project recommendations:

- Vacant or abandoned storefronts and buildings.** Geneva's walkable streets, storefronts, and architectural facades create a unique downtown environment. However, the presence of vacant and abandoned buildings detracts from this character and hinders Geneva's place-making efforts. Visible vacancy and blight can depress nearby property values, and impose financial burdens on local government. Furthermore, blight is not normally contained to a single property but rather spreads to adjacent properties, creating a residual effect. Redeveloping or revitalizing these properties will not only prevent the spread of blight but will also better utilize the existing building stock. Creating a continuous, uninterrupted street-level experience will make Downtown Geneva appear safer and more attractive to property owners, small businesses, visitors, and residents, all of whom contribute to the economic health of the DRI Study Area.
- Lack of housing for all income ranges.** At present, Downtown Geneva provides limited housing options for low-income residents, seniors, and college students. It will be important to ensure that the housing stock in the DRI Study Area is accessible and affordable to all residents. Diversifying housing opportunities and increasing affordability will empower disadvantaged populations and alleviate some of the area's poverty-related issues. In addition to market-rate opportunities, Geneva should also provide attractive housing options for students in the downtown core. In addition, encouraging high-end residential or mixed-use developments could attract professionals and young families, as well as investment from property owners and developers.
- Poor connectivity to the Lake from downtown.** Over the course of the last decade, the City of Geneva has made significant improvements to the waterfront. However, the Routes 5 & 20 corridor presents a



Vacant Storefront Building



Lack of pedestrian connectivity to the lake from Castle Street .



Vacant Building

Photo Credit : Bergmann Associates



physical barrier between downtown and the waterfront. Improved connectivity between the lakefront and downtown will result in increased pedestrian and cyclist traffic throughout the area, encouraging visitors and residents alike to patronize local businesses and experience all the amenities that Geneva has to offer. Seneca Lake is one of region's most marketable scenic resources and it should be promoted in tandem with the unique urban environment that exists in close proximity to downtown, thereby bolstering Geneva's reputation as a tourist destination on the lake.

- **Access to healthy affordable food.** In 2012, the City of Geneva partnered with the State of New York to develop a Brownfield Opportunity Area Plan for the north end neighborhood. The north end neighborhood is adjacent to the northern boundary of the DRI Study Area. One of the most significant findings of this study was that the City of Geneva's most economically distressed neighborhoods are located miles away from the closest year-round fresh food opportunities. The study found that many families were accessing fresh and packaged food from gas stations and convenience stores along the City's entry corridors. These findings have deemed portions of the DRI Study Area and the north end neighborhood a food desert according to the USDA's definition. USDA defines a food desert as an area that has a significantly concentrated amount of disadvantaged residents with very low access to affordable fresh food.
- **Activities and programming for the youth population.** Throughout the DRI planning process, stakeholders consistently noted the lack of youth programming, facilities and activities in and around the downtown.
- **Poverty Eradication.** Poverty reduction is a critical issue and core objective for the City of Geneva aims to resolve. Between 2000 and 2015, the City of Geneva's poverty rate climbed from 17.5% to 25.2%. This increase is higher than both Ontario County's rate (10.4%) and the Nation's rate (15.6%).



## 1.2. Leveraging Past Planning Efforts and REDC Strategies

### Past Plans

For nearly a decade the Geneva community has worked on a variety of planning initiatives to set the stage for redevelopment in Downtown Geneva (the DRI Study Area), and as part of that process, has developed local capacity and a robust policy framework to support continued revitalization. Many of the goals, values, and principles of this initiative can be traced to a series of foundational planning projects the City has undertaken over the last ten years. These planning efforts include the following:

- Lakefront-Downtown Development Plan (2009)** includes a detailed master plan for the lakefront, such as a hotel and marina, enhancements to Routes 5 & 20, better connections between the lakefront and downtown, as well as new commercial and cultural uses within the core of downtown (now the DRI Study Area).



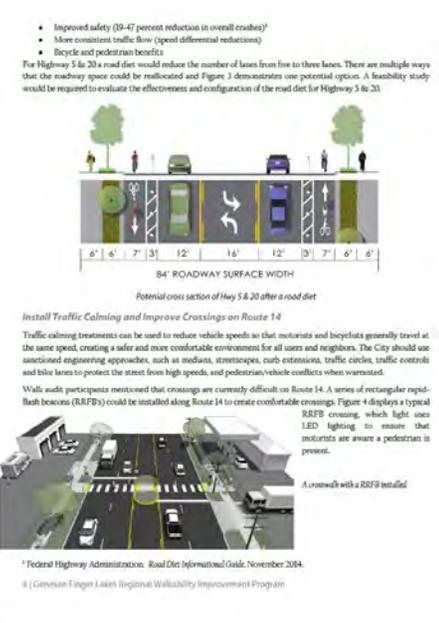
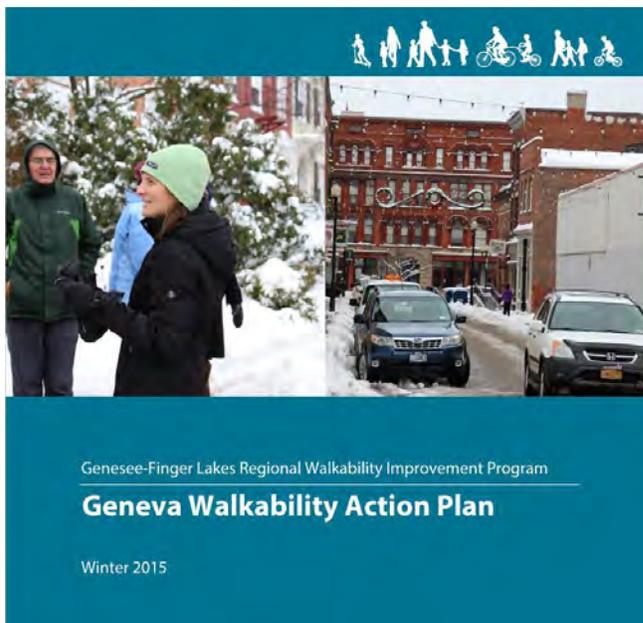
- Lakefront Downtown Connectivity Study (2010)** recommends a major reconfiguration of US 20/NY 5 (i.e., a “Road Diet”) between Lake Street and South Main Street--and multiple enhancement projects, including a roundabout at the intersection of Elizabeth Blackwell Street and Routes 5 & 20, removal of right-turn lanes at Lake and Castle Streets, installation of a sidewalk on the west side of the corridor, a landscaped median, enhanced crosswalks, new decorative pedestrian lighting. The Study also recommends multi-use trail connections to facilitate bicycle and pedestrian movement between the lakefront and downtown.



- The Waterfront Infrastructure Feasibility Study (2012)** explored the feasibility and cost of making improvements to the waterfront that would enhance public access and promote use of the lakefront. Proposed improvements included extension of Long Pier, construction of a new pedestrian pier at Castle Street, construction of a breakwater and a new lakefront beach, construction of shoreline stabilization improvements, and construction of a waterfront promenade. Since completion of this study, Phase I, the creation of a shoreline and pier improvements at the Welcome Center have been completed. Phase II and III include, shoreline improvements near Castle Street, the naturalization of Castle Creek and the development of a kayak launch are scheduled to be completed in 2017. The completion of Phase I, further set the stage for recommendations in this DRI Plan.

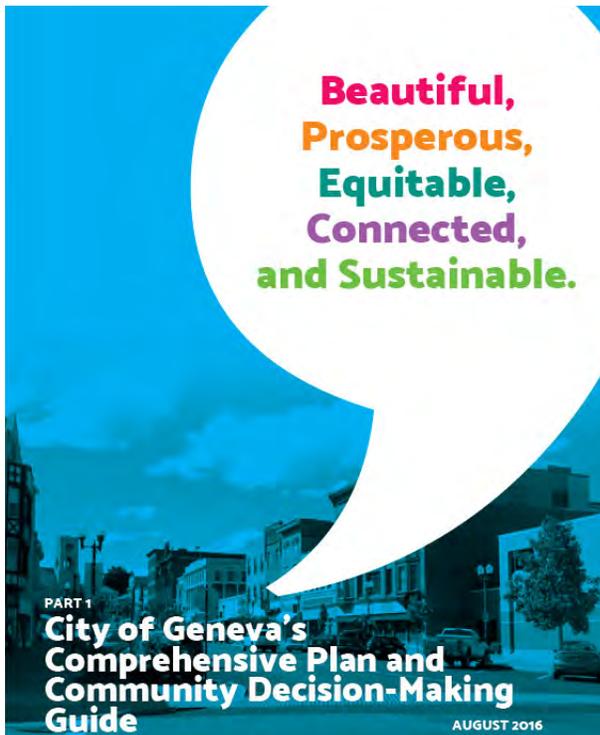


- Geneva Walkability Action Plan (2015)** builds on the Lakefront Downtown Connectivity Study completed in prior years, and includes findings and recommendations from a “walkability audit” conducted for the entire City of Geneva. Recommendations for downtown include, a road diet feasibility study for Routes 5 & 20, traffic calming features on Route 14, a roundabout at the “five point” intersection of Main, Castle, and Milton Streets.





- **City of Geneva Comprehensive Plan and Community Decision-Making Guide (2016)** reflects over a year's worth of community engagement and feedback efforts. The Comprehensive Plan outlines downtown revitalization (and development of "downtown critical mass") as one of five city-wide priorities.



- **Geneva Active Transportation Plan (2017)** is focused on creating a safe, functional, and attractive pedestrian and bicycle network for the city. The planning process began in January 2016 and is scheduled to be completed in March 2017.

## Relationship to REDC Priorities

The DRI Study Area's existing assets and Downtown Geneva Strategic Investment Plan projects are well-positioned to leverage the ongoing strategic investment priorities identified by the Finger Lakes Regional Economic Development Council (REDC). The REDC Strategic Plan and Progress Reports have identified general strategies and specific opportunities in Geneva that are consistent with the Downtown Geneva Strategic Investment Plan. The REDC plan prioritized investment in Cornell University's Agriculture and Food Technology Park, the New York State Agricultural Experiment Station, a microenterprise assistance program, and the Seneca Lake Access Improvement project. These projects represent ongoing public and private sector investment that the DRI plan will continue to leverage. Key regional strategies that are relevant to the success of the Downtown Revitalization Initiative include:

- **Optimize Business Creation, Retention, and Expansion.** Downtown Geneva has continually demonstrated its commitment to fostering an entrepreneurial business environment, most recently with the opening of Port 100 – a co-working community that provides a professional work environment for entrepreneurs and freelancers to collaborate and innovate. Other local agencies, such as the Ontario County Economic Development Corporation and the Geneva Business Improvement District also work to attract and retain successful businesses and a talented workforce.



- **Strengthen Academic and Industry Partnerships.** The presence of multiple higher education institutions in and around Geneva, including Hobart and William Smith Colleges, Finger Lakes Community College, and an extension of Cornell University, offers strategic economic potential to the community. By fostering an entrepreneurial environment, Geneva is targeting the highly educated graduates of these institutions, encouraging them to live and work in the area. A highly-educated workforce, in turn, will attract businesses to the DRI Study Area. By extension, the economic health of the community is based, in part, on this connection between higher education institutions and businesses. These institutions often enhance this connection by partnering with local organizations and industries to further benefit the community.
- **Align Workforce Development Efforts with Sector Needs.** With its emerging Food and Beverage Innovation District, Downtown Geneva would benefit from a workforce tailored to the needs of this new sector. Furthermore, training related to this sector could provide middle-skills jobs to better match the skill sets of area residents. An increase in the availability of middle-skill jobs would help combat poverty and unemployment in the DRI Study Area. Coupled with Geneva’s existing agricultural infrastructure, the growth of the Food and Beverage District will also bring high-skill, high-wage jobs in the areas of research and development and food technology.
- **Invest in Community and Industrial Development and Infrastructure.** The aesthetic character and inherent connectivity of Downtown Geneva are imperative to its economic and community development. Revitalizing and adaptively reusing empty buildings will enhance the attractiveness of downtown and create a stronger, more recognizable sense of place. Ensuring that most street-level spaces are filled will create generate increased foot traffic and help generate a vibrant atmosphere. Upper floors can be repurposed as residential units, in effect providing housing for a wider range of incomes.

In addition to regional strategies, the REDC identified core job drivers (sectors) in which the Finger Lakes can achieve transformative growth. Core job drivers most relevant to Geneva are:

- **Agriculture and Food Processing.** The growth of agriculture and food processing will be important to the economic vitality of the Geneva community. Presently, Geneva has a strong foundation from which to develop its Food and Beverage Innovation District. Cornell University’s New York State Agricultural Experiment Station – a national leader in agricultural research and development – and the Geneva Farmers Market attest to the high agricultural productivity in the region. Likewise, Geneva’s central location in the Finger Lakes wine region and existing expertise in the industry indicates potential for wine-related investment and tourism.
- **Tourism and the Arts.** Geneva, with its scenic location on Seneca Lake and concentration of historic and cultural resources, has a long history of supporting and enhancing its recreational and artistic assets. Connecting downtown to and improving amenities along the Lake have been long-standing values in the community, as expressed in a variety of previous plans and initiatives. The community’s dedication to the arts is apparent in its creation of a Public Arts Committee and the success of the Smith Opera House. Leveraging and promoting these assets could help transform Geneva into a regional hub for tourism and the arts while enhancing quality of life for existing residents.



## 1.3. Socio-Economic Characteristics

### Population Trends

About 1,329 residents (10% of Geneva's 13,000 residents) live within the DRI Study Area. While the City of Geneva's population size remained relatively unchanged from 2010 to 2016, the DRI Study Area lost about 100 residents during that time period. Ontario County and the Finger Lakes Region experienced modest population growth over the same period. Looking forward, population levels in the DRI Study Area, City of Geneva, and surrounding areas are projected to remain relatively unchanged. These projections do not account for interventions or transformational events, such as projects advanced through the DRI process, which could significantly alter population trends within the DRI Study Area.

**Table 1**

Population Change, 2010-2021					
	2010	2016	2021 (proj.)	Annual Growth Rate 2010-16	Annual Growth Rate 2016-21
DRI Study Area	1,442	1,329	1,280	-1%	-1%
City of Geneva	13,261	13,260	13,312	0%	0%
Ontario County	107,931	111,712	114,630	1%	1%
Finger Lakes Region	1,217,156	1,225,349	1,230,695	0%	0%
New York State	19,378,102	19,934,506	20,445,093	0%	1%
United States	308,745,538	323,580,626	337,326,118	1%	1%

Source: Esri

**Table 2**

Demographic Profile - 2016						
	DRI Study Area	City of Geneva	Ontario County	Finger Lakes Region	New York State	U.S.
Total Population	1,329	13,260	111,712	1,225,349	19,934,506	323,580,626
Total Households	637	4,956	44,989	491,058	7,508,958	121,786,233
Average Household Size	2.04	2.27	2.41	2.39	2.58	2.59
Median Age	35.4	32.8	43.3	40.5	38.7	38.0
Median Household Income	\$25,990	\$39,723	\$56,812	\$52,686	\$58,196	\$54,149

Source: Esri



Table 3

Demographic Profile - Change, 2010-2016						
	DRI Study Area	City of Geneva	Ontario County	Finger Lakes Region	New York State	U.S.
Total Population	-8%	0%	4%	1%	3%	5%
Total Households	-8%	0%	5%	2%	3%	4%

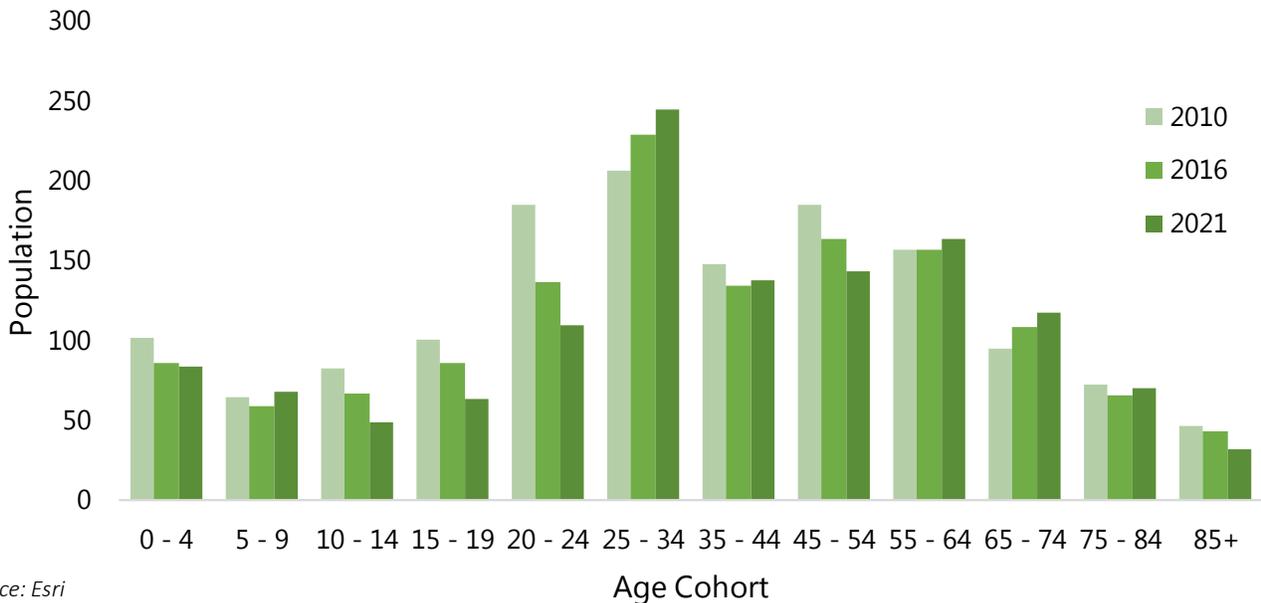
Source: Esri

## Age

Compared to the county and surrounding region, the City of Geneva has a higher concentration of 15-24 year olds, with about 3,300 residents in this age cohort (many are college students). While most of the city’s student-age population does not currently live DRI Study Area, Downtown Geneva has a proportionally higher concentration of young adults in the 25-34-year old age range compared to the county and surrounding region. The number of children in the City of Geneva is declining. The city lost about 6 percent of its residents under the age of 14 between 2010 to 2016 (roughly 140 children). The DRI Study Area is losing younger residents at an even faster rate, where the number of residents under the age of 14 declined by nearly 15% (40 children) during that time period.

Table 4

DRI Study Area Age Distribution Over Time



Source: Esri



## Education

Educational attainment levels in the DRI Study Area are low relative to the surrounding region. About a quarter of DRI Study Area residents have not achieved a high school degree or GED equivalent and over half of DRI Study Area residents have no college education.

**Table 5**

Population 25+ by Educational Attainment, 2016						
	DRI Study Area	DRI Study Area, Pct. Of Total	City of Geneva, Pct. Of Total	Ontario County, Pct. Of Total	Finger Lakes Region, Pct. Of Total	New York State, Pct. Of Total
Less than 9th Grade	130	15%	6%	3%	3%	7%
9-12th Grade/No Diploma	92	10%	9%	5%	7%	7%
High School Diploma	219	24%	21%	23%	23%	22%
GED/Alternative Credential	36	4%	6%	5%	5%	4%
Some College/No Degree	147	16%	19%	18%	18%	16%
Associate's Degree	89	10%	10%	13%	12%	9%
Bachelor's Degree	88	10%	16%	18%	18%	20%
Graduate/Professional Degree	95	11%	13%	14%	14%	15%
Summary						
High School or Higher	674	75%	85%	92%	90%	86%
Bachelor's Degree or Higher	183	20%	28%	33%	32%	35%
Graduate/Professional Degree	95	11%	13%	14%	14%	15%

Source: Esri

## Race/Ethnicity

The racial and ethnic makeup of the DRI Study Area has shifted over the past few years. Since 2010, the DRI Study Area has added over 70 residents who identify as Hispanic Origin (any race). This ethnic group now represents nearly a quarter of the DRI Study Area's total population (over 300 residents). Regarding racial makeup of the DRI Study Area, the majority of residents identify as "White Alone" (nearly 900 residents). About 200 DRI Study Area residents identify as "Black Alone", 130 as "Some Other Race Alone" and 100 as "Two or More Races".

The racial and ethnic makeup of the City of Geneva, Ontario County, and the Finger Lakes Region is similar to that of the DRI Study Area. Since 2010 the high majority of residents identified as "White Alone." Similar to the DRI Study Area, the population identifying as "Hispanic" has grown in surrounding areas. The population identifying as "Hispanic" increased by nearly 700 people from 2010 to 2016 in the City of Geneva, nearly 2,000 people in Ontario County, and over 15,000 people in the Finger Lakes Region.



## Crime

The perception of Geneva having more crime compared to other cities in the region is just that: a perception. Geneva’s crime index is 21, meaning that the city is safer than 21% of the cities in the U.S. Chances of becoming a victim of a violent crime or property crime in Geneva are lower than all of the other comparison communities in the region (Canandaigua, Seneca Falls, Auburn, and Rochester).

**Table 6**

Annual Crimes				
City / Town	Crime Index*	# of Violent Crimes	# Property Crimes	Total
Geneva	21	20	378	398
Canandaigua	15	50	323	373
Seneca Falls	11	18	250	268
Auburn	13	104	939	1,043
Rochester	6	1,771	8,884	10,655
New York State		75,398	339,282	414,680

*\*Crime index indicated the region is safer than x percent of the cities in the US, 100% being the safest*

*Source: Neighborhood Scout*

**Table 7**

Chances of Becoming a Victim				
City / Town	Violent Crime	Violent Crime Median	Property Crime	Property Crime Median
Geneva	1 in 658	2	1 in 35	29
Canandaigua	1 in 210	5	1 in 32	31
Seneca Falls	1 in 361	3	1 in 26	39
Auburn	1 in 260	4	1 in 29	35
Rochester	1 in 119	8	1 in 24	42
New York State	1 in 262	4	1 in 58	18

*Source: Neighborhood Scout*



## Labor Shed and Commuting Patterns

About 5,600 workers are employed within the City of Geneva, but reside outside city boundaries. In other words, these individuals commute into the city for work. Another 3,300 workers live in the city but commute elsewhere to work. Approximately 1,600 people, are employed and live within the city boundaries.

The table below on the right shows where the city's workforce lives and the table on the left shows where residents of the city work.

**Table 8**

Top 10 Cities and Towns Where City of Geneva Residents Work, 2014		
City or Village	Count	Share
Geneva	1,599	33%
Rochester	292	6%
Newark	100	2%
Waterloo	98	2%
Canandaigua	86	2%
Penn Yan	68	1%
Seneca Falls*	68	1%
Syracuse	66	1%
New York	61	1%
Buffalo	58	1%
All Other Locations	2,419	49%
<b>Total</b>	<b>4,915</b>	<b>100%</b>

\*Seneca Falls is a Census Designated Place (CDP)

Source: U.S. Census OnTheMap

**Table 9**

Top 10 Cities and Towns Where City of Geneva Workers Live, 2014		
City or Village	Count	Share
Geneva	1,599	22%
Waterloo	230	3%
Seneca Falls*	220	3%
Canandaigua	130	2%
Newark	114	2%
Rochester	99	1%
Penn Yan	94	1%
Phelps village	74	1%
New York	52	1%
Auburn	51	1%
All Other Locations	4,577	63%
<b>Total</b>	<b>7,240</b>	<b>100%</b>

\*Seneca Falls is a Census Designated Place (CDP)

Source: U.S. Census OnTheMap



## Employment/Industry Trends

The workforce population within the DRI Study Area consists of about 2,200 employees and is relatively diverse in terms of age and earnings. Roughly 24%, or 520 workers, are 29 years old or younger, and about 53% of workers, or 1,160, are aged 30 to 54, and lastly about 500 workers aged 55 or older.

About 70% of employees earn at least \$1,250 per month and about 30% earn more than \$3,333 per month<sup>1</sup>. The largest employment sectors include Educational Services (28%), Health Care and Social Assistance (24%), and Accommodation and Food Services (15%).

Demographic data show that the DRI Study Area workforce is predominately white (93.6%) not Hispanic or Latino (95.7%); a little less than half have some college or a college degree (48.6%); and the majority are female (65.7%).

Geneva’s largest employers are summarized below:

**Table 10**

Largest Employers			
Company Name	Address	City	Location Employee Size Actual
Geneva General Hospital	196 North St	Geneva	786
William Smith College	327 Pulteney St	Geneva	729
Hobart & William Smith College	300 Pulteney St	Geneva	681
Zotos International Inc	300 Forge Ave	Geneva	600
Geneva City School District	400 W North St	Geneva	521
Guardian Industries Corp	50 Forge Ave	Geneva	350
Seneca Foods Corp	100 Gambee Rd	Geneva	350
New York State Agricultural Experiment Station	630 W North St	Geneva	300
Finger Lakes Visiting Nurse Service	756 Pre Emption Rd	Geneva	260
Walmart Supercenter	990 State Route 5 And 20	Geneva	200
Casella Waste Systems	54 Doran Ave # 54	Geneva	160

Source: Reference, USA

\*Geneva defined as the ZIP Code 14456

While none of these employers are located in the DRI Study Area, many of them noted during interviews and focus groups that access to a strong, vibrant downtown is important for talent attracting and retention.

<sup>1</sup> Census On The Map Work Area Profile Report, powered by data from the U.S. Census Bureau, Center for Economic Studies.



## Industry Trends

Within the Geneva ZIP code (14456), Health Care and Social Assistance employed the largest number of workers in 2006 at 1,984, and has grown by about 20%, to employ 2,386 in 2016. The Health Care and Social Assistance sector is projected to continue growing in Geneva through 2026 at an estimated 13%, employing about 2,689 workers. Other industry sectors that have grown over this 10-year period include Administrative Support and Waste Management and Remediation Services, Finance and Insurance, and Utilities, all three of which are projected to continue to grow. Conversely, industry sectors projected to shed jobs include Real Estate and Rental and Leasing, and Crop and Animal Production, at -21% and -16%, respectively.

## Real Estate Profile

### Residential

The DRI Study Area has a significantly higher proportion of vacant units than the city or county. The vacancy rate has been on the rise in the DRI Study Area and is currently 24%. Almost 78% of housing units are renter-occupied in the DRI Study Area, compared to 49% city-wide.

**Table 11**

Housing Tenure, DRI Study Area					
	2010	2016	2021 (proj.)	Annual Growth Rate 2010-16	Annual Growth Rate 2016-21
Occupied Units	695	637	610	-1%	-1%
Owner-Occupied	152	138	133	-2%	-1%
Renter-Occupied	543	499	477	-1%	-1%
Vacant Units	141	229	257	8%	2%
Total Housing Units	836	866	868	1%	0%

Source: Esri

**Table 12**

Housing Tenure, City of Geneva					
	2010	2016	2021 (projected)	Annual Growth Rate 2010-16	Annual Growth Rate 2016-21
Occupied Units	4,936	4,956	4,999	0%	0%
Owner-Occupied	2,581	2,538	2,548	0%	0%
Renter-Occupied	2,355	2,418	2,451	0%	0%
Vacant Units	550	652	704	3%	2%
Total Housing Units	5,486	5,608	5,704	0%	0%

Source: Esri



The highest proportion of housing units in the DRI Study Area are contained within multi-unit structures (77.3 %).

**Table 13**

Housing by Units in Structure, 2014						
Number of Units in Structure	DRI Study Area		City of Geneva	Ontario County	Finger Lakes Region	New York State
	Count	Pct. of Total	Pct. of Total	Pct. of Total	Pct. of Total	Pct. of Total
1 Detached Unit	142	16%	57%	67%	66%	42%
1 Attached Unit	33	4%	3%	4%	4%	5%
2 Units	105	12%	9%	4%	7%	11%
3 or 4 Units	239	27%	12%	5%	6%	7%
5 to 9 Units	94	10%	8%	6%	6%	5%
10 to 19 Units	103	11%	3%	2%	2%	4%
20 to 49 Units	21	2%	3%	1%	2%	8%
50 or More Units	131	15%	4%	2%	3%	15%
Mobile Homes	28	3%	1%	8%	4%	2%
Boat/RV/Van	-	0%	0%	0%	0%	0%
<b>Total Housing Units</b>	<b>896</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*Source: ACS 2014 5-year estimates*

Nearly three-quarters of the total housing stock in the DRI Study Area was built prior to 1939. With the majority of the housing stock built nearly 80 years ago, it poses a challenge in regard to the current condition of the housing stock. The concern over housing stock condition is exacerbated with the high costs associated with upgrading and renovating older housing units. There is a lack of recently built and affordably priced housing units within the DRI Study Area causing a lack of options for residents, and especially for students attending college in the surrounding area and looking for housing options in a downtown setting.



Relatively few new residential buildings have been built in Geneva since 2000. Over the course of five years, 11 permits were issued, for a total of 21 new housing units within the City of Geneva.

Home values in the DRI Study Area are lower than in the City as a whole and the surrounding region. About 44% of owner-occupied units in the DRI Study Area are valued between \$50,000-\$99,999. Another quarter of units are valued in the cohort valued \$50,000 and below. The median home value is \$79,508.

**Table 14**

2016 Home Values, Owner-Occupied Units						
Home Value	DRI Study Area		City of Geneva	Ontario County	Finger Lakes Region	New York State
	#	% of Total				
Less than \$50,000	33	24%	13%	12%	9%	6%
\$50,000-\$99,999	61	44%	48%	16%	22%	10%
\$100,000-\$149,999	21	15%	24%	26%	28%	11%
\$150,000-\$199,999	15	11%	10%	17%	18%	9%
\$200,000-\$249,999	5	4%	4%	10%	9%	7%
\$250,000-\$299,999	1	1%	1%	6%	5%	7%
\$300,000-\$399,999	-	0%	0%	6%	4%	12%
\$400,000-\$499,999	1	1%	0%	3%	1%	10%
\$500,000-\$749,999	1	1%	0%	3%	1%	13%
\$750,000-\$999,999	-	0%	0%	1%	1%	7%
\$1,000,000 or greater	-	0%	0%	1%	1%	7%
Median Home Value		\$79,508	N/A	\$142,271		\$297,347
Average Home Value	\$	98,109		\$185,868		\$391,253

Source: Esri



The rental market in the DRI Study Area consists of just over 690 units. There are 2,344 units in the City of Geneva overall. Of the 690 units in the DRI Study Area, the largest proportion, 14% (97 renters), paid between \$200-\$249 a month. Another 13% respectively pay \$450-499, \$650-\$699 and \$700-\$749 a month. Subsidized housing units in the DRI Study Area are driving down the average rent – these figures do not represent market-rate rents. Looking at the City of Geneva as a whole, the greatest proportion of renters, 16% (383 renters) paid \$650-699 monthly. Overall, the City of Geneva and Ontario County command higher rents than the DRI Study Area.

Most of the rental units available on the market today are in converted single-family homes whose apartment units have been partially updated, usually in the kitchen and bathroom area. Overall, there is a market for both rehabilitating existing vacant units in the DRI Study Area as well as creating new affordable housing, particularly for students and young professionals.

**Table 15**

Renter Occupied Housing Units by Contract Rent (2014)				
	DRI Study Area		Geneva City	Ontario County
	#	%	%	%
<\$100	0	0%	0%	1%
\$100-\$149	0	0%	1%	0%
\$150-\$199	16	2%	2%	1%
\$200-\$249	97	14%	5%	3%
\$250-\$299	4	1%	2%	1%
\$300-\$349	9	1%	4%	2%
\$350-\$399	10	1%	1%	2%
\$400-\$449	70	10%	6%	5%
\$450-\$499	88	13%	7%	5%
\$500-\$549	57	8%	11%	8%
\$550-\$599	67	10%	11%	8%
\$600-\$649	54	8%	9%	9%
\$650-\$699	89	13%	16%	11%
\$700-\$749	88	13%	13%	10%
\$750-\$799	10	1%	3%	6%
\$800-\$899	13	2%	4%	10%
\$900-\$999	12	2%	1%	5%
\$1,000-\$1,249	0	0%	0%	6%
\$1,250-\$1,499	0	0%	0%	3%
\$1,500-\$1,999	3	0%	1%	2%
\$2,000 or greater	6	1%	2%	2%

Source: ACS 2010-2014



## Office

The DRI Study Area contains about 286,000 SF of commercial office space within 22 buildings, which makes up about 44% of the City's overall market. The City's total office building stock is about 461,000 SF within about 50 buildings. Office space vacancy is around 8% in the county, while vacancy in the City of Geneva is around 1-2%.

**Table 16**

Office Market Summary, 2015				
Market Area	Existing Inventory		Vacancy	
	Number of Buildings	Square Feet	Vacant Sq. Feet	Percent Vacant
DRI Study Area	22	286,481	6,063	2%
City of Geneva	50	461,007	6,063	1%
Ontario County	226	2,358,647	188,191	8%

Source: CoStar

There is no Class A office space in the City of Geneva. However, it can be found in other locations in Ontario County. Vacancy rates are highest for Class B office space across the comparison geographies, however, absorption has been positive for Class B office spaces across each geography for at least the last two years.

Overall, net absorption across all office space has been positive across the DRI Study Area City of Geneva and Ontario County in the last five years, demonstrating that supply for office space is tightening.

**Table 17**

Office Net Absorption (2011-2015) - Ontario County				
	Class A (sf)	Class B (sf)	Class C (sf)	Total (sf)
2015	16,200	104,005	(6,228)	113,977
2014	(5,400)	16,027	1,950	12,577
2013	6,400	(25,986)	6,032	(13,554)
2012	(1,400)	(1,444)	30,725	27,881
2011	(1,700)	41,940	(22,861)	17,379
Total	14,100	134,542	9,618	158,260

Source: CoStar

Based on the 5-year average, office rents in the DRI Study Area exceed rents in the city and Ontario County, indicating that firms seeking office space may be seeking spaces in downtown settings, driving up rents. Current office rents are similar in the DRI Study Area and the city, but Ontario county's current rent is about \$3 per square foot less. Based on the five-year average, the Asking Price per SF across all geographies is about \$10 higher than the Sales Price per square foot.

Considering employment trends of office-utilizing industry sectors, businesses in the City of Geneva are expected to add on average about 50 jobs annually, which equates to an annual demand of 10,000 square feet of office space. From a regional market perspective, Ontario and Seneca Counties together are expected to see a demand for 40,000 to 50,000 square feet of office space annually over the next 5-years (based on projected employment trends of office utilizing industry sectors). Mixed-use projects that bring new office space to the market could capture some of this regional demand in the DRI Study Area.

## Retail

There has been no retail building activity in the DRI Study Area over the last five years. However, both the City of Geneva and Ontario County have added retail space since 2011. There are currently 2,250 square feet of vacant retail space in the DRI Study Area which comprises about 2% of all vacant retail space in the city. Vacant retail spaces are defined as space available on the market for lease or purchase. In some cases, space may be visibly vacant, but not on the retail market. These structures are not considered vacant for the purposes of the retail analysis.

Vacancy rates in the DRI Study Area have declined steadily over the last nine years, and as of 2015 had the lowest vacancy rate for retail space compared to the City of Geneva and Ontario County. Buildings range in size from 51,000 square feet to 5,000 square feet.

The sale price for retail spaces in the DRI Study Area is significantly less than in the city or the county. The Five-Year Average sales price in the DRI Study Area is \$19, while the average in the City of Geneva is \$142, a difference of \$123. There is also a significant margin between Asking Price and Sales Price documented in the downtown market. The five-year average asking price per square foot reaches \$77 while the sales price is only \$19, a difference of \$58.

## Key Definitions

**Leakage:** A gap between total retail spending by people who live in an area and the retail sales that occur at businesses in that area suggests that people are purchasing goods outside the area, a phenomenon known as “retail leakage.” This means dollars are flowing out of the community, a portion of which might otherwise be captured in the community.

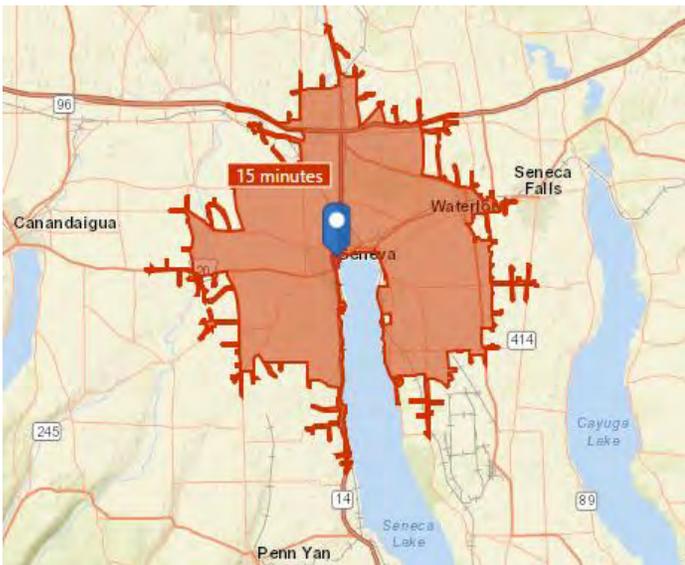
**Nonstore Retailers:** Retailers that sell merchandise using methods, such as the broadcasting of infomercials, the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls and distribution through vending machines. Establishments in this subsector include mail-order houses, vending machine operators, home delivery sales, door-to-door sales, party plan sales, electronic shopping, and sales through portable stalls (e.g., street vendors, except food). Establishments engaged in the direct sale (i.e., nonstore) of products, such as home heating oil dealers and newspaper delivery service providers are included in this subsector.

## Retail Trade Gap Analysis

The retail trade area is the geographic extent within which Geneva businesses generate the majority of their customers. It was delineated starting with a 15-minute drive-time from the DRI Study Area and adjusted based on nearby hubs of retail activity. Outside of this area, consumers would typically travel to a different location to find similar services and goods.

The second trade area is a considered a “micro” trade area and encompasses about a 10 to 15-minute walk from the center of the DRI Study Area. Examining the retail activity within the micro trade area will help to profile the sub-market offerings available for residents who live in the DRI Study Area. For Geneva to move forward building a vibrant downtown landscape with more residential components, the City needs to consider what services and retail essentials, like grocery stores and restaurants, residents will require, and what current residents are lacking.

Map images of both trade areas are included below:



**Retail Trade Area**



**Micro Trade Area**

Retail market analysis examines the supply and demand for goods and services within a region. This process also helps to identify the unique shopping characteristics and amenities that can be expanded upon. The market analysis outlines consumer habits within the region, estimates retail demand, classifies household characteristics of the consumer market, and can help identify business opportunities or niche markets that are not being served by current offerings.

The retail trade gap analysis shows that both Electronics & Appliance Stores as well as Specialty Food stores have potential for opening new businesses in the 15-minute drive-time from the DRI Study Area. It should be noted that the potential for Electronics & Appliance Stores is limited, despite having significant sales leakage, because many of these types of products are purchased online. Consumer preferences for shopping at brick and mortar stores versus online shopping is a constantly evolving trend and should be considered during any retail or commercial endeavors. To draw consumers away from online shopping and back into physical stores, retailers have begun offering specialized experiences at stores that provide the consumer with something they would not be able to enjoy online.

Within the DRI Study Area specially, defined as the micro retail area, there is significant leakage in Food & Beverage Stores, Motor Vehicle & Parts Dealers, General Merchandise Stores, and Nonstore Retailers. However, within the DRI Study Area, even with the significant leakage in these sectors, there is not enough local spending power to support a new business. In other words, for a new business in this area to succeed, it would need to attract customers from outside of the DRI Study Area.

Discussions with local residents and employers provided additional information on consumer market trends in the DRI Study Area. While a full-scale grocery store is located less than two miles from the DRI Study Area, according to the local residents, access to affordable, quality food is a significant challenge for residents, especially for those without access to a vehicle. A bus trip from the DRI Study Area to the nearest full-scale grocery store can take up to 4 hours, even though the nearest full-scale grocery store is a mere 2-miles away from the City's limits. To avoid making this long trip, many residents get their day-to-day needs at local discount stores within walking distance such as the Family Dollar at the corner of Tillman Street and Exchange Street or the Byrne Dairy at the intersection of Castle and North Main Street. The limited selection of groceries offered at these stores currently includes mostly canned and highly processed foods with long shelf lives. In response to the growing local demand for more fresh fruits and vegetables in the City, Byrne Dairy is planning an expansion at its location, which will include more fresh food options. However, even with this planned expansion, there is still a need for greater access to nutritious, affordable food options in the DRI Study Area as well as the neighborhood directly to the north of the Study Area. Analysis revealed that the approximately 10% of the adult population in the City report eating less than one serving of fruits and vegetables daily.<sup>2</sup> As noted previously, with the low income levels and spending potential of the local resident population, any market for a food access project would need to attract customers from the greater Geneva region and not rely exclusively on local residents.

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<sup>2</sup> Policy Map, Reinvestment Fund



## 1.4. Physical Characteristics

### Land Use & Urban Design

Land uses in the DRI Study Area consist primarily of retail, residential, institutional, and community services. The most important aspects of the DRI Study Area's land use patterns are its walkable streets and historic, mixed-use buildings. This land use pattern, urban design, and architectural character can be traced back to the city's founding, when the first street plans were laid out around a village square overlooking Seneca Lake (Pulteney Park). Throughout the 19th Century, water remained an efficient means of transportation of goods and people. Seneca Lake and feeder canals that connected to the lake played a major role in determining where business and factory owners chose to operate. The commercial area along Seneca, Castle and Exchange Streets grew as business and factory owners built shops, hotels, and boarding houses, building a densely packed grid of streets lined with brick and masonry commercial buildings. Most buildings are 2-4 stories in height, with ground level storefronts and office or residential space above.

Land uses, as categorized by the New York State Office of Real Property Services, include a mix of commercial, residential, parks, and community services (Figure 4). Portions of the DRI Study Area are located within the Commercial Historic District, which was listed on the National Register of Historic Places in 2014. Many of the DRI Study Area's buildings were constructed between 1840 and 1940, and feature a variety of architectural styles including Greek Revival, Italianate, Romanesque Revival, Colonial Revival and Art Deco. Notable buildings in these styles include the Farmers and Merchants Bank, Smith Opera House, the United States Post Office, the Prouty Block, YMCA, Wheat Building, Geneva City Hall, the Odd Fellows Building and the Kresge Building. The above land use and design characteristics are fundamental to the community's future vibrancy and quality of life.

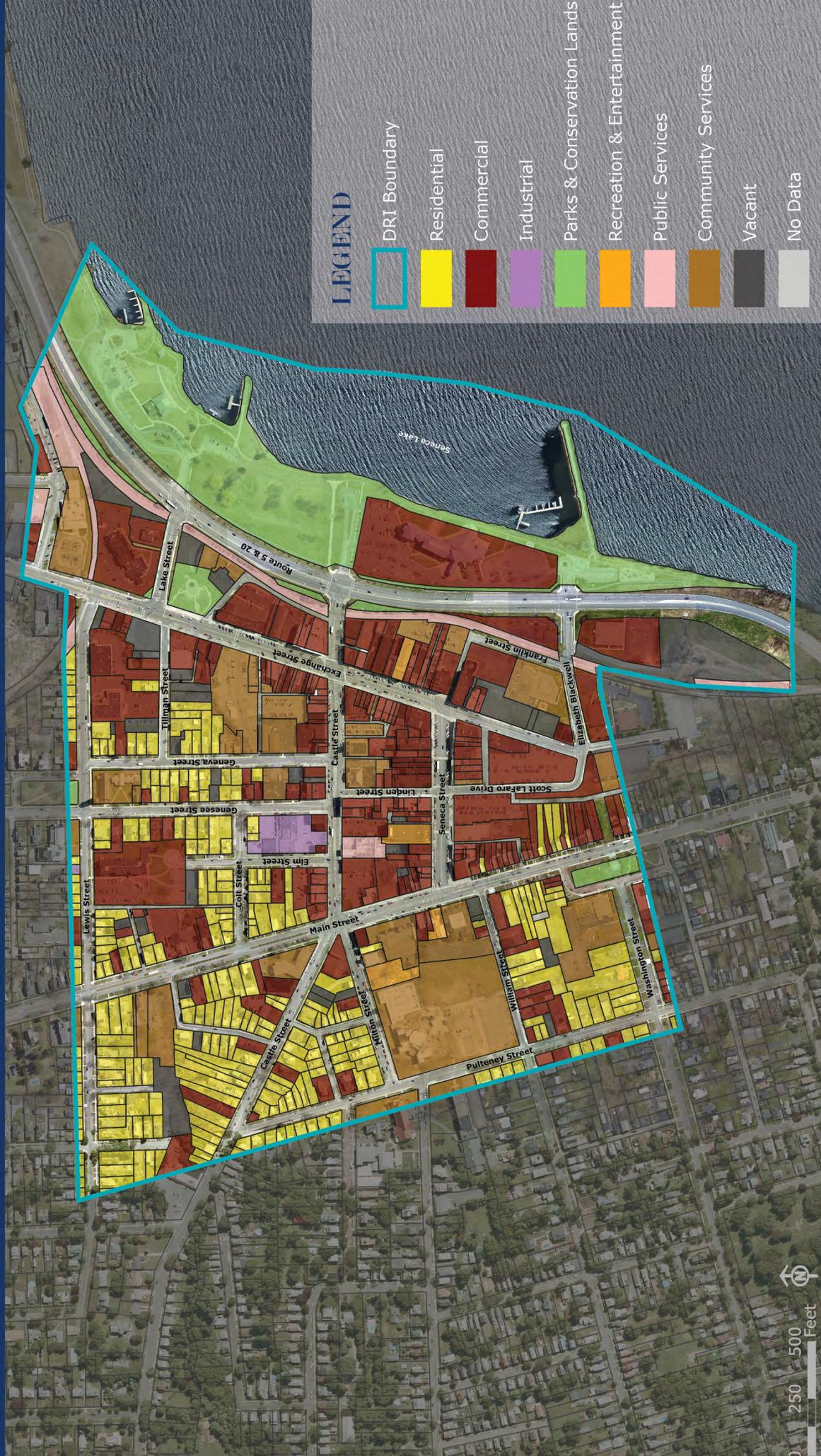
Figure 4 Existing Land Use | Source: Bergmann Associates, 2016



# LAND USE

## Downtown Revitalization Initiative

Source: City of Geneva



### LEGEND

-  DRI Boundary
-  Residential
-  Commercial
-  Industrial
-  Parks & Conservation Lands
-  Recreation & Entertainment
-  Public Services
-  Community Services
-  Vacant
-  No Data



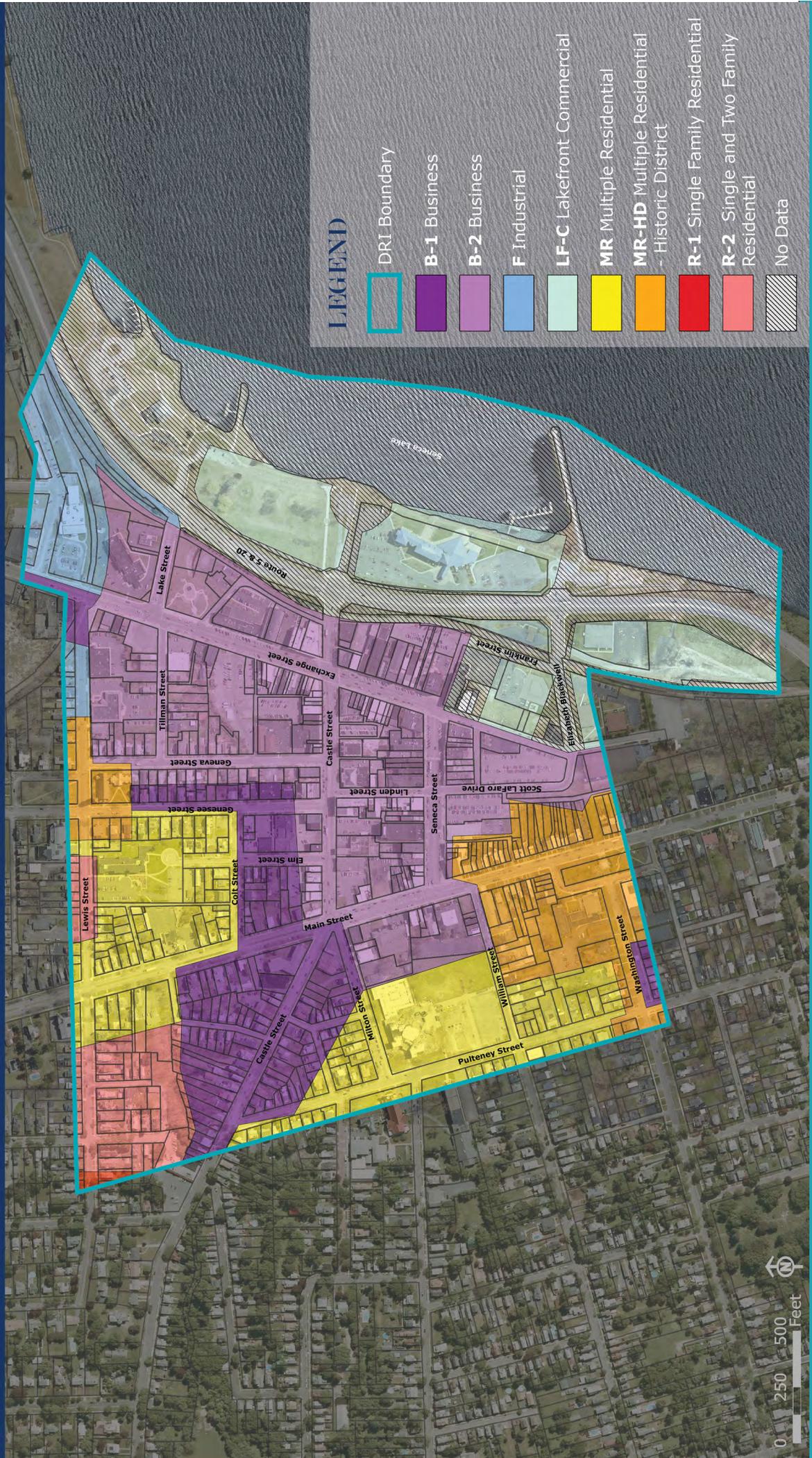
Figure 5 Existing Zoning | Source: Bergmann Associates, 2016



# ZONING

## Downtown Revitalization Initiative

Source: City of Geneva





## Transportation Network

A community's transportation network plays a crucial role in any revitalization effort. The interaction of land use and transportation can enhance overall livability in numerous ways: improving safety, walkability, convenience and connections within the transportation network can support private sector development. Improvements to the DRI Study Area's transportation network are a central component of the Downtown Geneva Strategic Investment Plan strategy.

The DRI Study Area's street network is organized on a modified grid and is made up of local, collector and arterial streets (Figure 6). Main and Exchange Streets are the central north/south corridors, connected by Lewis, Castle, Seneca Streets. US 20/NY 5 runs north/south along the Seneca Lake waterfront, parallel to Exchange Street. Figure 7 shows traffic volumes within the DRI Study Area. US 20/NY 5 carries the highest traffic volume through the DRI Study Area (15,165 ADT), followed by Exchange Street (9,213 ADT), and Main Street (7,119 ADT).

Figure 8 shows public transportation routes and stops, as well as the location of existing sidewalks and crosswalks. The DRI Study Area is served by Regional Transit Service (RTS) Ontario's Route 1: Geneva, Route 4: Routes 5 & 20 and Route 5 (Rts 21 and 96) and 5x (Express Geneva – Victor).

While Geneva's historic street grid is the foundation of the DRI Study Area's compact, walkable character, improvements are needed in order to enhance accessibility and to fully connect the DRI Study Area to one of Geneva's greatest assets: The Seneca Lake waterfront. The Downtown Geneva Strategic Investment Plan represents an opportunity to address this long-standing transportation challenge, as well as improve the access and walkability throughout the DRI Study Area. Key challenges include:

- **US 20/NY 5 and Connections to the Waterfront.** While US 20/NY 5 is a significant regional transportation corridor that carries truck freight traffic through the region, it acts as a significant physical barrier, separating the DRI Study Area from the waterfront. The road lacks shoulders and bicycle/pedestrian facilities. Further, key intersections are painted with crosswalks (at Elizabeth Blackwell Street, Castle Street and Lake Street) but some remain un-signalized and lack pedestrian detectors, requiring pedestrians to cross unprotected and leading to unsafe conditions.
- **5-point Intersection.** The intersection of Castle Street, Milton Street, and Main Street (also referred to as the 5-point intersection) is located in the northwest area of the DRI Study Area. In its current configuration and design, the intersection presents barriers and safety hazards for pedestrians and bicyclists. The Geneva Public Library located at this intersection, generates a tremendous amount of foot traffic from its patrons. The community has stated that this intersection is a major concern for pedestrians and bicyclists' safety.
- **Waterfront Trail Pedestrian Tunnel.** The pedestrian tunnel located south of Long Pier is intended to help pedestrians cross US 20/NY 5. The current configuration and design of the tunnel is unfriendly to pedestrians and bicyclists, as the western terminus/entrance currently lacks a paved trail, directional signage, and lighting needed to create a safe and welcoming environment. As a result, the tunnel is underutilized. Improvements to this tunnel would establish a stronger pedestrian connection between the Waterfront Trail and the DRI Study Area.
- **Parking.** The DRI Study Area contains approximately 539 on- and off-street parking spaces. On-street parking is provided along most streets, offering parallel and diagonal parking spaces. Off-street parking is provided in publicly owned surface lots located throughout the study area. Stakeholders



and residents have noted the lack of parking for residents within the DRI Study Area, highlighting that the City's current time restrictions prevent overnight parking anywhere in the downtown for multiple nights (Figure 9). Business owners have also noted the lack of parking enforcement for time limited parking spaces. Existing parking restrictions and lack of enforcement can deter downtown residential development, as well as, retail and restaurant patrons.

- **Rail.** The City of Geneva has one rail line traversing through the DRI Study Area. This rail line experiences very limited utilization. The City serves as connection point for Finger Lakes Railway, which runs east to west lines, and Norfolk Southern Railway, which runs north to south lines.

Geneva offers various transportation-related assets that can be leveraged to highlight the DRI Study Area's regional connectivity. These assets include:

- **US 20/NY 5 (Routes 5 & 20).** This 135-mile corridor stretches east to west across New York State and connects the northern ends of Canandaigua, Seneca, and Cayuga. In the DRI Study Area, this corridor runs along the Seneca Lake shoreline and is the most highly-traveled arterial in the city. Though the corridor could benefit from streetscape improvements, it remains a vital asset to Geneva's regional connectivity. Marketed as an "authentic American road," Routes 5 & 20 connects roadside attractions, historic sites, and scenic landscapes, with Geneva being one of the major stops along the corridor.
- **New York State Thruway (I-90).** The DRI Study Area is within a 10-minute drive of the Thruway, a major highway connecting upstate cities from Buffalo to Albany. This proximity enables drivers to travel to major cities like Rochester and Syracuse in under an hour, thereby allowing employees and tourists to quickly and easily commute to and from the DRI Study Area.
- **Airports.** The DRI Study Area's central location in the Finger Lakes Region provides convenient access to multiple regional airports in Elmira and Ithaca as well as international airports in Rochester and Syracuse.
- **Bus Services.** The DRI Study Area is served by two regional transit services: RTS Ontario which connects Geneva to Canandaigua and Victor as well as Greyhound Lines, which provides service to various destinations including New York City.

Figure 6 Roadway Classifications | Source: Bergmann Associates, 2016



# ROADWAY CLASSIFICATIONS

## Downtown Revitalization Initiative

Source: City of Geneva, NYS Department of Transportation

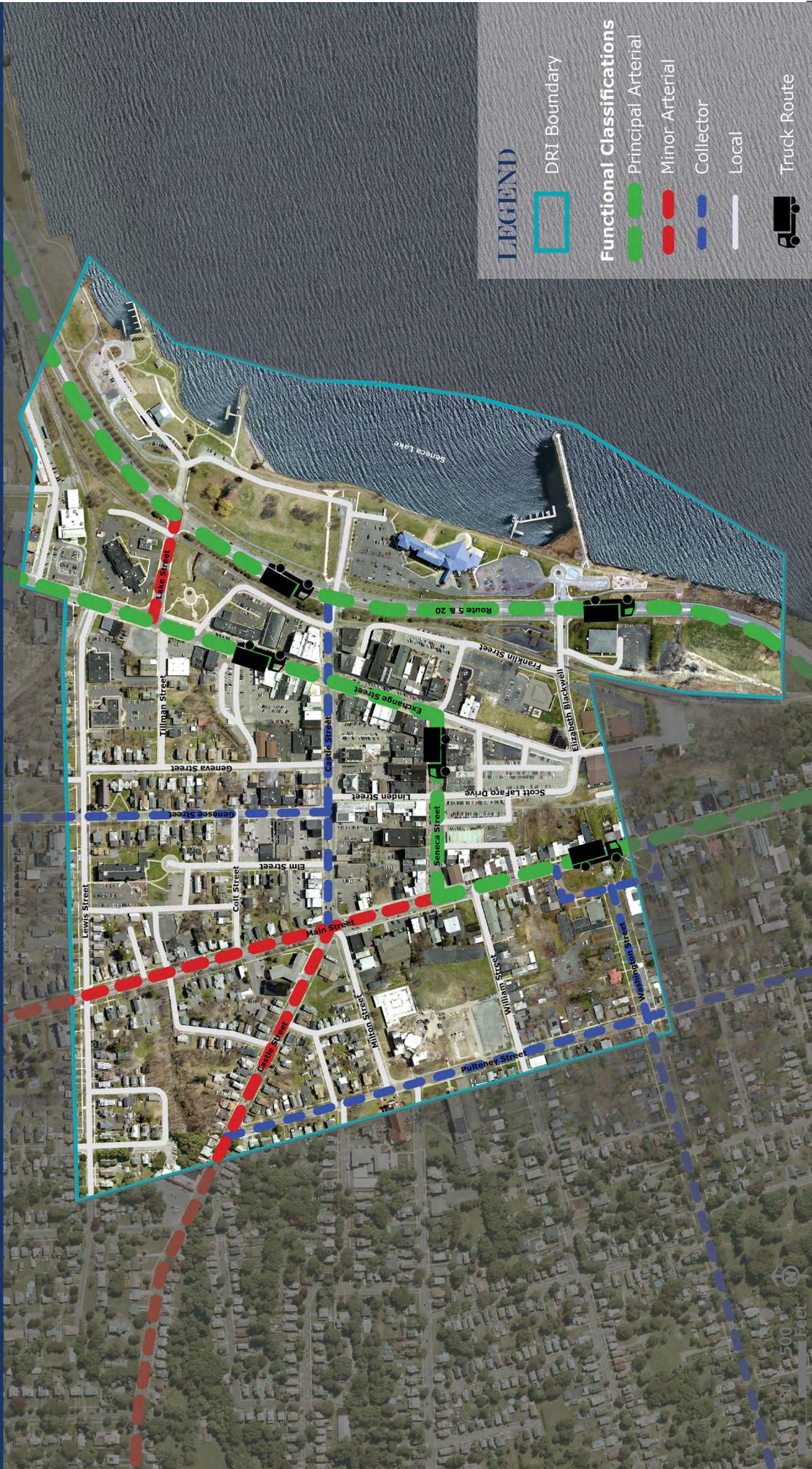






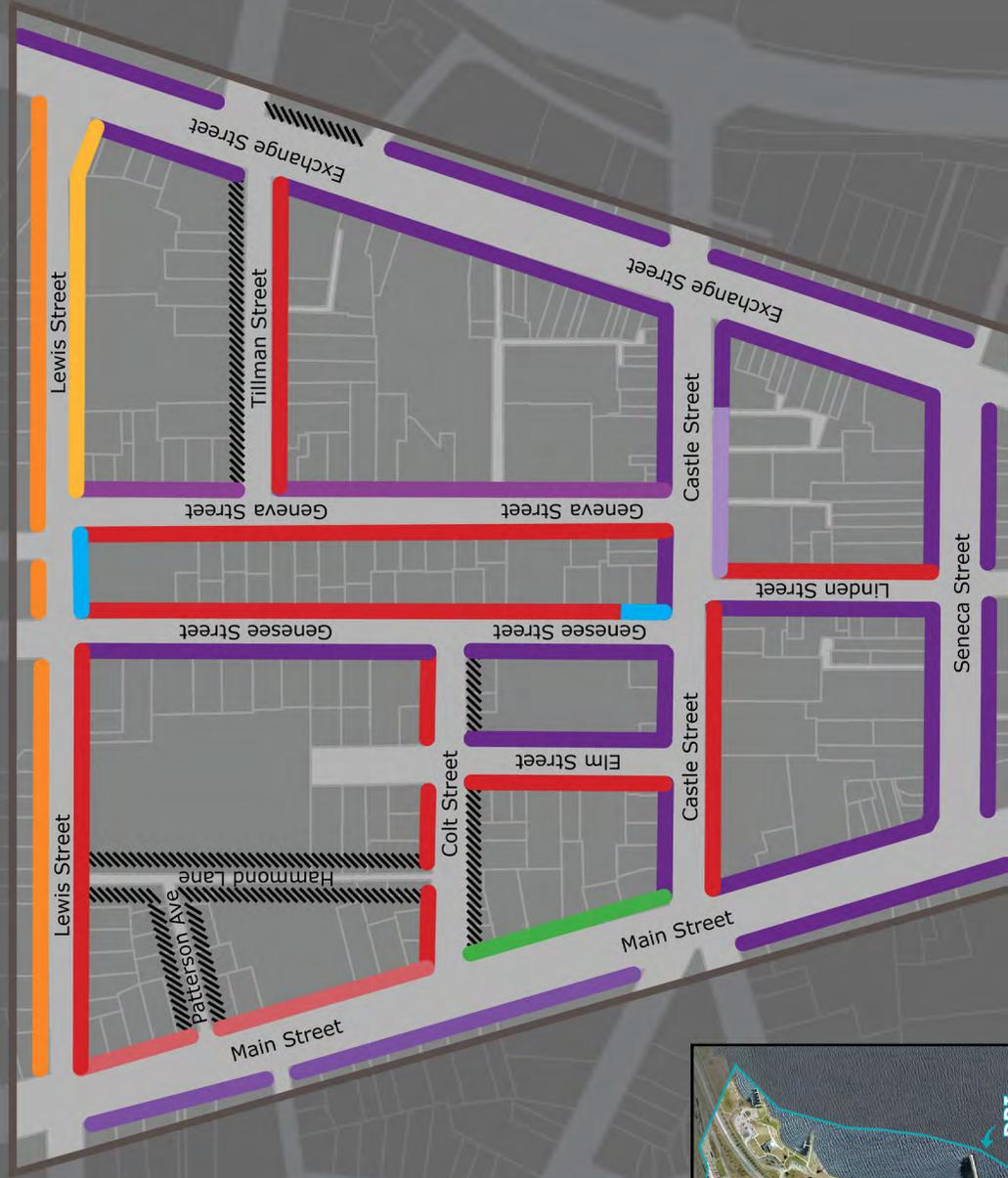
Figure 9 Parking Restrictions | Source: Bergmann Associates, 2016



# DOWNTOWN PARKING RESTRICTIONS

## Downtown Revitalization Initiative

Source: City of Geneva, Shumaker Consulting, Engineering, & Land Surveying



### LEGEND

- █ **2 hour parking**
- █ **2 hour parking, 8am - 6pm** except Sundays and holidays
- █ **2 hour parking, 9am - 5pm** except Sundays and holidays
- █ **2 hour parking, no parking** 2am - 6am on Mon., Wed., Fri., Sun. from Dec. 1 - Apr. 1
- █ **15 minute parking, 8am - 6pm** except Sundays and holidays
- █ **handicap parking**
- █ **no parking**
- █ **no parking, 2am - 6am on Tues., Thurs., Sat. from Dec. 1 - Apr. 1**
- █ **no parking, 2am - 6am on Mon., Wed., Fri., Sun.**
- █ **no parking, 2am - 6am on Tues., Thurs., Sat.**
- ▨ **no signs posted**



## Anchor Institutions

Anchor institutions are a key element of urban revitalization. They are typically non-profit organizations, such as universities and hospitals, whose buildings, mission, customer base, or employees make relocation difficult. By virtue of these characteristics, they are typically rooted in the community and employ a relatively large proportion of the area's workforce. The geographic rootedness makes some anchor institutions well-suited to become essential partners in community revitalization. Their significant resources can be leveraged to promote economic development within the community by creating jobs, capital investments, procuring goods and services locally, improving public education, providing workforce training, and developing real estate.

Geneva is home to multiple anchor institutions with major economic and cultural significance within the community (Figure 10). Some of the identified anchor institutions are located outside of the DRI Study Area, but these institutions play a pivotal role in the City's vibrancy:

- Hobart and William Smith Colleges.** With a total enrollment of 2,344 students and a 170-acre campus, Hobart and William Smith Colleges are a major anchor and investor in the community as well as the largest employer, with just over 680 employees. The Colleges' entrepreneurial studies program is a core partner in the city's Food and Beverage Innovation District concept, and has committed investment in the Geneva Entrepreneurs Lab.
- Geneva General Hospital** is located immediately adjacent to the DRI Study Area, and provides the Geneva community with critical community health support.
- Finger Lakes Community College.** FLCC has been a significant part of the DRI Study Area landscape for over 30 years. The College first established its Geneva outpost in downtown three decades ago, and recently cut the ribbon on its permanent home in downtown Geneva. The College serves as a key economic engine for the district, and is a critical workforce development partner. Geneva's Campus Director is John Cromartie.
- Cornell University's New York State Agricultural Experiment Station** is a 700-acre facility dedicated to food and agricultural research, developing new technologies, growing systems, and techniques in support of New York's agriculture industry.
- Smith Opera House.** The Smith Opera House is an historic theater constructed in 1894. It continues to provide a home for the arts and a serve as a regional destination in the Finger Lakes. It was listed on the National Register of Historic Places in 1979. The theater was restored in 1994 and today continues as one of the oldest operating performing arts theaters in the US. The theater has a seat capacity of 1,400 and hosts 250 events annually. A study done in 2014 by Hobart and William Smith College found that the theater's events contribute approximately \$2.9 million in both direct and indirect spending to Geneva's economy annually.
- Lyons National Bank.** Lyons National Bank moved its operations center to the DRI Study Area in 2014, bringing over 30 employees that support the bank's 12 branches.

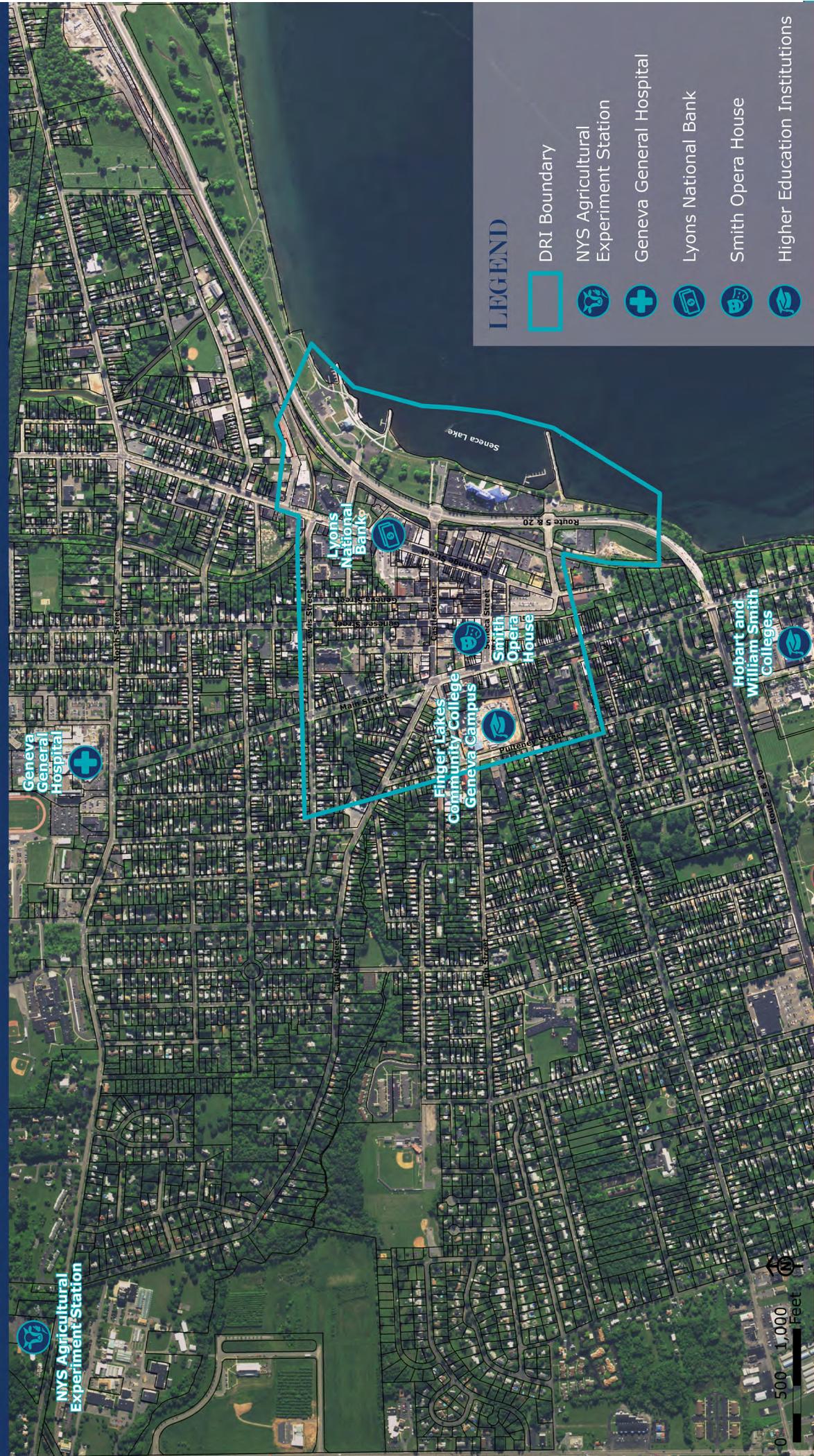
Figure 10 Anchor Institutions | Source: Bergmann Associates, 2016



# ANCHOR INSTITUTIONS

## Downtown Revitalization Initiative

Source: City of Geneva



## Historic Resources

Historic resources, including buildings, art, and landscapes, help connect the past to the present and play a vital role in defining the DRI Study Area's sense of place and the community character. Historic resources play an important role in community development by enhancing the visual appeal and character of the DRI Study Area, stabilizing property values, increasing the local tax base, and attracting heritage tourism dollars.

The DRI Study Area's history is exhibited by numerous historic buildings, located throughout downtown (Figure 11). The concentration of historic resources prompted the community to create the Geneva Downtown Commercial Historic District, which was officially listed on the National Register of Historic Places in 2014. The District includes 83 contiguous contributing buildings and three previously listed buildings between North Main Street and Seneca Lake. The district also includes four non-contributing buildings that were constructed after the period of significance (i.e., 1840 to 1940). The Geneva Downtown Commercial Historic District represents the historic commercial epicenter for the City of Geneva. Transportation was one of the leading factors in the establishment of the DRI Study Area. The location of the commercial district along Exchange Street was the result of entrepreneurs utilizing opportunities for shipping goods due to its close proximity to the lake shore and eventually rail lines. Seneca Lake connected to feeder canals that joined to the Erie Canal, allowing affordable and efficient shipping to markets beyond Geneva and the surrounding communities and villages. As industries and technologies changed, a wider variety of businesses located in the district that included grocers, hardware stores, banks, clothiers, an optical company, taverns, and pharmacies. The district also became the center of social activity with the opening of theaters such as Smith Opera House and social service organizations that included the YMCA. As a tourism industry developed, hotels also located in Geneva's commercial district to meet the needs of a growing number of seasonal visitors taking advantage of the beautiful lake and recreational activities and the local services offered in Geneva.<sup>3</sup>

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<sup>3</sup> National Park Service, National Register of Historic Places Program

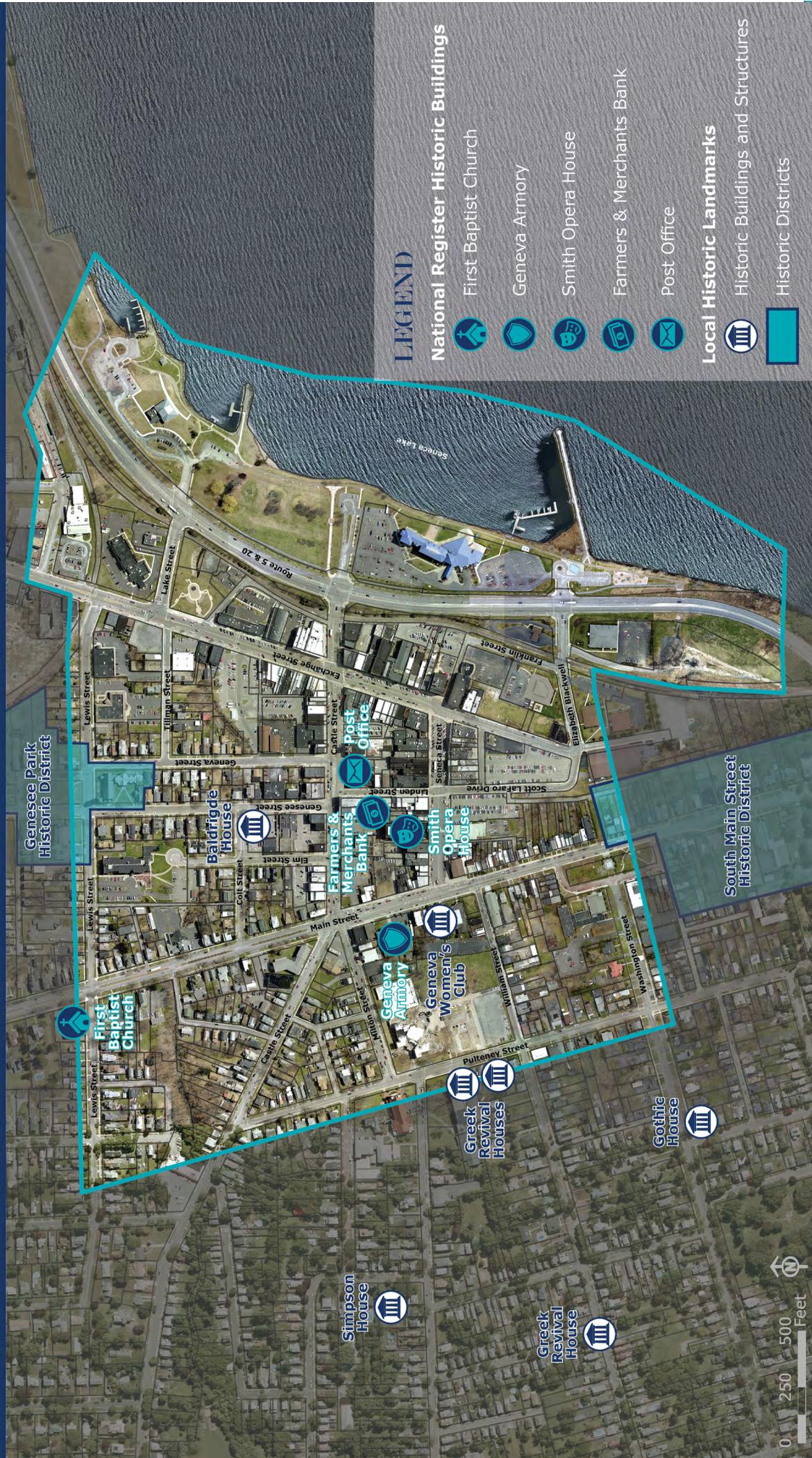
Figure 11 Historic Resources | Source: Bergmann Associates, 2016



# HISTORIC RESOURCES

## Downtown Revitalization Initiative

Source: City of Geneva, National Park Service





## Cultural Resources

Leveraging creative talent, heritage and cultural assets can help stimulate and enhance economic growth and improve the quality of life. Arts and cultural resources are an essential component of a healthy local economy: they help strengthen and sustain a community's common vision and identity. They also bring numerous economic benefits, such as jobs, tax revenues, and tourism dollars. Cultural institutions and places where community members gather to share ideas, develop products, and innovate can help attract tourists and spur economic growth.

The DRI Study Area offers a variety of important cultural resources that play a unique role in the community's economic ecosystem by offering spaces for people and organizations to connect, learn, and create. Key cultural resources include the following: (also illustrated in Figure 12)

- **Smith Opera House.** The Smith Opera House is an historic theater constructed in 1894. It continues to provide a home for the arts and a serve as a regional destination in the Finger Lakes. It was listed on the National Register of Historic Places in 1979. The theater was restored in 1994 and today continues as one of the oldest operating performing arts theaters in the US.
- **Geneva Farmers Market.** Geneva sits in the heart of one of the most productive agricultural regions in the state, and the Geneva Farmers Market connects family-grown produce to consumers. The Geneva Farmers Market is located in the DRI Study Area and is served by the county's public transit system. The city and state partnered to transition an underutilized lot into the market, which offers electricity and water for merchants. The market is open in the summer on Thursday mornings, from June through October.
- **Linden Street Entertainment District.** The Entertainment District features an open air festival marketplace during spring and summer months called Geneva Night Out, which is a year-round event that transforms storefronts into gallery and performance spaces each month. The district also hosts the North Seneca Rail Jam, a ski and snowboarding competition, executed each year on a former Brownfield site.
- **Port 100.** Port 100 is a co-working community located at the corner of Castle and Genesee Streets. It is designed for entrepreneurs, freelancers, and remote workers (up to 12 individuals) for \$150 per month. The City of Geneva owns and operates the space.
- **Visitor and Events Center.** In 2014, the city celebrated the opening of the Geneva Visitor and Events Center; a 5,000 square foot ballroom and visitor center on the shores of Seneca Lake. Construction was funded with the support of the Finger Lakes Regional Economic Development Council, and the project is operated through a public-private partnership with H&J Hospitality of Ithaca. The facility hosts a range of events, including weddings, corporate meetings, and civic events. The site is also host to the Geneva Visitor Center, which welcomes over 10,000 guests to the Finger Lakes each year.
- **The Geneva Public Library.** The Geneva Public Library is located within the DRI Study Area and acts as one of the City's local assets. The library offers a range of programming including activities and events oriented towards child development.

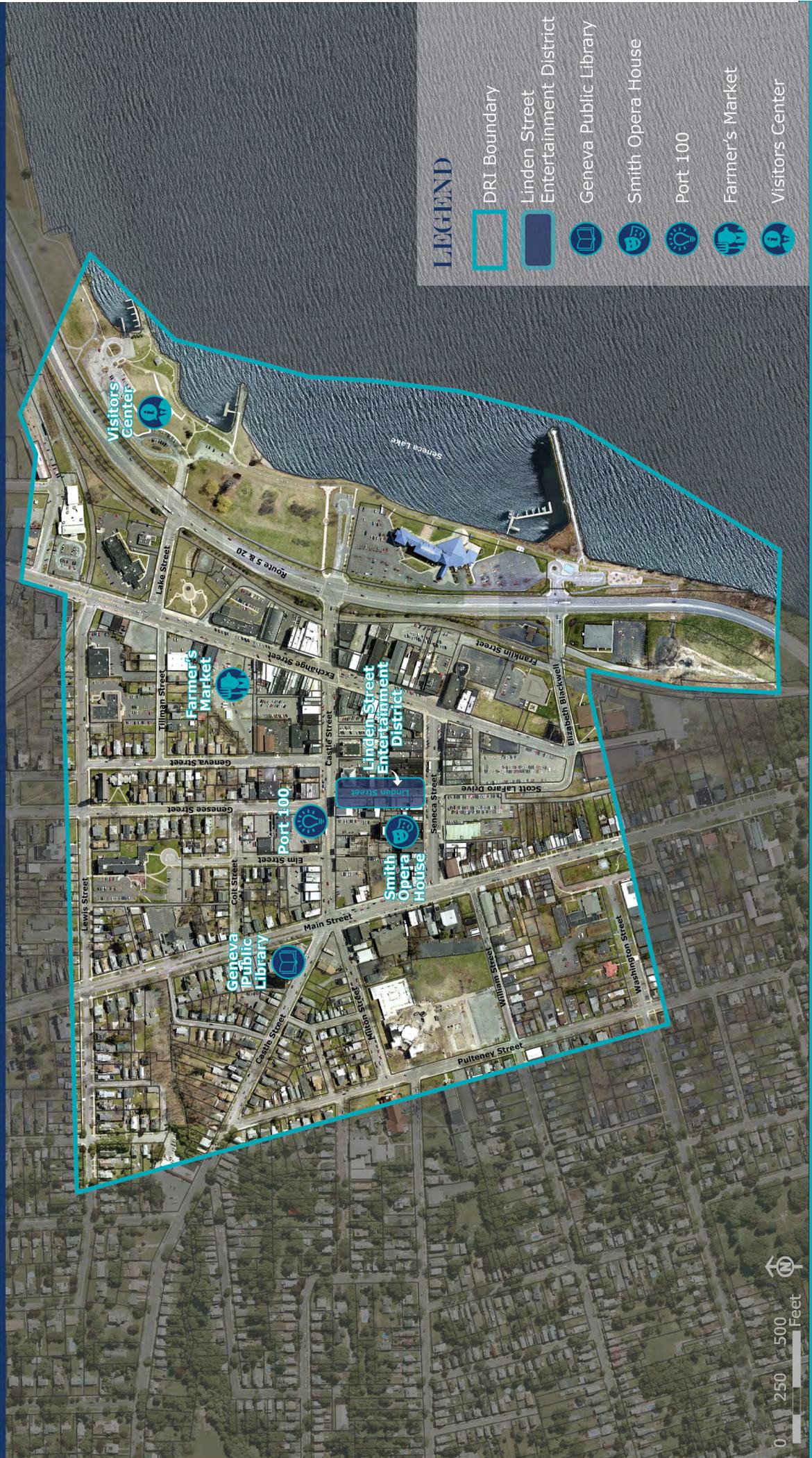
Figure 12 Cultural Resources | Source: Bergmann Associates, 2016



# CULTURAL RESOURCES

## Downtown Revitalization Initiative

Source: City of Geneva





## Recreational Resources

Parks and recreational resources play a major role in economic development and growth. Parks and open spaces are critical for establishing and maintaining quality of life and improving the health of the community. Recreational resources also support economic development by increasing property values, helping to attract and retain businesses and residents, and boosting tourism. Geneva offers one of the largest municipal lakefront parks in the state as well as other parks and open space resources listed below and shown in Figure 13: (Some of these resources are located outside of the DRI Study Area)

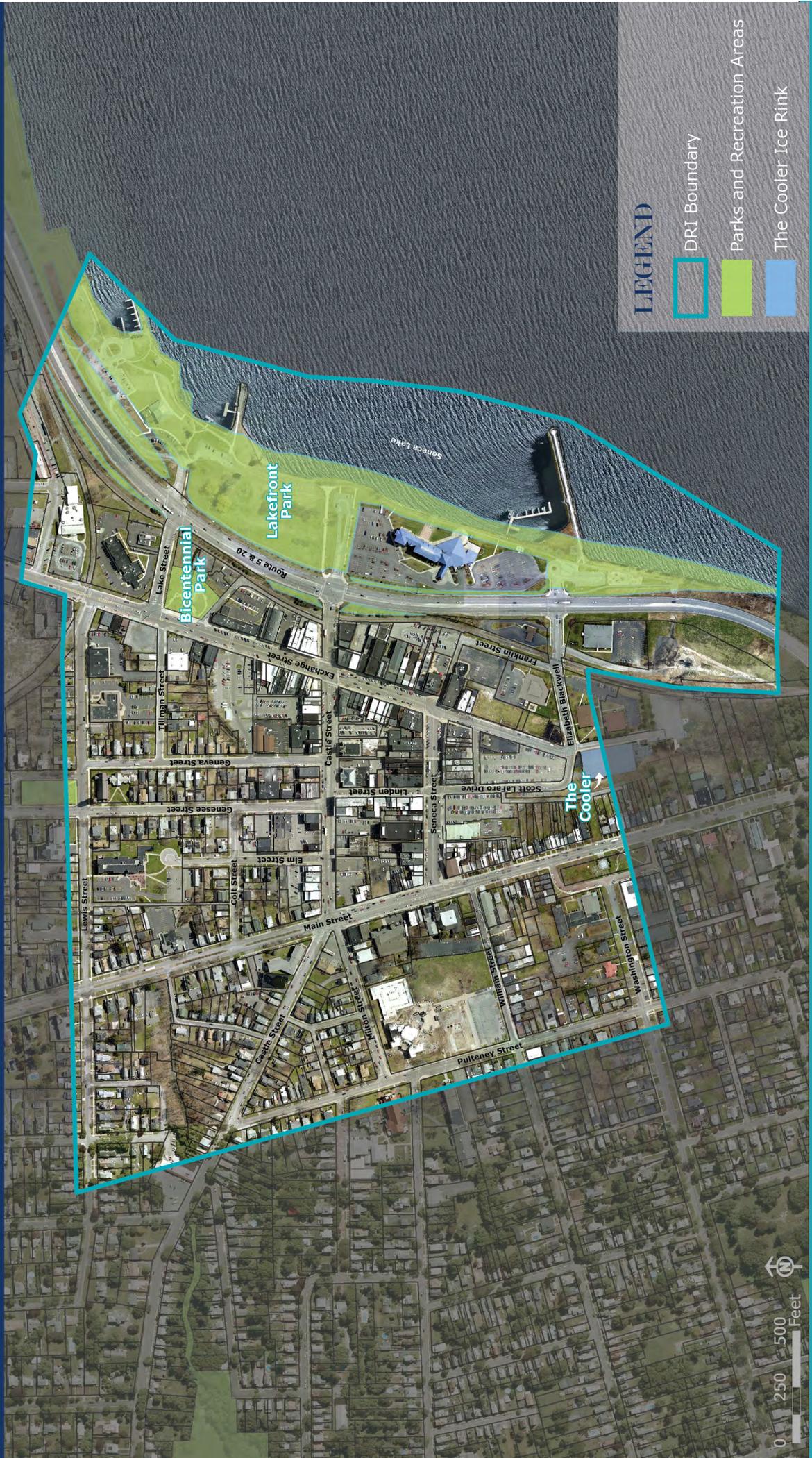
- **Bicentennial Park.** Located at the corner of Exchange Street and Lake Street, Bicentennial Park is located across the street from the lakefront. The park contains benches/seating, a fountain, and green space. Stakeholders and residents have stated that the existing design of the park is not conducive for programming and does not get used as much as it would if it were redesigned. Residents have stated that they enjoy the open space being located close to their homes but, the space needs to be upgraded to be a more inviting area.
- **Lakefront Park.** Lakefront Park is directly south of Seneca Lake State Park. Contains picnic tables, a swimming beach, benches, boat launch, nature areas, trails, playgrounds, fields, sports fields, a disc golf course, a concession stand and parking. Stakeholders and residents have stated that the Lakefront Park has become a local asset that is widely utilized by residents and tourist alike.
- **Seneca Lake State Park.** Located to the north of the DRI Study Area, on the northern end of Geneva's lakefront, the State Park contains trails, a picnic pavilion, sprayground, playground facilities, a 2.5-mile bike trail, and two marinas with 132 electric slips and 84 non-electric slips.
- **The Cooler.** Once an open-air ice rink, the city partnered with state and community supporters to enclose the facility and add year-round amenities, including a turf field. The space hosts NCAA hockey from Hobart and William Smith men's and women's varsity and club teams, as well as a range of high school and youth hockey programming. It serves as a key economic engine for the community during the winter months, with thousands of athletes and spectators visiting Geneva for these events. In the summer, the site hosts box lacrosse and soccer camps, and a full schedule of other civic events.

Figure 13 Parks and Recreational Resources | Source: Bergmann Associates, 2016

# PARKS & RECREATION

Downtown Revitalization Initiative

Source: City of Geneva





## Environmental Constraints

As shown in Figure 14, flood plain boundaries stretch across the DRI Study Area primarily between Lewis and Castle Streets. Locations within these 100- and 500-year flood boundaries have a 1% and 0.2% probability, respectively, of experiencing a flood in any given year. Development in these locations requires a City-issued permit and is subject to additional standards in order to prevent property damage and human injury in the event of a flood. These standards address issues related to anchoring, construction materials, utilities, and encroachments. As such, proposals for sites within the floodplains should consider these additional regulations.

Figure 14 also shows sites in the DRI Study Area with slopes greater than 15%, the threshold beyond which land is generally considered undevelopable. Sites with steep slopes are particularly susceptible to erosion and land slippage. In the DRI Study Area, undevelopable sites exist along the Seneca Lake shoreline south of Long Pier and in the wooded area adjacent to the Recreation Complex. By extension, development near the Lakefront Tunnel should take appropriate precautions when addressing steep slopes in this area.

No freshwater wetlands, as identified by the New York State Department of Environmental Conservation, exist within the DRI Study Area.

Figure 14 Environmental Constraints | Source: Bergmann Associates, 2016



# ENVIRONMENTAL CONSTRAINTS

## Downtown Revitalization Initiative

Source: Federal Emergency Management Agency





## Key Developable Sites

The DRI Study Area contains numerous re-developable properties and sites (Figure 15), which are currently vacant or underutilized. In their current state, the presence of these sites discourages investment and depresses adjacent property values. Redevelopment of the following sites is critical to the overall success of the Downtown Revitalization Initiative:

**Table 18**

<b>1. 221 Castle Street and 42 Milton Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.25</li> <li>• <i>Ownership:</i> private</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> empty, grassy lot</li> </ul>	This site’s proximity to the Geneva Public Library makes it an potential location for overflow parking.
<b>2. 305 Main Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.42</li> <li>• <i>Ownership:</i> City of Geneva</li> <li>• <i>Status:</i> underutilized</li> <li>• <i>Current Use:</i> parking lot</li> </ul>	Located in the downtown core, this site is prime for infill development.
<b>3. Seneca Street Rear Lot</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.1</li> <li>• <i>Ownership:</i> private</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> parking lot</li> </ul>	This site is owned by and located at the rear of the Smith Opera House. It currently functions as an employee parking lot.
<b>4. 316-326 Exchange Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.4</li> <li>• <i>Ownership:</i> private</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> empty, grassy lot</li> </ul>	This corner lot is an ideal location for redevelopment.
<b>5. 48 Lake Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.29</li> <li>• <i>Ownership:</i> Geneva Industrial Development Agency</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> empty, grassy lot</li> </ul>	This site’s proximity to Bicentennial Park provides potential to expand the existing park space.
<b>6. 30 Canal Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.18</li> <li>• <i>Ownership:</i> Geneva Industrial Development Agency</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> gravel parking lot</li> </ul>	This site currently provides parking for Bicentennial Park but it could be formalized with paving, lighting, and landscaping to enhance the space.



<b>7. 459-465 Exchange Street (Dove Block)</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.1</li> <li>• <i>Ownership:</i> private</li> <li>• <i>Status:</i> underutilized</li> <li>• <i>Current Use:</i> none</li> </ul>	The architectural and historical significance of this site attest to the need for restoration and revitalization. Potential future uses include a museum or tribute to the works of its famous former occupant, Arthur Dove.
<b>8. 20 East Castle Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.14</li> <li>• <i>Ownership:</i> private</li> <li>• <i>Status:</i> underutilized</li> <li>• <i>Current Use:</i> none</li> </ul>	Located within a large concentration of deteriorated structures, the redevelopment of this site – possibly as a mixed-use commercial and residential building – would address issues of blight in the downtown core.
<b>9. 499 Exchange Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.22</li> <li>• <i>Ownership:</i> private</li> <li>• <i>Status:</i> underutilized</li> <li>• <i>Current Use:</i> none</li> </ul>	As the site of the former Jones Theatre, adaptive reuse of the existing structure would enhance the streetscape.
<b>10. 595 South Exchange Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 0.86</li> <li>• <i>Ownership:</i> City of Geneva</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> empty, grassy lot</li> </ul>	Development in this location could extend the Exchange Street commercial corridor farther south towards Elizabeth Blackwell Street.
<b>11. 68 Elizabeth Blackwell Street</b>		
	<ul style="list-style-type: none"> <li>• <i>Acres:</i> 3.04</li> <li>• <i>Ownership:</i> City of Geneva</li> <li>• <i>Status:</i> vacant</li> <li>• <i>Current Use:</i> undeveloped lot</li> </ul>	This site contains the existing Lakefront Tunnel, which would ultimately benefit from further development and formalization of the surrounding area.

Figure 15 Key Developable Sites | Source: Bergmann Associates, 2016



# KEY DEVELOPABLE SITES

## Downtown Revitalization Initiative

Source: City of Geneva





## 1.5. Local Capacity, Partnerships and Strategic Initiatives

### Regulatory Framework

For nearly a decade the Geneva community has worked on a variety of planning initiatives to set the stage for redevelopment, creating a robust policy framework to support continued revitalization.

Many of the goals, values, and principles of this initiative can be traced to the City's recently completed Comprehensive Plan (2016), which reflects over a year's worth of community engagement and feedback efforts. The Comprehensive Plan framework outlines specific strategies to make the DRI Study Area a vibrant economic engine, setting the stage for a complete rework of the city's zoning code to reorient the text to a form-based or hybrid code. Likewise, the City has already taken steps to update zoning regulations with form-based guidelines to improve aesthetics and functionality of spaces within the DRI Study Area.

The updated Comprehensive Plan and zoning updates represent the core of Geneva's regulatory framework, but do not exist in a vacuum. The Comprehensive Plan is supported by ongoing engagement, organizational capacity, and numerous other policies, districts, and initiatives. These include the Lakefront-Downtown Master Plan, the Routes 5 and 20 Connectivity Plan, the Waterfront Infrastructure Feasibility Study, the Brownfield Opportunity Area designation, the Downtown Business Improvement District, and the National Register Historic District. This established framework includes a strong suite of regulatory plans, special districts and policy initiatives the community has built and strengthened over the course of multiple years. A mature policy framework will help ensure the ongoing success of major investments in the DRI Study Area.

### Partners and Capacity

The key to building capacity is developing and maintaining strong and effective relationships. Over the course of the previous decade, the City of Geneva has worked closely with community partners on a variety of planning efforts, leveraging the capacity that exists in the community and strengthening partnerships along the way. The City's Comprehensive Plan Update (and the origin of the Downtown Geneva Strategic Investment Plan) became an opportunity for the City to engage a wide variety of community members and stakeholders in the planning process, ensuring that many perspectives were represented in the plan. Through the Comprehensive Planning process, the community leveraged its commitment to inclusiveness and strengthened many important partnerships with organizations that continue to offer valuable knowledge, resources, and human capital:

- **Geneva Business Improvement District (GBID).** The GBID is the city's lead partner in revitalization and development within the DRI Study Area. The District is responsible for tenant recruitment and retention, district-level marketing, grant development and support, enhanced maintenance activity, and event development and logistics. Much of the revitalization activity in the last five years has been executed under the BID's Full Occupancy Initiative, a strategic plan for the revitalization of the district.
- **Hobart and William Smith Colleges (HWS).** The Colleges are a major employer and investor in the DRI Study Area. The Colleges' entrepreneurial studies program is a core partner in the city's Food and Beverage Innovation District concept, and has committed investment in the Geneva Entrepreneurs Lab (Port 100).
- **Ontario County Economic Development.** Ontario County's economic development infrastructure includes a number of agencies charged with business recruitment, retention, and expansion throughout the county. The county's IDA, LDC, EDC, and Revolving Loan Fund have been critical partners in the redevelopment and resurgence of Geneva.



- **Cornell University:** Cornell University's New York State Agricultural Experiment Station is an important anchor within the community. The Station and its academic and research staff provide Geneva producers and entrepreneurs with advanced technical support on food safety and regulatory compliance.
- **Finger Lakes Community College (FLCC).** FLCC has been a significant part of the downtown landscape for over 30 years. The College first established its Geneva outpost in the DRI Study Area three decades ago, and recently cut the ribbon on its permanent home in downtown Geneva. The College serves as a key economic engine for the district, and is a critical workforce development partner.
- **Finger Lakes Community Development Corporation (FLCDC).** The Finger Lakes Community Development Corporation is charged with the identification and execution of strategic housing strategies in Geneva and Ontario County. The FLCDC owns a major housing project in the DRI Study Area, the Seneca Apartments, and is developing a low-income senior housing project on the downtown gateway (within the DRI Study Area).
- **Finger Lakes Health.** Finger Lakes Health is one of the region's largest employers, with over 1,000 employees across multiple campuses. Geneva General Hospital is located immediately adjacent to the DRI Study Area, and provides the Geneva community with critical community health support. Finger Lakes Health provided key support in development of the city's comprehensive plan, and maintains professional offices as a property owner and tenant in the DRI Study Area.
- **Finger Lakes Workforce Investment Board.** The Finger Lakes Workforce Investment Board identifies job training needs and resources, and provides job seekers with technical support in acquiring necessary skills and placement in appropriate employment. The Board's offices are located in the DRI Study Area.
- **Geneva Housing Authority (GHA).** The Geneva Housing Authority manages federal and state subsidized housing programs for the City of Geneva and Ontario County. The GHA is conducting a complete overhaul of its concentrated housing program, and working with the city on identification of opportunities for "declustering" of subsidized housing, and the development of mixed-income, mixed-use opportunities in the DRI Study Area.
- **Geneva Industrial Development Agency (Geneva IDA).** The Geneva IDA is one of the city's longest standing economic development partners. The Geneva IDA has been involved in the revitalization of Geneva for over 20 years, providing financing and project incentive support. The Geneva IDA has also been a funding and advisory partner on the BID's Full Occupancy Initiative, New York Main Street grant programs, Microenterprise Assistance Program, and the City's Comprehensive Plan development.
- **Geneva Local Development Corporation (Geneva LDC).** The Geneva LDC was founded in 2011 to support economic and neighborhood revitalization efforts in the city. From the onset, the Geneva LDC established redevelopment within the DRI Study Area among its top priorities. The Geneva LDC and IDA have partnered to acquire and prepare redevelopment plans for key properties along the DRI Study Area's gateway corridor.
- **Private Investment Partners.** Since 2006, the private investment community has committed over \$6 million in financial investment in the DRI Study Area, and created numerous jobs.



## 1.6. Geneva's Competitive Advantages

### Competitive Advantages

An evaluation of competitive advantages is essential to understanding the reasons for a city's or a region's economic situation, and to identify opportunities and constraints for future economic development. In contrast to other economic analysis techniques, the evaluation of competitive advantages is often qualitative. It highlights factors that may influence the future, i.e., positive factors that economic development efforts may seek to enhance, or negative factors that economic development efforts may seek to mitigate or reverse. Many of the factors described in this chapter can be seen as competitive advantages and include **Geneva's location relative to larger markets, its supply of re-developable property and buildings, its access to a skilled labor force, natural resources and Seneca Lake, robust anchor institutions, housing variety and affordability, and a high quality of life:**

- **Location.** Geneva is located in Ontario County, at the gateway to the Finger Lakes wine country, within close proximity to the Thruway, Canandaigua, and Rochester. Its central location makes it a regional retail and employment center with close proximity to markets, transportation corridors, amenities, and surrounding communities.
- **Transportation.** Businesses and residents in Geneva have access to a variety of modes of transportation: car (US 20/State Route 5, Rte 14, and local roads), regional bus services (RTS Ontario, Greyhound), and air (airports in Ithaca, Rochester, Elmira, and Syracuse).
- **Labor Market.** Businesses in Geneva have access to highly educated, skilled workers, students at Hobart and William Smith, Cornell, and FLCC. Commuting is common in Geneva, where 3,500 workers commute from outside the City. These commuting patterns show that businesses and institutions in Geneva are able to attract skilled and unskilled workers from across the region.
- **Higher Education Institutions.** Hobart and William Smith Colleges, Cornell University, and FLCC create a range of economic advantages for Geneva. Businesses that need to access educated workers benefit from access to graduating students. (The colleges also increase Geneva's regional profile and contribute to quality of life through cultural amenities and sporting events, with the potential to make Geneva more attractive to businesses that want to locate in high quality setting.)
- **Access to Natural Resources.** Geneva is located on the northern shore of Seneca Lake, in the heart of the Finger Lakes region, which offers numerous outdoor recreational opportunities and beautiful scenery, and within a diversified agricultural region. Businesses that need access to natural resources (e.g., outdoor recreational assets for tourism or agricultural products) may choose to located in Geneva.
- **Quality of Life.** Geneva's high quality of life and access to urban amenities are an advantage to attracting investment and businesses. Geneva's quality of life attributes includes: access to outdoor and indoor recreation, historic and cultural amenities, sporting events, shopping opportunities, higher education, culinary arts, and parks and open space.
- **Tourism and Attractiveness to Visitors.** Geneva's access to outdoor recreation and tourism destinations (Finger Lakes Wine Country, Seneca Lake, Erie Canal, historic sites, etc.) make the community attractive to tourists. Industries that serve tourist such as food services and accommodation are like to grow if tourism increases.

The competitive advantages described above are supported by a mature policy framework, organizational skill and capacity, and strategic assistance from the State of New York. The question addressed in the remainder of this DRI Plan is this: **How can the DRI leverage Geneva’s competitive advantages to catalyze investment and where is the greatest potential for success?**

For many local governments, the primary goal of economic development is to achieve business and job growth. Success in economic development typically results from the creation of companies, the retention of existing companies, and the expansion of existing companies. Businesses want to be profitable and there are many factors that influence their profitability. Local governments cannot impact everything, but they can influence some factors more effectively than others. For instance, the public sector usually has more success in assisting businesses by alleviating the costs of doing business rather than by impacting the demand for a given product or service. This is because the public sector has little control over factors like suppliers, customer preferences, and demand for a particular product or service.

Two primary ways in which the City of Geneva can have the greatest impact on economic development are: (1) through a traditional role of regulation and provision of services and (2) an entrepreneurial role in business recruitment and facilitation of development.

One of the most important things Geneva can do to encourage economic development is continuing to provide essential services and improvements to the public realm that make the community an attractive place to do business and that contribute to quality-of-life. The public sector can catalyze economic growth by investing in quality of life factors—i.e., creating a vibrant and safe downtown that offers access to cultural amenities, education, and recreation. This in turn will help attract new businesses and help existing businesses thrive. Quality of life is sometimes referred to as the “second paycheck” and is commonly cited as one of the most important factors influencing where businesses and workers choose to locate. Areas that are able to attract and retain skilled workers are most likely to be successful in the future, as pools of educated and skilled labor can only be attracted and maintained in areas with appealing quality of life factors. These factors include: a reasonable cost of living, walkable neighborhoods, access to colleges and universities, equitable access to economic opportunities, nature-oriented recreation, quality K-12 education, public safety, services, and cultural amenities.

## Current Strategic Initiatives, Potential Opportunities, and Investments

The greatest potential for success in revitalizing Downtown Geneva exists **in the community’s ongoing commitment to improving the quality of life for all existing and future residents.**

Below is a summary of potential opportunity and investment areas that have been identified through extensive analysis and public engagement. Each is described in detail in Section 5: Public Involvement.

- Connectivity and Transportation
- Public Realm and Open Space
- Economic Opportunity
- Private Investment
- Arts and Culture
- Food and Beverage Innovation District



## Section II | Downtown Vision, Goals and Strategies

The City of Geneva underwent an extensive visioning process in 2016 in support of the Comprehensive Plan Update. Building on the vision established through that process, the vision statement was carried through and personalized to the DRI Study Area. The citywide vision statement provides a roadmap for when decisions are made about how to direct public and civic resources. This vision statement notes resources should be used in a way that makes Geneva a more beautiful, more prosperous, more equitable, more connected and more sustainable community than it is today. The DRI Study Area's goal statements aim to support this vision within the DRI Study Area.

### Vision Statement

**Beautiful,  
Prosperous,  
Equitable,  
Connected,  
and Sustainable.**

### Goal Statements

**Beautiful: Leverage our historic assets and natural resources to create a vibrant, welcoming and attractive city center.**

The City of Geneva is located in a unique area of New York State, where scenic cityscapes, an agriculture bioregion, historic equity and uncommon natural resources are found abundantly throughout. Geneva seeks to leverage and capitalize these existing assets to create a vibrant community with a high quality of life. The implementation of the following strategies facilitate this goal by: revitalizing the built environment through adaptive reuse and infill projects, rejuvenating the public realm by redesigning and modernizing the major corridors and open space to better serve the citizens' needs; leveraging the community's vibrant arts and culture amenities by infusing long lasting projects and programming; and ensuring existing and future businesses have the amenities necessary to continue to run a thriving business.

**Strategy #1** - Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

**Strategy #2** – Implement Complete Streets design features along corridors within the downtown core.

**Strategy #3** – Create strong gateways and transform civic amenities to drive business attraction, visitors and residential recruitment.



**Strategy #4** – Support and strengthen our local arts and culture community.

**Strategy #5** – Encourage upper story residential uses and other niche housing projects to better serve our diverse community.

**Strategy #6** – Capitalize on infill development opportunities to diversify housing options downtown.

**Strategy #7** – Increase opportunities to enjoy open space and recreate within the downtown core.

**Strategy #8** – Ensure the availability of parking within the downtown to support a range of users, including businesses, visitors and residents.

## **Prosperous: Support businesses, educational resources and workforce development initiatives in a manner that fosters opportunity for all.**

The City of Geneva has a number of assets that, if positioned strategically, have the potential to provide a path for economically disadvantaged residents to improve their quality of life. By leveraging the City's human capital, access to educational institutions such as Geneva City School District, Hobart and William Smith, Finger Lakes Community College and the existing structure that supports entrepreneurial endeavors, all have the potential to be a catalyst to close the economic gap experienced by residents and business owners. The City of Geneva is in a critical location, nestled amongst institutions and surrounded vital resources that allows the City to leverage partnerships with these institutions and non-profits to support residents and small business owners, creating opportunities for all.

**Strategy #1** - Expand support for new and small business development.

**Strategy #2** – Coordinate existing workforce development programs and establish broad partnerships to maximize opportunities.

**Strategy #3** – Encourage business growth that leverages the City's unique agricultural setting and prominence in the craft food and beverage sectors.

**Strategy #4** – Encourage programs that foster the entrepreneurial spirit to attract, maintain and grow a creative workforce.



## **Equitable: Provide a range of services and amenities available to all community members and visitors, regardless of age, race and income.**

Ensuring that the City of Geneva and the DRI Study Area remains a place where all community members and visitors can thrive is an important aspect of the initiative. The equitable strategies ensure that residents of all economic and social means have access to amenities that secure a high quality of life. The strategies aim to resolve a number of obstacles that have hindered opportunity for residents in the past. Capitalizing on the DRI Study Area's location will ensure the City of Geneva is catapulted into a vibrant area, where people of all means will want to live, work and play.

**Strategy #1** – Work with public transportation providers to ensure transportation options are meeting the needs of local residents.

**Strategy #2** – Ensure local organizations and agencies are being supported in their efforts to provide needed goods and services to residents.

## **Connected: Ensure our downtown, waterfront and neighborhoods are seamlessly integrated, supporting multimodal users and providing a walkable and pedestrian-friendly core.**

Routes 5 & 20 has been identified as a major obstacle by many stakeholder and residents. Achieving this goal will ensure residents and visitors of all means and ability have safe access to and from downtown and the lakefront.

**Strategy #1** - Implement traffic calming and beautification initiatives along the Routes 5 & 20 corridor.

## **Sustainable: Serve as stewards of our natural and historic resources in a manner that balances presentation, long-term growth and community development.**

The City of Geneva is committed to protecting and celebrating our beautiful built environment. The City recognizes that business and residential growth is imperative for long-term success, but should not come at the expense of our unique environmental setting.

**Strategy #1** – Enhance the Seneca Lake lakefront through projects that connect residents with the water.

**Strategy #2** – Create accessible and safe connections to our natural resources.

**Strategy #3** – Encourage projects that reduce our environmental footprint.

## Section III | Action Plan

Throughout the DRI process, the community has played a major role in tailoring the projects, initiatives and actions to meet the needs of the community. The process identified 30 projects important to meeting the long-term goals of the community. While not all of the projects meet the established criteria for DRI funding, they do reveal a path to transforming the City of Geneva into a vibrant place where people want to live, work, visit and raise families.

The DRI planning process built on a significant amount of planning work undertaken over the past decade. The process of leveraging past work and project ideas into the DRI framework occurred in distinct phases:

1. Initial Project Identification
2. Project Prioritization
3. Priority Project Identification

The Local Planning Committee (LPC) was tasked with reviewing all of the preliminary projects and selected the ones that advance the five goals and 18 strategies developed for the DRI. These projects are broad in scope and include, but are not limited to: legislative and regulatory actions; private construction projects; branding and marketing programs to support businesses and residents; and social justice initiatives.

In order to maximize the DRI investment, 18 of the projects were selected to advance to the Final Priority Project List. These projects support and progress the vision and goal of the DRI and are catalytic projects that present the strongest likelihood of promoting continued downtown revitalization and investment.

The Final Priority Project List represents well over the \$10 million available through the DRI, and includes short- and long-term projects that present a holistic approach to downtown revitalization. For each strategy, one or more specific implementation projects were identified, including those that may be candidates for DRI funding and those that were identified by the LPC as important to the City but not positioned for funding through the DRI.

The tables on the following pages summarize the projects identified through the planning process, organized by the goals and strategies which they support.



Table 19

Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<b>GOAL: To leverage our historic assets and natural resources to create a vibrant welcoming and attractive city center.</b>					
<b>Strategy 1: Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed-use development.</b>					
20 East Castle Street - Patent Block	This project will transform the vacant Patent Block into a mixed-use building. Two commercial storefronts will face Castle Street with apartments in the back of the ground floor, on the second level as well as in a new third level. The Patent Block is located at one of the primary gateways to Geneva's business district. The adaptive reuse of the Patent Block will facilitate increased connectivity between the Seneca lakefront and the City's business district.	CSR	\$ 1,953,971	18 months	Y
29 Linden Street	This project will renovate the property at 29 Linden Street, which has been vacant and neglected for 30+ years. Buildout entails complete infrastructure (currently no utility connections exist), creating an open air space on the first level with a mezzanine for seasonal use and developing the basement to be usable space with a fully operational kitchen. Two planned businesses will occupy and flourish in the rehabilitated space "29 Linden" and "Bayley's Alley," an outdoor drinkery and speak-easy themed bar.	29 L.D LLC	\$ 530,700	1 year	N
438 Exchange Street	The project includes renovations at 438 Exchange Street including, a rental apartment, storefront for coffee production and sales, and basement for distribution of health food products.	Double Eagle Consulting Krop LLC	\$ 459,035	Less than 1 year	N
Dove Block	The Dove Block is a community-based, non-profit initiative to purchase (from absentee ownership) and renovate one of downtown Geneva's most historically significant and prominently located buildings. The floors in the building will be sold separately to one or more developers and/or users, who will then be responsible for finishing the spaces as appropriate to their respective uses.	Dove Block Restoration Group Inc.	\$ 3,000,000	18 months	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
General Adaptive Reuse Fund	A number of downtown properties were identified as vacant or partially vacant and in need of investment to allow appropriate adaptive reuse, preferably mixed-use, historical preservation, or other similar goals.	The City of Geneva	\$ 600,000	1-24 months	Y
Façade Improvement Fund	A number of downtown properties were identified as in need of a range of façade and exterior improvements to make them more attractive to prospective tenants and improve the overall character of the downtown streetscape.	The City of Geneva	\$ 500,000	1-24 months	N
<p><b>Strategy 2: Implement Complete Streets design features along corridors within the downtown core.</b></p>					
Streetscape Enhancements	This project would include streetscape and pedestrian enhancements along Exchange Street and Castle Street. Enhancements would include the installation of benches, planters, enhanced crosswalk treatments, sidewalk bump outs at select intersections, sidewalk replacement in areas of deterioration, additional lighting and trash receptacles.	The City of Geneva	\$ 3,000,000	12 – 18 months	Y
<p><b>Strategy 3: Create strong gateways and transform civic amenities to drive business attraction, visitors and residential recruitment.</b></p>					
5-Point Intersection Enhancements	An enhanced crosswalk at the 5-point intersection would implement a raised pedestrian crossing at the intersection of Castle, East Castle, North Main, South Main and Milton. This location has a high level of pedestrian traffic from adjacent residential neighborhoods and the Geneva Public Library. The proposed improvements would slow traffic, allow for safer pedestrian connections, and increase the number of on-street parking spaces to support library visitors. Design elements of the project would include more vibrant crosswalk striping, more defined pedestrian bump outs to reduce crossing lengths, and landscaping islands/pedestrian refuges.	The City of Geneva	\$ 1,300,000	12 months	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
Gateway Sign	The project includes the design, construction and installation of a gateway sign possibly over Exchange Street near the intersection with Lake Street. The sign would create an archway over Exchange Street acting as a gateway feature clearly delineating and welcoming visitors to the downtown.	The City of Geneva	\$ 200,000	8 months	Y
Geneva Visitor and Events Center Expansion	The project would expand the existing visitor center located on Routes 5 & 20 to include a function and kitchen space and event center. The location would include a future Taste NY Store.	The City of Geneva	TBD	TBD	N
Streetscape Enhancements	This project would include streetscape and pedestrian enhancements along Exchange Street and Castle Street. Enhancements would include the installation of benches, planters, enhanced crosswalk treatments, sidewalk bump outs at select intersections, sidewalk replacement in areas of deterioration, additional lighting and trash receptacles.	The City of Geneva	\$ 3,000,000	12 – 18 months	Y
<b>Strategy 4: Support and strengthen our local arts and culture community.</b>					
Community Arts Fund	The intention of the Community Arts Fund is to provide \$1,000 to \$5,000 per performance grants to support public art productions and exhibitions in the greater downtown area. Additional support from the Community Arts Fund would alleviate some of the costs incurred by performing arts groups, increasing the affordability of stage and theater time. More frequent performances would not only benefit the local community, but would also build a regional audience, attracting visitors and residents alike to the unique cultural and artistic offerings of downtown Geneva.	The City of Geneva	\$ 200,000	1 – 24 months	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
Dove Block-Tribute Project	<p>This project intends to provide a suitable venue to memorialize the life and works of the City's most famous son, Arthur G. Dove, who is-internationally recognized as one of the prime founders of modern art in America and is this country's first abstract expressionist artist. When finished, the Dove Block- Tribute Project will be a significant tourist draw for downtown Geneva, bringing here both people interested in the life and works of Arthur Dove and in art generally. This project is a companion project to the Dove Block Project.</p>	Arthur Dove Tribute Group Inc.	\$ 1,500,000	24 – 36 months	Y
Public Art Program	<p>This project will help to strengthen the public realm throughout the downtown, while simultaneously supporting the local arts community. Funding for this project will support the Public Art Committee in executing a competitive “Call for Proposals” to local and regional artists to execute the Public Arts Plan and incorporate public artwork within the downtown.</p>	The City of Geneva	\$ 200,000	12 months	Y
Smith Opera House	<p>This project will enliven the Seneca Streetscape while improving the visibility and awareness of the Smith Opera House and its events. The project includes upgrades and installation of exterior architectural lighting, informational sidewalk marque, adding catering kitchen to existing Cabaret space, upgrades to screen/monitor, and upgrades to the dressing rooms. The following projects are geared towards increasing downtown activity by, increasing the frequency of high quality acts on the Smith stage, upgrade and add new features to existing spaces that would allow increased of our facilities, and to increase the visibility and identify of the Smith by highlighting its architectural features and brining public art to Seneca Street.</p>	The Smith Center for the Arts	\$ 740,800	Less than 1 year	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<b>Strategy #5 – Encourage upper story residential uses and other niche housing projects to better serve our diverse community.</b>					
435 Exchange Street	Adaptive reuse of the historic Noah’s Ark Building, converting 34,600 square feet of vacant upper story space into market rate apartments to meet growing demand for quality housing in Geneva’s downtown core.	Stivers Downtown Properties, Stivers Enterprises Inc., Art of Architecture	\$ 2,800,000	12 – 18 months	N
Dove Block	The Dove Block is a community-based, non-profit initiative to purchase (from absentee ownership) and renovate one of downtown Geneva's most historically significant and prominently located buildings. The floors in the building will be sold separately to one or more developers and/or users, who will then be responsible for finishing the spaces as appropriate to their respective uses.	Dove Block Restoration Group Inc.	\$ 3,000,000	18 months	Y
20 East Castle Street - Patent Block	This project will transform the vacant Patent Block into a mixed-use building. Two commercial storefronts will face Castle Street with apartments in the back of the ground floor, on the second level as well as in a new third level. The Patent Block is located at one of the primary gateways to Geneva’s business district. The adaptive reuse of the Patent Block will facilitate increased connectivity between the Seneca lakefront and the City’s business district.	CSR	\$ 1,953,971	18 months	Y
<b>Strategy #6 – Capitalize on infill development opportunities to diversify housing options downtown.</b>					
Exchange Commons	Development of a new urban mixed-use building on an undeveloped site, situated on prime downtown real estate with proximity to retail corridors and the waterfront. The proposed project will feature complementary small-scale retail and market-rate senior housing.	Massa Development LLC, Massa Construction	\$ 5,000,000	18 – 24 months	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
Zoning Modifications	The City will amend their existing, out of date zoning code and implement a new form-based code that is more tailored to their vibrant City. The new code will ensure that housing opportunities of all types are permitted to be developed.	The City of Geneva	\$ 100,000	18 – 24 months	N
<b>Strategy #7 – Increase opportunities to enjoy open space and recreate within the downtown core.</b>					
City Square	The project includes the design and construction of a new public space on an existing city-owned parking lot across from the Smith Opera House. Potential programming for the park includes a stage for local performers, shade trees, open grass, walkways, pedestrian amenities, as well as the possibility of incorporating public art.	The City of Geneva	\$ 1,500,000	1 – 2 years	N
Bicentennial Park	The project includes the design; programming and construction of enhancements to Bicentennial Park include clearing of the site to improve visibility, new pavers and pedestrian amenities, construction of permanent and temporary structures, lighting and formal space for gatherings and special events.	The City of Geneva	\$ 2,000,000	1 – 2 years	N
<b>Strategy #8 – Ensure the availability of parking within the downtown to support a range of users, including businesses, visitors and residents.</b>					
Wayfinding Signage	Implement a wayfinding network to better serve the range of people using vehicles and bicycles to get to the downtown.	The City of Geneva	To Be Determined	12 – 24 months	N
Parking Regulations	Establish and implement new parking regulations that better serve the existing population and future projected population, specifically residents who need parking overnight amenities.	The City of Geneva	\$ 50,000	1- 6 months	N



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
5-Point Intersection Enhancements	An enhanced crosswalk at the 5-point intersection would implement a raised pedestrian crossing at the intersection of Castle, East Castle, North Main, South Main and Milton. This location has a high level of pedestrian traffic from adjacent residential neighborhoods and the Geneva Public Library. The proposed improvements would slow traffic, allow for safer pedestrian connections, and increase the number of on-street parking spaces to support library visitors. Design elements of the project would include more vibrant crosswalk striping, more defined pedestrian bump outs to reduce crossing lengths, and landscaping islands/pedestrian refuges.	The City of Geneva	\$ 1,300,000	12 months	Y
<b>GOAL: To support businesses, educational resources and workforce development initiatives in a manner that fosters opportunity for all.</b>					
<b>Strategy #1 - Expand support for new and small business development.</b>					
499 Exchange Street - Twisted Rail Brewery	Renovate former Jones Theatre into Twisted Rail Brewery, tasting room, restaurant and education center.	John McMullen, Ian Boni, Tactical Construction Company	\$ 778,000	9 months	Y
Downtown Broadband Infrastructure	This project includes securing capital to support the installation of open access dark fiber broadband infrastructure to downtown Geneva along State Route 14/East Castle Street and alongside-streets throughout the DRI Study Area.	Access Ontario	\$ 150,000	18 months	Y
Small Business Incubator Fund	This project will create a loan fund to support small businesses and entrepreneurs in the DRI Study Area within the food and beverage production sector. The purpose of this fund will be to provide qualifying businesses access to capital resources that they would otherwise not be able to secure from traditional lending institutions.	City of Geneva's Local Development Corporation	\$ 500,000	1-3 years	N



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<p><b>Strategy #2 – Coordinate existing workforce development programs and establish broad partnerships to maximize opportunities.</b></p>					
Workforce Development	<p>This project will create a workforce training program specifically customized to increase workforce capacity and support the needs of the local food and beverage production sector. The target population for this program will be unemployed and underemployed low-income residents who are seeking to have their skills and knowledge upgraded.</p>	The City of Geneva	\$ 200,000	1 – 2 years	N
<p><b>Strategy #3 – Encourage business growth that leverages the City’s unique agricultural setting and prominence in the craft food and beverage sectors.</b></p>					
Downtown Public Market	<p>This project is in two phases. Phase 1 includes a feasibility study to evaluate sites and locations for the public market, identify programming, evaluate organizational structure and partners and complete preliminary, conceptual design. As envisioned the public market would have multiple functions including a commercial kitchen for small restaurant vendors, restaurant vendor space, food vendor space and possible food and workforce training space. Based on the outcome of the Phase 1 study, Phase 2 would include site preparation and construction of a year-round farmers’ market on a site located within the DRI study area.</p>	The City of Geneva	\$ 2,200,000	2-4 years	N
Marketing Collateral to support the Food and Beverage District	<p>The Brand Development and Marketing Plan will provide key guidance for a successful launch and sustained momentum of the Geneva Food and Beverage Innovation District. Once the district brand is fully formed, a series of strategic marketing tactics will be implemented to ensure district goals are met and supported for success.</p>	The City of Geneva	\$ 211,000	1-3 years	N



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<p><b>Strategy #4 – Encourage programs that foster the entrepreneurial spirit to attract, maintain and grow a creative workforce.</b></p>					
Small Business Incubator Fund	This project will create a loan fund to support small businesses and entrepreneurs in the DRI Study Area within the food and beverage production sector. The purpose of this fund will be to provide qualifying businesses access to capital resources that they would otherwise not be able to secure from traditional lending institutions.	City of Geneva's Local Development Corporation	\$ 500,000	1-3 years	N
Food Trucks (Regulatory)	Adopt regulations for food trucks and identify and establish a location.	The City of Geneva	\$ 10,000	1-6 months	N
<p><b>GOAL: To provide a range of services and amenities available to all community members and visitors, regardless of age, race and income.</b></p>					
<p><b>Strategy #1 – Work with public transportation providers to ensure transportation options are meeting the needs of local residents.</b></p>					
Shuttle Service	A shuttle service that would close the gap identified by stakeholders and residents. The shuttle will partnership with the existing local transportation company to create a route that meets the needs of the local residents.	The City of Geneva, Regional Transit Service (RTS)	\$ 300,000	1 – 6 months	N



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<p><b>Strategy #2 – Ensure local organizations and agencies are being supported in their efforts to provide needed goods and services to residents.</b></p>					
Downtown Resiliency Center	<p>The project includes the construction of a 3,260 square foot addition and interior renovation to an existing building for the Downtown Resiliency Center. The Downtown Resiliency Center is a community based, community driven initiative that integrates private and not-for-profit sector partners working together to bring awareness, support services, advocacy, training and jobs in a collaborative way. The center aligns with regional and city strengths, fosters the overall health and well-being of the community, while reducing poverty. The Resiliency Center would be located in an existing structure within the DRI study area owned and operated by Family Counseling Services of the Finger Lakes.</p>	Family Counseling Services of Finger Lakes	\$ 1,024,000	6-18 months	Y
Shuttle Service	<p>A shuttle service that would close the gap identified by stakeholders and residents. The shuttle will partnership with the existing local transportation company to create a route that meets the needs of the local residents.</p>	The City of Geneva, Regional Transit Service (RTS)	\$ 300,000	1 – 6 months	N
<p><b>GOAL: To ensure our downtown, waterfront and neighborhoods are seamlessly integrated, supporting multimodal users and providing a walkable and pedestrian-friendly core.</b></p>					
<p><b>Strategy #1 - Implement traffic calming and beautification initiatives along the Routes 5 &amp; 20 corridor.</b></p>					
Routes 5 & 20 Improvements	<p>The proposed project would include final design and construction of enhancements to Routes 5 &amp; 20, which would reduce travel lanes to one lane in both directions and landscaping along Routes 5 &amp; 20.</p>	The City of Geneva	\$ 4,000,000	24 months	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<p><b>GOAL:</b> To be stewards of our natural and historic resources, while promoting projects that support the downtown's long-term growth and community development initiatives.</p>					
<p><b>Strategy #1 – Enhance the Seneca Lake lakefront through projects that connect residents with the water.</b></p>					
Public Beach	<p>This project is in two phases. Phase 1 includes a feasibility study in order to better understand the existing constraints of, determine the most appropriate location for, and identify opportunities to develop a public beach along Geneva's Seneca Lake shoreline. As has been previously recommended by the 2009 Lakefront/Downtown Development Plan, a waterfront improvement study would need to be undertaken to investigate the fiscal and logistical feasibility of shoreline infrastructure development including that of the proposed swimming beach. The study would include technical, environmental, and financial criteria in order to determine whether to advise the City to move forward with beach enhancements in anticipation of significant benefits or to prevent the City from inappropriately investing in an unviable project. Phase 1 would evaluate long-term maintenance and operations.</p>	The City of Geneva	\$ 1,500,000	3 - 4 years	N
Marina Development	<p>This project entails the development of a 100-slip public (non-commercial) marina north of the existing Long Pier and in the vicinity of the Ramada Inn. The existing design calls for the development of an additional breakfront extension to Long Pier to provide a more protected harbor from the harsh Seneca Lake fetch and to expand the number of available slips for residents and visitors.</p>	The City of Geneva	\$ 1,500,000	2 – 3 years	Y
Routes 5 & 20 Improvements	<p>The proposed project would include final design and construction of enhancements to Routes 5 &amp; 20, which would reduce travel lanes to one lane in both directions and landscaping along Routes 5 &amp; 20.</p>	The City of Geneva	\$ 4,000,000	18 months	Y



Project Name	Description	Responsible Party	Estimated Total Project Cost	Timeframe for Implementation	DRI Funding
<p><b>Strategy #2 – Create accessible and safe connections to our natural resources.</b></p>					
Tunnel Enhancements	This project proposes enhancements to the existing lakefront tunnel, which runs below Route 5 & 20 and connects the Seneca Lake shoreline to the undeveloped area south of the Department of Labor. At present, the tunnel is uninviting with dismal lighting, few pedestrian amenities and wayfinding signage, and a prevailing perception of lack of safety.	The City of Geneva	\$ 1,000,000	6 – 12 months	Y
Routes 5 & 20 Improvements	The proposed project would include final design and construction of enhancements to Routes 5 & 20 which would reduce travel lanes to one lane in either direction and landscaping along Routes 5 & 20.	The City of Geneva	\$ 4,000,000	18 months	Y
<p><b>Strategy #3 – Encourage projects that reduce our environmental footprint.</b></p>					
Lake Tunnel Solar Village	The Lake Tunnel Solar Village is a public improvement project, a boost to local manufacturing and a privately funded in-fill development. The project is designed to increase downtown visitor traffic, connectivity to the lakefront, and connect wine trail visitors to Geneva’s thriving food scene.	SmallGrid LLC, QwickSolar LLC	\$ 3,300,000	2 years	Y
Shuttle Service	A shuttle service that would close the gap identified by stakeholders and residents. The shuttle will partnership with the existing local transportation company to create a route that meets the needs of the local residents.	The City of Geneva, Regional Transit Service (RTS)	\$ 300,000	1 – 6 months	N



## Section IV | Management Structure

A vital component to the success of the DRI funded projects is a clear and stable management structure. This management structure provides the guiderails for each project, ensuring the project moves forward and continues to support the goals and strengths of the DRI. The overall management structure will be interwoven into the City of Geneva's existing city government structure, allowing for the DRI projects to be seamlessly integrated into the "uniquely urban" downtown core.

### 4.1. Administration of DRI Funding for Public Projects

The City will serve as grant administrator for all public projects, whether DRI funded or funded through an alternative source. The different City entities and departments which may be involved in administrative oversight and management include:

- City Council
- Department of Public Works
- City Manager's Office
- Economic Development Department
- Recreation Department
- Neighborhood Initiative Department
- Finance Department

Established City Committees, commissions and boards that may provide insight and support on various projects include:

- Planning Board
- Zoning Board
- Ethics Committee
- Aid to the Handicapped Committee
- Recreation Advisory Committee
- Geneva Green Committee
- Public Art Committee
- Downtown Neighborhood Association
- Human Rights Commission
- Shade Tree Committee

### 4.2. Administration of DRI Funding for Private Projects

Contracting agencies (i.e., Empire State Development Corporation, New York State Housing Authority, New York State Department of State, etc.) would enter into an agreement directly with the responsible party for any private projects. The responsible party will coordinate with the state agencies supervising the progress of their project. The responsible party will draft status reports for the managing state agency, prepare reimbursement requests, and oversee any other day-to-day tasks needed to fulfill grant requirements.



# Section V | Public Involvement

Community engagement was at the heart of the development of the Downtown City of Geneva Strategic Investment Plan. The recently completed Comprehensive Plan (2016), which included a robust engagement component, served as the framework for establishing a diverse and welcoming engagement strategy that embraced and encouraged participation from range a of stakeholders. The process focused on listening, educating and integrating the public’s vision into strategic goals and implementation projects.

Key elements of the community engagement strategy are listed below and described in further detail within this section:

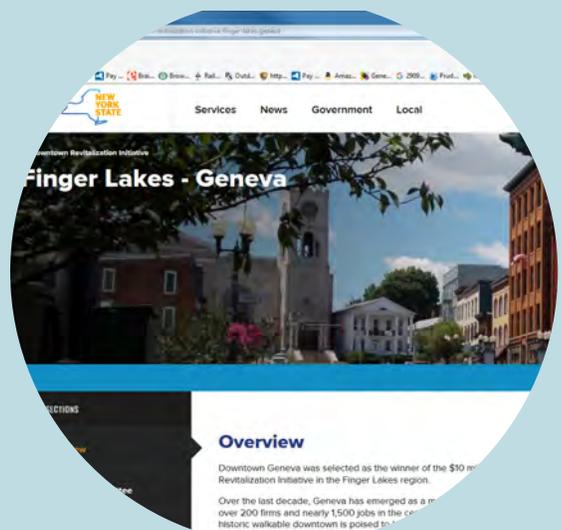
- Local Planning Committee Meetings.** The Local Planning Committee (LPC), established by New York State, was the responsible entity for identifying and prioritizing projects for recommendation to the state through the DRI process. The LPC was responsible for providing direction, reviewing interim deliverables and providing feedback on projects. The Local Planning Committee met five times over the course of the five-month planning process.
- Small Group Focus Group Sessions.** Focus groups were established based on topics identified through the DRI application and Comprehensive Planning process. Focus Group meetings were organized around six topics: 1) Connectivity, 2) Arts and Culture, 3) Economic Opportunity, 4) Private Investment, 5) Civic Amenities, and 6) Finance. Two series of focus group sessions were held over the course of the DRI planning process.
- Stakeholder Interviews.** The Consultant Team met with dozens of individuals over the course of the planning process, including those identified by the City and at individuals’ request.



Public Workshop #1



Project Storefront at 435 Exchange Street



Project Website

Photo Credit: Bergmann Associates



- **Building Tours with Property Owners.** In order to better understand redevelopment potential within existing buildings, Consultant Team members toured nine underutilized structures to determine reuse potential.
- **Storefront Open Hours.** A downtown storefront, located at 435 Exchange Street, was graciously donated by the property owner for use by the Consultant Team for the duration of the planning process. The storefront served as a hub for Consultant Team members when in town. In addition, weekly “open hours” provided opportunities for the public to stop in and talk with City staff or a member of the Consultant Team regarding project ideas, process and document feedback.
- **Public Workshops and Informational Meetings.** Three public meetings were held at each of the three key phases of the process – 1) Project Identification, 2) Project Prioritization and 3) Priority Project Identification. Further descriptions and outcomes of each of the meetings is included below.
- **Educational Workshop (Tax Credit 101).** A workshop was offered through the DRI, open to all Geneva community members, to provide general information regarding available tax credits for property owners. The Landmark Society of Western New York reviewed historic rehabilitation tax credits for residential and income-producing properties and DRI Consultant Team members provided an overview of Low-Income Housing Tax Credits that may be beneficial to projects with a residential component.
- **Project Website:** The New York State Department of State established a project-specific website at: <http://www.ny.gov/downtown-revitalization-initiative/finger-lakes-geneva>. The website was an important portal of information for the general public, with various draft deliverables, upcoming meeting notifications and meeting outcomes posted to the website. A “Contact Us” page on the website was used by many interested residents as a means to share feedback and ideas during the process. All website feedback was compiled into a single document that was shared with LPC members for consideration when identifying preliminary and priority projects.

The engagement activities described above were held in three distinct clusters to provide continuous and meaningful engagement that corresponded with the three primary phases of the planning process.

Presentation topics and outcomes from each of the engagement activities are summarized below.

## 5.1. Project Kick-Off Meeting

The official project kick-off meeting was held with the LPC on October 4, 2016. The meeting was attended by 17 LPC members, as well as over 40 members of the general public. As the introductory meeting to the process, the presentation by the Consultant Team provided a broad overview of the DRI program, contextual information related to other recent projects and initiatives in the City of Geneva, and a review of the project scope and timeline.

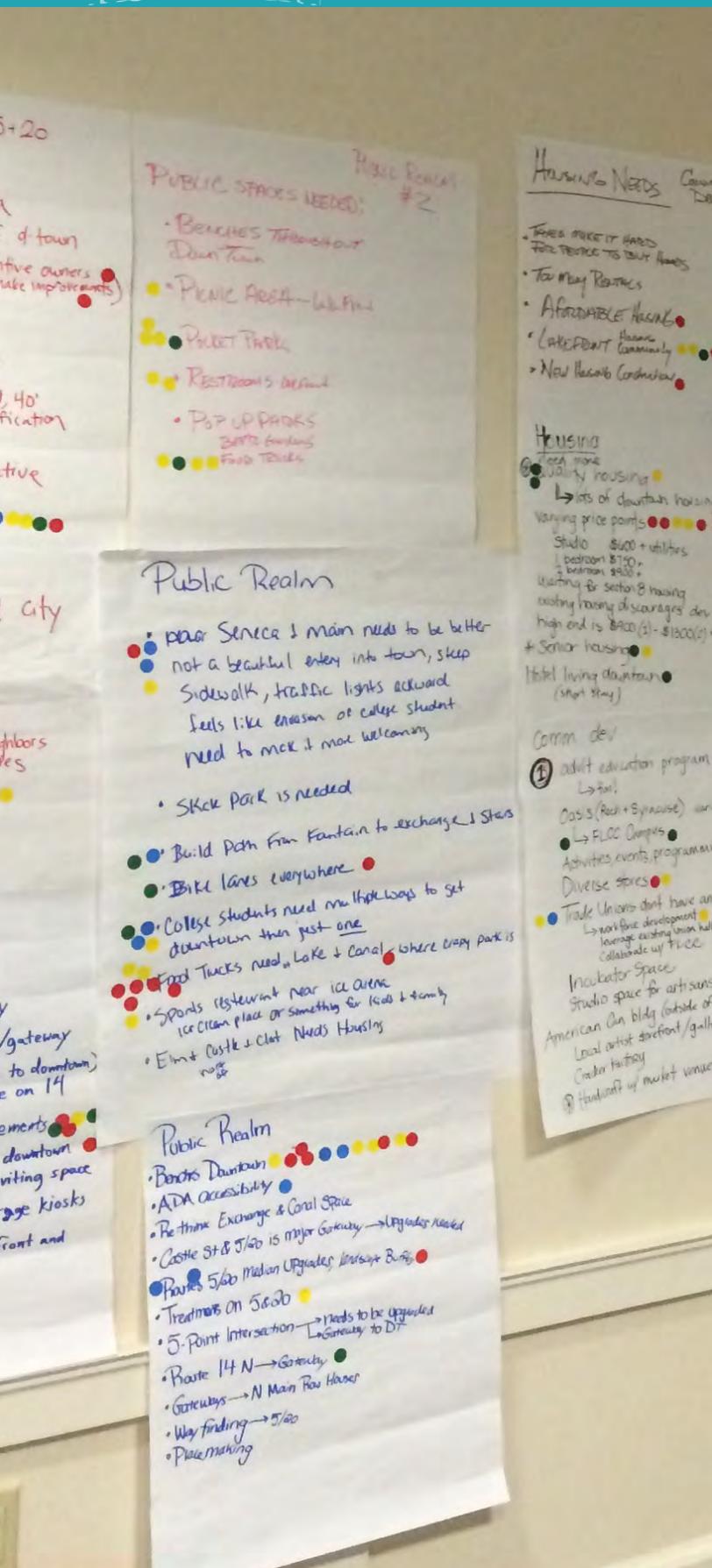
The majority of the meeting was dedicated to gathering feedback from LPC members to lay a foundation for future work associated with the DRI.

LPC members noted Geneva's most significant assets:

- Restaurants
- Lakefront
- Wide streets
- Smith Opera House
- Educational institutions
- Small business
- Diverse population
- Residents' commitment
- Access to fresh food
- City's architecture
- Lots of parking
- City's rich history
- City's unique character
- Ample hotels
- Finger Lakes region/brand

...as well as recognized some of the challenges facing downtown:

- Blighted buildings
- Traffic and congestion
- Low periods of activity
- Access to a grocery store
- Diversity and lack of integration
- The upstate economy
- Shortage of retail options
- Entertainment options other than bars
- Lack of employment opportunities
- Lack of bike lanes
- Lack of pedestrian friendly connections
- Competition with Routes 5 & 20
- Connectivity issues
- Lack of visual identity
- No real gateway feature for the city
- Not ADA compliant
- Lack of landscaping
- Lack of children friendly activities
- Underutilized parks and open space
- Lack of programming and signage
- Empty storefronts
- Unsafe connections to the lakefront
- Existing tunnel is not conducive for use
- Parking for residents



Project Storefront - Photo Credit: Bergmann Associates



## 5.2. Project Identification Workshop Meeting

The first of the multi-day events took place on Thursday, October 27th and Friday, October 28th, 2016. In addition to City staff and State agency representatives, ten Consultant Team members assisted with a range of meeting facilitation and site visits.

Over the course of the two days, the Consultant Team toured nine downtown buildings, met with 15 individual stakeholders and facilitated six focus group meetings. In addition, the storefront was open to welcome individuals seeking information on the process.

Day 1 culminated in a public workshop held at the Scandling Center on the Hobart and William Smith College campus. Day 2 culminated with LPC Meeting #2.

### Focus Group Meetings

As noted above, six themed focus groups were convened, each with participation ranging from six to thirteen people. Each of the groups was asked to identify potential projects that would contribute to the vibrancy and revitalization of downtown Geneva. Many similar themes were expressed among the various focus groups, regardless of focus groups' theme. Broad project ideas included:



Focus Group Meeting - Photo Credit: Bergmann Associates

## Public Workshop #1

At the first public workshop the Consultant Team presented an overview of the DRI process, similar to the information shared with the LPC at LPC Meeting #1. The overview included a description of the DRI program, a recap of recent planning initiatives undertaken in the City of Geneva, and a review of the DRI process, scope and timeline. The meeting culminated with small group discussions around the following topics:

1. Applying the Citywide Vision to the DRI Study Area
2. Connectivity and Transportation
3. Public Realm
4. Economic Development
5. Community Development

A series of questions were presented for each of the topics and attendees were asked to document their comments on large white boards, as well as on a blank map of the DRI Study Area. Following the group discussion, participants were asked to take 15 stickers and walk around the room, placing 3 stickers on what they thought to be the most important themes for each of the 5 topic areas. The following were the top three priorities chosen by the public within each topic area:

### **Applying the City's Vision Statement to the Downtown:**

- Historic, Architectural Heritage
- Diverse, Inclusive
- Unique

### **Connectivity and Transportation:**

- North End area of Geneva is cut off from Downtown and access to food
- Connect the City to the waterfront
- Make broadband available to all

### **Public Realm:**

- Put more pedestrian amenities, such as benches and public restrooms Downtown
- Increase the amenities and use in Bicentennial Park
- Allow and promote food truck in the downtown and waterfront area

### **Economic Development:**

- Façade Improvements
- Infill Development
- Empty Storefronts, Diversity of Retail is Needed

### **Community Development:**

- Housing availability at varying price points (mid-level)
- Public Transportation
- Food Co-Op/Grocery/ Food Access/ Foodlink, Year-round Farmers Market

### **Arts and Culture:**

- Smith Opera House
- Public Art
- Space for local artisans/studios



Public Workshop I - Photo Credit: Bergmann Associates

## LPC Meeting #2

LPC Meeting #2 was held at the Geneva Housing Authority on Lewis Street. The meeting presentation included a re-cap of public engagement activities to date, as well as a review of feedback received from community members to determine specific projects consistent with comments and ideas presented by the public and stakeholders.

LPC members reviewed the project themes identified by the public, agreed with all ideas, and added to the list of considerations for potential DRI projects.

### **Applying the City's Vision Statement to the Downtown**

- Welcoming
- Friendly
- Inclusive

### **Connectivity and Transportation / Public Realm**

- Tunnel is an important connection
- Parking needs better signage and lighting to increase its visibility
- Upgrade the trail system to be multi-modal
- Analyze the 5-point intersection and the existing pedestrian issues

### **Economic Development**

- Desire to encourage food trucks to activate the downtown
- Activate "dead spaces", especially on Sundays
- Youth center
- Support Dove Block and East Castle Block
- Façade improvements on buildings located in the downtown area

### **Community Development**

- Rebranding farmers market to public market
- Ensure that RTS is included in the discussion, could RTS and Wegmans collaborate
- Include teen activities downtown
- Highlight the School District's achievements to attract more families

### **Arts and Culture**

- No additions made to public workshop list by LPC members.

### **Key Outcomes**

At the conclusion of the Phase 1 Workshops, adequate information was shared with the Consultant Team to solidify a preliminary list of projects and advance to Phase 2: Project Prioritization.



LPC Meeting II and Focus Group Meeting - Photo Credit: Bergmann Associates

## 5.3. Project Prioritization Meetings

The second round of meetings occurred over a two-day period in mid-December- Wednesday, December 14th and Thursday, December 15th. Similar to the first round of meetings, a range of engagement activities were held over the two-day period. Meetings included one-on-one stakeholder meetings, six focus groups, LPC Meeting #3, and Public Workshop #2.

The focus group sessions served as a follow-up to the original meetings, with consultant team members sharing the preliminary list of projects for each of the topic areas. Facilitators engaged focus group attendees in discussions around the projects and noted any comments or gaps in the project list.

Added to this round of meetings was a focus group specific to the topic of downtown parking. At this meeting, attendees shared their concerns about parking in the downtown core, including proximity, availability, enforcement, burdensome regulations and time constraints.

Both LPC Meeting #3 and Public Workshop #2 had similar agendas, with the goal of understanding preliminary priorities for the initial set of identified projects. In both meetings, members of the Consultant Team reviewed the process to date and provided an overview of the criteria and standards to be considered when reviewing projects.

Twenty-three (23) potential projects were presented, with some having multiple options for consideration, such as Routes 5 & 20. After each project was described in detail, LPC members and the general public, at each of the respective meetings, were asked to “spend” ten million dollars in Geneva Dollars. Jars representing each project were dispersed around the meeting room at the Ramada Hotel and attendees were given ten million dollars to place in the jars, reflecting the projects they saw as most integral to the long-term revitalization and vibrancy of Geneva’s downtown.



Public Workshop Prioritization - Photo Credit: Bergmann Associates





The following table indicates the priority project ranking from both LPC members and the general public:

**Table 20**

Project	LPC Ranking	Public Ranking
<b>Smith Opera House</b>	<b>1</b>	<b>1</b>
Public Market	2	14
Shuttle Service	3	18
Marketing Collateral	4	11
<b>Public Arts Program</b>	<b>5</b>	<b>4</b>
5 Point Intersection Crossing	6	12
<b>City Square</b>	<b>7</b>	<b>7</b>
<b>Streetscape and Gateway</b>	<b>8</b>	<b>10</b>
Bicentennial Park	9	15
Marina	10	16
Workforce Development	11	2
Broadband	12	3
Façade Improvement Program	13	9
Tunnel Improvements	14	13
Downtown Adaptive Reuse Fund	15	5
Project Management	16	19
Beach	17	8
Routes 5 & 20 with Roundabout	18	26
Routes 5 & 20 Road Diet	19	22
<b>Downtown Affordable Senior Housing</b>	<b>20</b>	<b>25</b>
<b>Food Incubation Facility</b>	<b>21</b>	<b>20</b>
<b>Routes 5 &amp; 20 Landscape Median</b>	<b>22</b>	<b>21</b>
Small Business Loan Fund	23	17
<b>Capital Fund for Equipment</b>	<b>24</b>	<b>24</b>
<b>5 Point Intersection Roundabout</b>	<b>25</b>	<b>23</b>
Resiliency Center*		6

\*Project only presented at public workshop

While there was a wide diversity in outcomes between the LPC and the public regarding priority projects, there was some consistency in the Top 10 (orange) and Bottom 5 (teal).

While some projects ranked high during the second round of meetings, additional guidance from the state or other stakeholders during the planning process required modification to the initial project list. Highlights are noted below:

- A meeting with RTS lead to the removal of the shuttle service project from the DRI list, as RTS felt they could accomplish this project without financial support from the state.
- Workforce Development was ultimately identified as not being a fundable program through the DRI as there are other funding sources available.
- Funding for open programs, such as adaptive reuse, façade improvement, and small business loans would be capped at \$500,000 combined. As the original proposal called for \$3 million for adaptive reuse projects, private developers were asked to submit applications by January 13, 2017 to be considered for DRI funding for private development / adaptive reuse projects.
- The final list of potential projects included private adaptive reuse projects as recommended by the state (in lieu of a large, general fund).
- Moneys for project management were not eligible for DRI funding.
- Operational and programmatic costs would not be fundable through the DRI program.



**Key Outcomes:**

As a result of feedback from the second round of meetings, the project list was amended to remove poorly performing projects. At the conclusion of the Phase 2 Workshop, the Consultant Team had a solid understanding of initial community priorities to advance projects to the project profile phase.



Public Workshop Prioritization - Photo Credit: Bergmann Associates



## 5.4. Priority Project Identification Meetings

The final series of meetings was held on January 30th and January 31st, 2017.

### Local Planning Committee Meeting #4

Local Planning Committee Meeting #4 was held at the Geneva Housing Authority. The primary goal of this meeting was to narrow a list of 30 projects to those of the highest priority for advancing the vision, goals and strategies identified for the Geneva DRI. In advance of the meeting on January 30th, LPC members were provided significant materials to review in preparation for the meeting.

After a brief presentation outlining project considerations, LPC members were broken into three small working groups to have an initial discussion around priority projects. Each member was asked to identify their priority projects, which were noted on a large sheet of paper with all 30 projects listed. Projects identified by all in the group were transferred to the priority list, while projects identified by no group members were deleted from the list. Significant discussion occurred around rounding out the balance of the list to identify \$10+ million dollars in projects.

Following a short break, LPC members reconvened as a large group to finalize the list of priority projects. The same process was undertaken, with similarly ranked projects between the three groups making it to the priority project list. LPC members discussed outlier projects and voted on specific projects; if a majority of those present selected a project it was identified on the priority list.

At the conclusion of the meeting, 17 projects representing approximately \$11.6 million dollars were identified as priorities.

### Public Workshop #3

Building on the work of the Local Planning Committee from the previous evening, the public meeting included two phases: 1) a presentation of the final, recommended projects for submittal to New York State for funding consideration and 2) a written comment period.

Representatives of the Consultant Team reviewed each of the 17 projects, including total cost, DRI request and an overview of the project. At the conclusion of the presentation, the meeting remained open for an hour and allowed the public to have one-on-one discussions with Consultant Team members, as well as time to share written comments with the Consultant Team. The written comments, in lieu of an open discussion, ensured that all feedback was carefully documented and easily summarized for distribution to the LPC the following day for consideration.



## 5.5. Project Close Out

### Local Planning Committee Meeting #5

The final LPC meeting was held on February 8th at the Geneva Housing Authority to confirm the list of priority projects. The LPC discussed numerous projects and completed a hard copy ballot to record final project votes. As an outcome of this meeting, the initial list of 17 projects was confirmed and a project was added resulting in a total of 18 priority projects.

# Part Two: Strategic Investment Plan

City of Geneva







## Statement of Community Vision

In 2016, the City of Geneva underwent an extensive visioning process in support of the Comprehensive Plan Update. Building on the Comprehensive Plan's city wide vision was key to the process of creating the vision for the Downtown Revitalization (DRI). The city wide vision statement was personalized to the DRI Study Area and carried through the entire process. This vision statement notes resources should be used in a way that makes Geneva a more beautiful, more prosperous, more equitable, more connected and more sustainable community than it is today. The DRI's goal statements aim to support this vision within the DRI Study Area.

**Beautiful,  
Prosperous,  
Equitable,  
Connected,  
and Sustainable.**

Downtown Geneva is the vibrant core to a diverse and resilient city. Situated along the shores of Seneca Lake, the downtown and waterfront are seamlessly integrated creating a unique setting for residents and visitors alike. The City leverages its diverse natural, cultural and historic resources to create a community that provides employment, housing and a high of quality of life for all residents, today and in the future.



## Section VI | Profiles of Priority Projects Proposed for DRI Funding

Through extensive community engagement, the Local Planning Committee (LPC) defined projects that they felt align with, and advance the revitalization strategies of the DRI. The Committee received 30 preliminary projects, 18 of them were chosen as priorities. LPCs prioritized catalytic projects that presented the strongest likelihood of jump-starting or continuing downtown revitalization and investment in the community.

For each project and initiative, the LPC considered a range of criteria to determine which projects would meet the overarching goals and objectives of the DRI. Below is a list of criteria utilized by the LPC to determine priority project recommendations:

- Catalytic potential – the ability to make other things happen
- Estimated community and economic benefits
- Estimated impacts on tax revenue
- Transformative potential- elements that fundamentally change the downtown and how it is perceived
- Capacity to leverage private or public sources of funds
- Public support
- Readiness and timeframe required for implementation (in coordination with other programs, projects, initiatives or capital improvements)
- Market demand and economic feasibility
- Employment and workforce development potential
- Regulatory challenges that would need to be addressed
- Capacity of responsible parties to implement the initiatives
- Ability to provide a sustainable impact in the downtown
- Operating arrangements to ensure that the project is successful, including ongoing maintenance
- Existing local capacity and needs to sustain the implementation of projects and initiatives

The following Priority Projects will ultimately allow for the City of Geneva’s downtown to become a more active, desirable and diverse downtown while aligning with and advancing existing local and regional plans. Choosing the Priority Projects for DRI funding has the potential to transform elements of the downtown while increasing the quality of life of the City’s residents, business owners, and visitors alike.

Figure 16 DRI Study Area Boundary | Source: Bergmann Associates, 2016



# DRI PRIORITY PROJECTS

## Downtown Revitalization Initiative

Source: City of Geneva

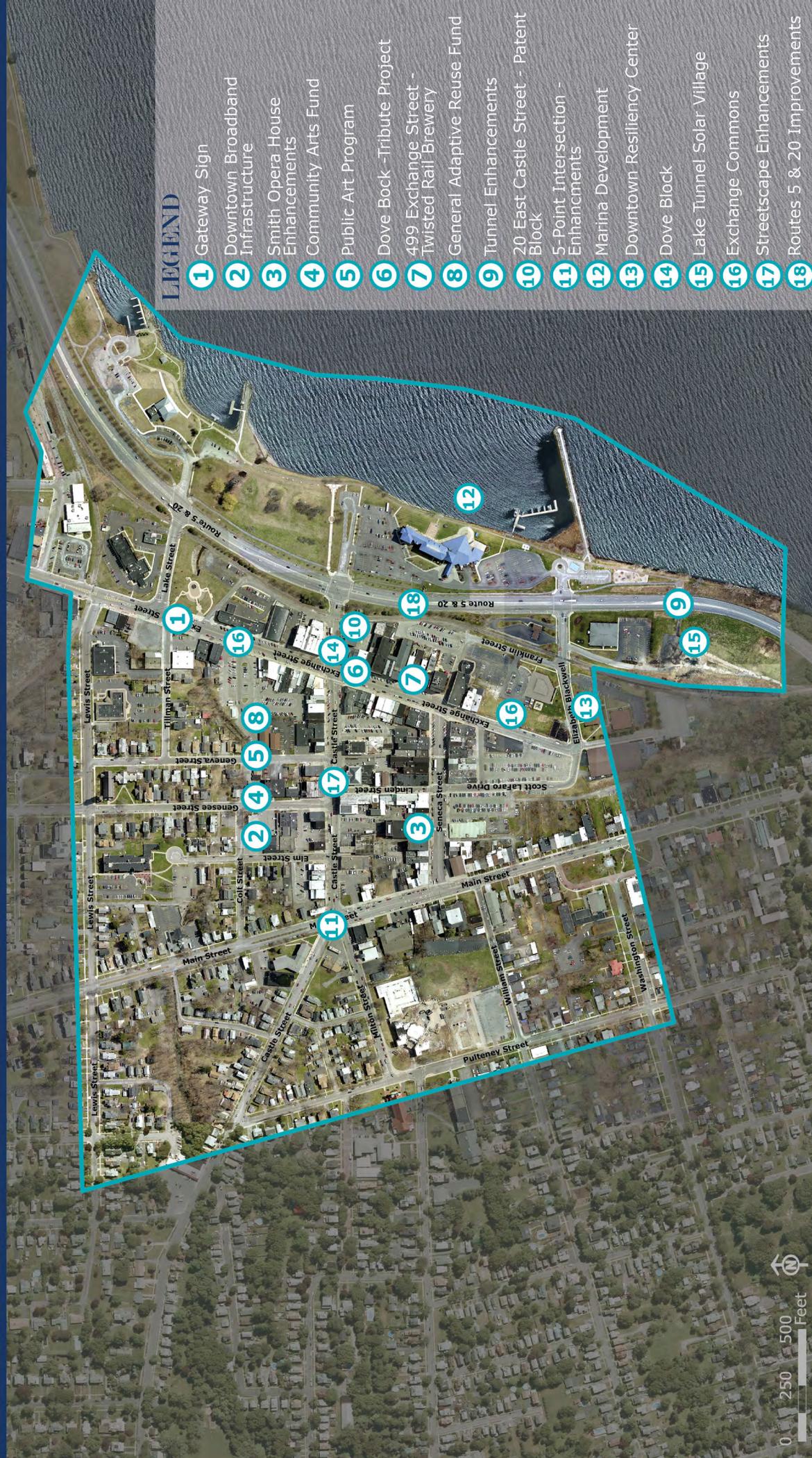


Figure 17 DRI Master Plan | Source: Bergmann Associates, 2016



# MASTER PLAN

## Downtown Revitalization Initiative

Source: City of Geneva



### LEGEND

-  Gateway Sign
-  Downtown Broadband Infrastructure
-  Smith Opera House Enhancements
-  Community Arts Fund
-  Public Art Program
-  Dove Bock - Tribute Project
-  499 Exchange Street - Twisted Rail Brewery
-  General Adaptive Reuse Fund
-  Tunnel Enhancements
-  20 East Castle Street - Patent Block
-  5-Point Intersection - Enhancements
-  Marina Development
-  Downtown Resiliency Center
-  Dove Block
-  Lake Tunnel Solar Village
-  Exchange Commons
-  Streetscape Enhancements
-  Routes 5 & 20 Improvements



The following section describes each of the Priority Projects recommended for DRI funding. Projects are listed in ascending order by the requested DRI dollar amount.

## Gateway Sign

### Project Title –

Design, construction and installation of a Downtown Gateway Sign

### DRI Funding –

\$100,000

### Summary Description –

The project includes the design, construction and installation of a gateway sign, possibly over Exchange Street near the intersection with Lake Street. The sign would create an archway, acting as a gateway feature clearly delineating and welcoming visitors to the downtown.

### Location –

The intersection of Exchange Street and Lake Street in Geneva, NY (or other location in DRI Study Area, to be determined)

### Identification of the Responsible Parties –

The City of Geneva will be responsible for the maintenance of the gateway sign, as well as selecting a contractor to design and install the sign.

### Capacity –

The City of Geneva Department of Public Works has the capacity to oversee the long-term maintenance of the gateway sign, which is expected to be minimal.

### Project Partners –

The Public Art Committee may be included in signage design development.

### Strategies –

The objectives of the proposed gateway sign also align with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Finger Lakes Regional Economic Development Council Progress Report (2016).** The plan identifies investing in communities and infrastructure as a major strategy. The implementation of a gateway sign is an enhancement to the City's existing built environment, in turn investing in the community.
- **The City of Geneva's Comprehensive Plan (2016).** This plan identified improving the major corridors as a main priority. The implementation of the gateway sign fulfills this priority by strengthening the community's identity for visitors and residents alike.



- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report provides strategies for bolstering the region’s national and international reputation for tourism. The proposed gateway sign would act as an integral component to the City’s branding and tourism identity.
- **Master Plan (1997).** This plan recognized the need to promote community values through quality regulations for urban design and signs. The proposed gateway sign would not only feature City-branding but would also create a more welcoming atmosphere for visitors.
- **Geneva Business Improvement District Downtown Business Development Strategy (2008).** This plan identified streetscape improvements as a vital component to the economic health of downtown Geneva.
- **Lakefront/Downtown Development Plan (2010).** This plan recommended improvements to downtown signage and gateways in order to effectively establish the City as a destination for culture, events, and business.
- **City of Geneva Economic Development Strategy (2011).** This report prioritized tourism and tourism-oriented programming. Ultimately, the proposed gateway sign would welcome tourists and residents to the downtown area and further the City’s unique sense of place.

The gateway sign also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Create strong gateways and transform civic amenities to drive business attraction, visitors and residential recruitment.

## Description –

The implementation of a gateway sign over Exchange Street, a major corridor within the DRI Study Area, would create a defining gateway feature for all forms of transportation. During various community engagement activities, the public raised concerns about truck traffic through the downtown. The sign could act as a visual deterrent for truck drivers wanting to use Exchange Street as a shortcut as opposed to designated truck route.

The project supports the following Project Selection Criteria:

- Alignment with DRI strategic goals for the downtown
- Alignment with existing local and regional plans
- Alignment with ongoing activities
- Transformative potential- elements that fundamentally change the downtown and how it is perceived
- Anticipated community and economic benefits
- Public support
- Project readiness and anticipated timeframe for implementation



## Renderings, Site Plan, and Graphics –

The following are representative graphics. Actual design would be finalized once the project is funded.





### **Estimated Costs –**

DRI Funding Request: \$100,000

City Matching Funds: \$100,000

Total Project Cost: \$200,000

### **Funding Sources –**

The City will match the requested \$100,000 in DRI funding.

### **Site Ownership/Legal Jurisdiction –**

The sign would be owned and maintained by the City of Geneva.

### **Regulatory Requirements –**

NYS DOT Approval/Permitting, City Approval/Permitting.

### **Public Support –**

The public identified the gateway sign as a priority project during the December 2016 Public Prioritization Workshop. The project was voted the 12th most important project to be implemented in the City out of 27 projects. The Local Planning Committee identified this project as the 10th most important project during the initial prioritization exercise.

### **Anticipated Revitalization Benefits –**

By prominently displaying City branding, the proposed gateway sign will further Geneva's unique sense of place and foster a welcoming and cohesive environment. As an integral component to the City's tourism identity, the sign will bolster Geneva's built environment and character. Coupled with other proposed enhancements to the streetscape, the sign will enhance downtown's charming and inviting appearance.

### **Beneficiaries –**

The proposed gateway sign will create a more welcoming environment for residents and visitors entering downtown. As a result, increased visitation and investment in downtown will benefit local businesses. The improved place-making and community cohesion resulting from the display of Geneva's existing branding will benefit the City as a regional tourism destination.

### **Cost-Benefit Analysis –**

Gateways create a sense of arrival and are often the first impression visitors gain of a city. The use of unique arrival signage can create a positive and coherent identity, improve navigation and connectivity, and facilitate business activity by providing better access to local businesses. Indirect economic benefits of branded wayfinding and gateways may include:

- Increased spending by local and regional visitors
- Improved wayfinding and attraction to the downtown area
- Increased sales tax revenues
- Increased spending at recreational and cultural facilities and events



### **Jobs Created –**

No permanent jobs would be created in conjunction with this project.

### **Timeframe for Implementation and Project Readiness –**

Month 1	Conceptual design
Month 2-4	Reviews and approvals
Month 5	Final design
Month 6-7	Fabrication
Month 8	Installation

### **Project Metrics –**

The impact on downtown revitalization will be measured through the following metrics:

- Community visitor response received through intercept surveys conducted annually
- Traffic calming
- Reduce truck traffic through downtown



## Downtown Broadband Infrastructure

### Project Title -

Install Open Access Fiber Optic Broadband Infrastructure Downtown (Dark)

### DRI Funding -

\$150,000

### Summary Description -

This project includes the installation of approximately 1.5 miles of open access dark fiber broadband infrastructure in the heart of the DRI Study Area to benefit both commercial and residential properties and catalyze economic development in this area. Dark fiber refers to fiber-optic cables that are not yet in use.

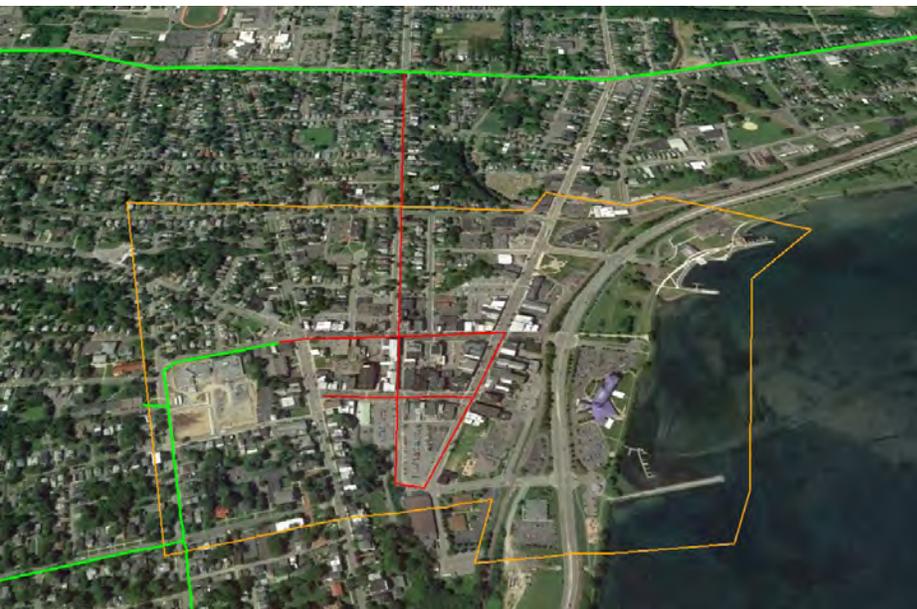
The City has existing financial resources available to install four public Wi-Fi hotspots. If this broadband project is awarded, the public Wi-Fi hotspots will be tied into the open access dark fiber network and offer faster access for residents and visitors.

### Location -

In the map at below, the orange line shows the DRI Study Area, the green line shows where fiber exists currently and the red line shows proposed new lines as part of this project. This project brings the fiber down Genesee Street from the existing open network fiber along North Street. Within the DRI Study Area, lines will run east and west along Route 14 and Route 1 from Main Street to Exchange. Lines will also run north and south along Exchange Street and Linden Street from Route 14 to Elizabeth Blackwell Street. As shown, this will create two connections with existing open network fiber, creating a ring that runs through Geneva's downtown.

## What is Dark Fiber?

The term dark fiber refers to fiber optical cables that are currently in place and underground but not in use. Fiber optic cables convey information in the form of light pulses so the term "dark" means no light pulses are being sent.



#### Legend

- DRI Study Area
- Existing Fiber Lines
- Proposed New Fiber Lines



## Identification of the Responsible Parties -

This project requires a partnership between Access Ontario and the City of Geneva, who will be the primary contracting entity.

## Capacity -

As the project lead, Access Ontario has capacity and expertise to successfully implement this project. Once the implementation plan is prepared, this project will not require a significant effort on the part of City of Geneva or other stakeholders.

## Project Partners -

- Access Ontario – Project lead
- City of Geneva – Project management
- NYSDOT – Coordination, permitting

## Strategies -

The objectives of implementing the broadband within the DRI Study Area aligns with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Downtown Revitalization Initiative Application (2016).** The application cites enhancing entrepreneurship throughout the City and enhancing the existing residents' quality of life. The implementation of high speed broadband into the DRI Study Area allows for access to broadband to go from being an amenity to a public utility by allowing access free of charge to residents.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** The plan identifies investing in communities and infrastructure as a major strategy. The implementation of infrastructure to allow for high speed broadband within the DRI Study Area is an enhancement of the City's existing built environment, and upgrades the City's existing infrastructure in turn investing in the community.
- **The City of Geneva's Comprehensive Plan (2016).** This plan identified creating program and strategies that will help reduce the poverty rate in the City. The implementation of downtown broadband fulfills this priority by providing this amenity free of charge to visitors and residents alike.
- **City of Geneva Economic Development Strategy (2011).** This report prioritized tourism and tourism-oriented programming. Ultimately, the proposed broadband implementation would welcome tourists and residents to the downtown area and further the City's unique sense of place.

The downtown broadband project also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Expand support for new and small business development.



## Description -

This Infrastructure Improvements will help transform downtown Geneva, by providing a necessary amenity to all residents and business owners.

Open Access fiber provides any carrier the ability to lease access to the network instead of installing their own infrastructure and charging other carriers elevated-fees to access the network. Open access networks equalize the market and increase competition among carriers. Benefits to consumers (local businesses and residents) include increased choice and lower prices.

Increasing internet capacity and speeds downtown is critical for supporting Geneva's emerging food and beverage innovation district and overall economic growth. For the innovation district to be realized, Geneva must foster a community-wide digital culture that supports innovation, entrepreneurship, and improved quality of life. However, as explained in *Developing an Integrated Digital Economy and Culture*, broadband infrastructure always comes before the culture catches up. As more people are connected, and more relationships and networks flourish, more new businesses and industries will start and grow.

The \$150,000 requested would cover the full installation of the proposed 1.5 miles of fiber.

To reduce costs and stretch the budget further, the approach to installation of the dark fiber network throughout the DRI Study Area will be coordinated with other planned and ongoing construction projects, especially those included in this strategy. This will require a needs assessment, planning and coordination with other DRI construction projects such as streetscape investments, and development of an implementation plan:

**Conduct needs assessment** – Identify properties and corridors in the DRI that would most benefit from installation of dark fiber. Hold a focus group of property owners and local businesses to gauge need and interest and timelines for individual projects these stakeholders are planning to undertake.

**Review planned/ongoing projects** – Identify all ongoing, planned, and proposed projects in the DRI Study Area and expected timeline for each. This will require coordination with property owners, local businesses, City of Geneva, and the State.

**Develop implementation plan for installation** - Based on information collected from the needs assessment workshop and review of planning and ongoing projects.

## Renderings, Site Plan, and Graphics -

Not Applicable.

## Estimated Costs -

Conservative estimates by industry experts indicate that design and construction of a below-grade fiber network costs approximately \$100,000 per mile. Therefore, the proposed installation of 1.5 miles of fiber will total \$150,000. This is a conservative estimate, which will be revised during the design phase.

There are no maintenance or long-term operation costs.



## Funding Sources -

The project is recommended to be fully funded through the DRI.

The City has \$50,000 available to install four public Wi-Fi hotspots in the Downtown, which will be leveraged by the installation of the proposal open network broadband infrastructure.

## Site ownership/Legal Jurisdiction -

All construction will occur in the NYS Department of Transportation right-of-way.

## Regulatory Requirements -

Permitting for construction in the NYS DOT right-of-way.

## Public Support -

The Geneva community understands that access to high-speed broadband infrastructure is critical to supporting the food innovation district downtown. This project received significant support during the prioritization process, ranking third among all projects in terms of importance by both the Local Planning Committee and the general public.

## Anticipated Revitalization Benefits -

Anticipated outcomes of this project include improved welfare, consumer benefits and potential for business and job growth.

## Beneficiaries -

Benefits to consumers (local businesses and residents) include increased choice in telecommunications providers and lower prices. Buildings and sites with dark fiber are more attractive and perform better in the marketplace.

Secondary beneficiaries include users of the public Wi-Fi network that will be installed by the City as a separate project. Beneficiaries include businesses who will no longer have to provide free Wi-Fi, residents who may not be able to afford a monthly broadband contract, and visitors to the city who require a data connection during their visit to the city.

## Cost-Benefit Analysis -

This project leverages a \$500 million investment through the State's New NY Broadband Program, initiated by Governor Cuomo in 2015. Recognizing the economic importance of broadband infrastructure and building on prior state investments in broadband deployment, the State initiated the program to deliver high-speed internet access to underserved communities across the state. Recent studies have shown correlation between broadband access (and effective usage) and economic gains, such as income growth and increased employment levels which could be realized in the City of Geneva and surrounding region.

In a frequently-cited World Bank study, the authors conclude that every 10% increase in broadband access can create a 1.21 percentage point increase in per capita GDP growth. Making broadband available would mean economic growth of 1.21 percentage points faster than without broadband. Various studies note different anticipated impacts of the same 10% increase in broadband penetration, from as low as 0.24 percentage points to as high as 1.5 percentage points.



For example, New York State’s GDP in Q3 2015 was \$1.46 trillion according to the US Bureau of Economic Analysis. If the state could increase broadband penetration by 1%, that would equate to another 200,000 people being connected at high speeds to the internet, given the state’s population of 20 million. We would anticipate a change of 0.121 percent to GDP to result from this increased penetration, or \$1.76 billion in GDP using the World Bank estimate, all other factors held constant.

The speed of broadband is also an important factor, as doubling broadband speeds for an economy can add 0.3 percent to GDP growth, and moving from a speed of 0.5 Mbps to 4 Mbps correlates to an increase in household income by \$3,864 per year.

Source: New York State Broadband Program Office, 2017

Source: Broadband’s Contribution to Economic Health in Rural Areas, 2015. Brian Whitacre, Oklahoma State University, Roberto Gallardo, Mississippi State University, Sharon Strover, University of Texas

Source: Broadband’s Economic Impacts: The Public ROI on Investment in Broadband Deployment, Camoin Associates 2016

## Jobs Created -

While installation of the dark fiber network will create some temporary construction jobs, this project will not generate any permanent jobs.

## Timeframe for Implementation and Project Readiness -

This project is ready to begin immediately and is estimated to take at the longest 18 months to be fully implemented after receiving funding.

Month 1-2	Preliminary Planning
Month 2-18	Construction

## Project Metrics -

The impact on downtown revitalization will be measured through the following metrics:

- Number of commercial buildings with high-speed access
- Number of households with access, including number of low-income households with access
- Number of providers in the marketplace
- Telecommunication costs for residents and commercial users



## Smith Opera House Enhancements

### Project Title –

Smith Opera House Enhancements

### DRI Funding –

\$182,900

### Summary Description –

The project includes upgrades and installation of exterior architectural lighting, informational sidewalk marquee, addition of catering kitchen to existing Cabaret space, upgrades to screen/monitor, and upgrades to the dressing rooms.

Currently the Smith Opera House can appear as a dark segment of Seneca Street, surrounded by the lights and signage of neighboring bars and restaurants. The project is geared towards increasing downtown activity by increasing the frequency of high quality acts on the Smith stage, upgrading and adding new features to existing spaces that would allow increased use of facilities, and increasing the visibility and identity of the Smith Opera House by highlighting its architectural features and bringing public art to Seneca Street.

### Location –

82 Seneca Street, Geneva NY 14456

### Identification of the Responsible Parties –

The Smith Center for the Arts

### Capacity –

The Smith Center for the Arts will be responsible for this project. The Smith Center for the Arts has been responsible for a number of the improvements that have already occurred or are currently underway, including the interior renovations funded through the Homes and Community Renewal (HCR) New York Main Street Program.

### Project Partners –

The Smith Center for the Arts will be the organization charged with overseeing, implementing and managing the project.

### Strategies –

This project aligns with the DRI strategies associated with promoting projects that transform civic amenities and support and strengthen our local arts and culture community. The project is also consistent with local and REDC strategies, as noted below:

- **Geneva Comprehensive Plan (2016).** This plan states that “our arts, architectural, and recreational assets are important to us” and notes that local decision makers should be considerate of the promotion of arts and other creative resident-led initiatives when making policy and regulatory decisions. The plan also emphasizes the “activation of downtown” through the arts, which would be accelerated by improvements to the Smith Opera House.



- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report states that, in combination, tourism and the arts bring millions of visitors to the Finger Lakes region annually, resulting in positive economic development and enhancements to quality of life. By increasing the quality and frequency of performances, the Smith Opera House has the potential to continue transforming downtown Geneva into a regional hub for the arts and culture, thereby strengthening the region's national and international reputation for tourism.
- **Geneva Public Art Plan and Public Arts Policy (2014).** These documents recognize that public art, whether it be music performances, murals, or theater productions, is essential to creating and continually fostering a vibrant community. Furthermore, the Public Art Plan attributes multiple benefits, including economic development, tourism, and place-making, to public art. In alignment with the aims of the Smith Opera House improvements, the Public Art Plan identifies downtown Geneva as the primary priority for implementing public art.
- **Finger Lakes Regional Economic Development Strategic Plan (2011).** This plan recognizes that all forms of public art are vitally important to economic health and quality of life in the region. The plan includes strategies such as investing in the development and promotion of the arts, which the revitalization of Smith Opera House aims to do.

The Smith Opera House enhancements also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Support and strengthen the City's local arts and culture community.

## Description –

This project will enliven the Seneca Streetscape while improving the visibility and awareness of the Smith Opera House and its events. The project includes upgrades and installation of exterior architectural lighting, informational sidewalk marquee, addition of catering kitchen to existing Cabaret space, upgrades to screen/monitor, and upgrades to the dressing rooms. The following projects are geared towards increasing downtown activity by increasing the frequency of high quality acts on the Smith stage, upgrade and add new features to existing spaces that would allow increased of our facilities, and to increase the visibility and identify of the Smith by highlighting its architectural features and bringing public art to Seneca Street.

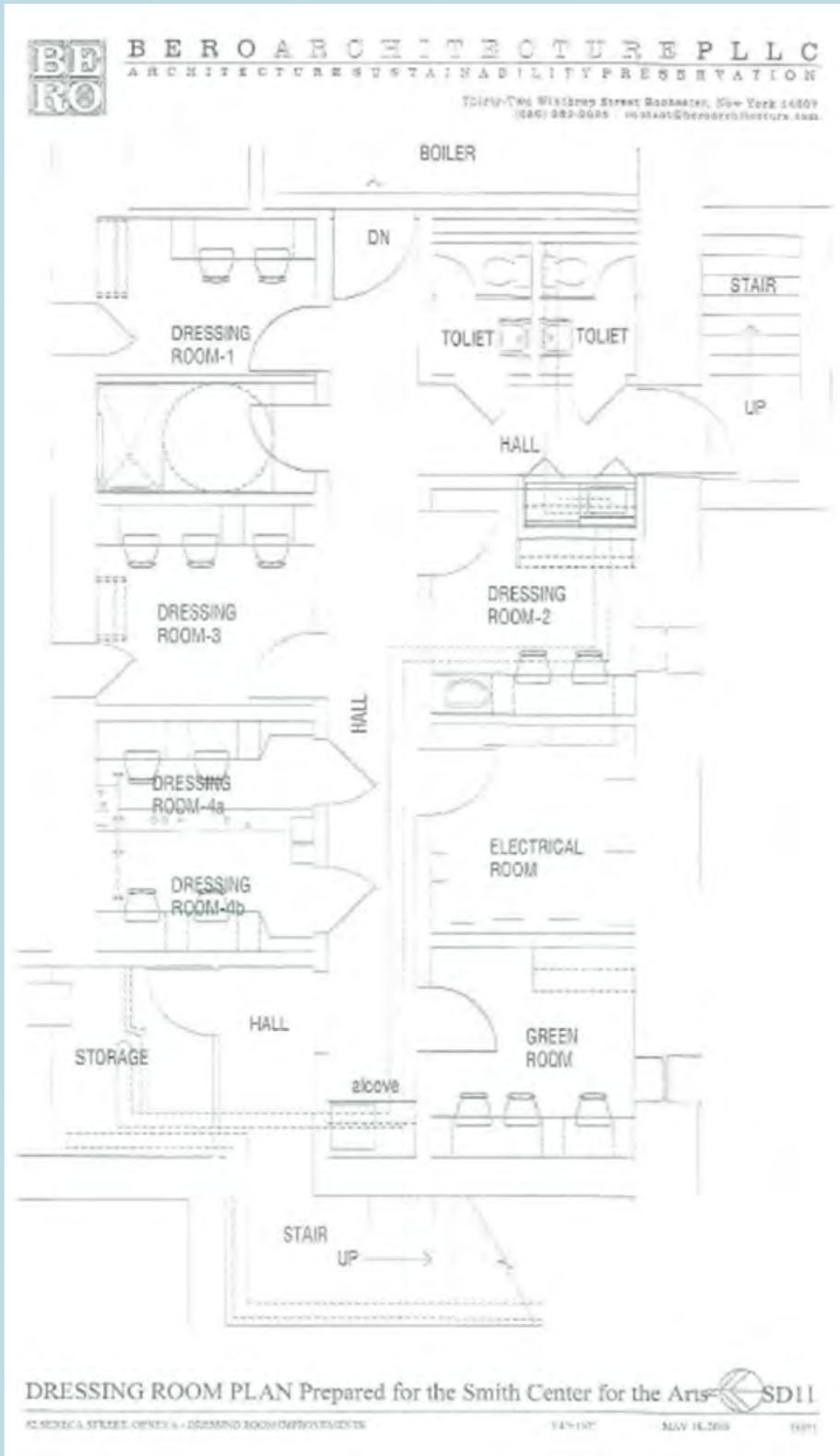
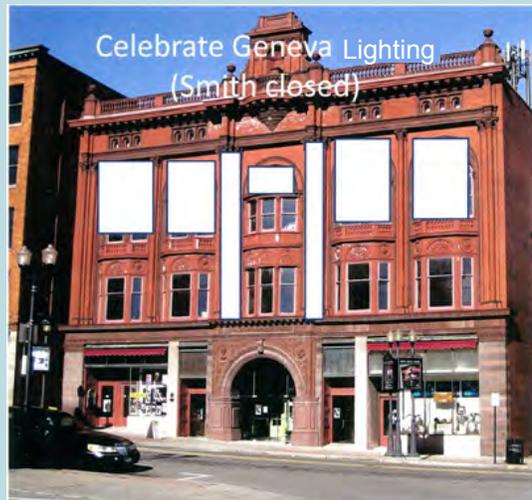
The project supports and advances the DRI selection criteria by facilitating the following:

- Catalytic potential – the ability to make other things happen
- Anticipated community and economic benefits
- Public support
- Project readiness and anticipated timeframe for implementation
- Capacity of responsible parties to implement the project or initiative
- Potential to leverage additional private and/or public funds
- Transformative potential- elements that fundamentally change the downtown and how it is perceived



### Renderings, Site Plan, and Graphics –

The following graphics represent proposed exterior and interior improvements to the Smith Opera House.





### Estimated Costs –

Architectural exterior lighting estimate:	\$42,000
Upgrade and renovation of existing kiosks:	\$65,000
Dressing room and patron restroom project:	\$582,000
Catering kitchen for cabaret space:	\$50,000
Smart TV monitor:	\$1,800
<b>Total Project Cost:</b>	<b>\$740,800</b>

### Funding Sources –

The Smith Opera House has been awarded \$536,500 in State funding from the New York Main Streets program and the Empire State Development Corporation for the dressing room and patron restroom projects. DRI funding would cover the gap and will enable the Smith to avoid diverting revenues from operations in order to cover the cost of the defined improvements. The Smith Center for the Arts has an ongoing capital campaign for a number of proposed improvements. The campaign is currently able to cover \$21,400 of the total costs of the projects.

### Site Ownership/Legal Jurisdiction –

The Smith Center for the Arts owns and operates the Smith Opera House. The organization was formed in 2008 through the merger of the Finger Lakes Regional Arts Council Inc. and the Geneva Arts Development Council.

### Regulatory Requirements –

The project will require approval by the City of Geneva for building permits and approval by the New York State Historic Preservation Office (SHPO).

### Public Support –

Outreach to the community through Public Workshops and Local Planning Committee Meetings have revealed that this project is a priority for the community. Enhancements to the Smith Opera House received the most votes during a prioritization activity in which residents and stakeholders were asked to rank the projects they wanted to see happen in their community.

### Anticipated Revitalization Benefits –

A vibrant Smith Opera House has both a tangible economic impact on Geneva's business and an intangible benefit to the look and feel of the downtown. A 2014 study directed by Hobart and William Smith College indicated that Smith Opera House events contribute \$2.9 million in direct and indirect spending to Geneva's economy each year. Major concerts bring an upbeat, lively atmosphere to the streets of the city and increased activity for merchants, restaurants, bars, and hotels. The Smith, by bringing to Geneva high-profile talent in multiple genres of the performing arts, can be an important component for major employers recruiting employees to work and live in Geneva. The Smith Opera House is an amenity that makes the city special, a unique and treasured space few communities, especially the size of Geneva, can count among their assets.

Increased use of the theater is an ongoing goal in order to ensure sustainability. This project is geared towards adding to the downtown activity in three far-reaching areas: to increase the frequency of high quality acts to the Smith stage; to upgrade and add new features to existing spaces that would allow increased usage of our facilities; and to increase the visibility and identify of the Smith by highlighting its architectural features and bringing public art to Seneca Street.



Currently, the Smith can appear as a dark void along the street. The building itself has no lights on the exterior, and it can be difficult to tell when an event is going on inside or whether the building is closed down for the night. This project will contribute exterior lighting, thus enlivening the street, highlighting the historic architecture of the building and communicating that vibrant activity taking place inside the building.

### Beneficiaries –

The existing residents, business owners, and future residents would benefit from this project. Increasing the theater's presence would increase the amount of spending both directly and indirectly in the City.

### Cost-Benefit Analysis –

Commercial theater is considered a labor-intensive sector of the arts industry that interacts with a broad range of other sectors in the economy. Major expenditures made by commercial and non-profit theaters include labor, advertising, production, royalties, space rental, professional services, and transportation. It is estimated that the economic impact multiplier for this industry is 2.2, which means that for every dollar of direct spending, an additional \$1.20 of economic activity is generated.

In 2014, a study directed by Professor Patrick McGuire from Hobart and William Smith Colleges, found that Smith events contribute to \$2.9 million in direct and indirect spending to Geneva's economy annually.

While the project cost for upgrades to the Smith Opera House are estimated to be \$740,800, the DRI funding request is \$182,900. This means that DRI investment of \$182,900 will result in an additional \$1,629,000 in total direct and indirect economic benefit for the region.

Source: *Arts as an Industry, Economic Impact on New York City and New York State*, Alliance for the Arts, 2006.

### Jobs Created –

This project will potentially create direct jobs to accommodate increased use of the theater. New jobs will be supported by additional revenues generated within the theater. Indirect jobs will be created by increased spending at the Smith Opera House and surrounding businesses.

### Timeframe for Implementation and Project Readiness –

Preliminary design has been completed. The Smith Center for the Arts can begin final design and construction immediately upon notice of funding.

Month 1-2	Finalize Design
Month 2-10	Construction

### Project Metrics –

The City of Geneva will monitor the Smith Center for the Arts' final design and approval of exterior and interior improvements described here, which will ensure compliance with all local codes and permitting processes, as well as state historic review processes.

The impact on downtown revitalization will be measured through the following metrics:

- Number of new performances attributed to upgrades
- Number of events/organizations utilizing catering facilities and cabaret space
- Community survey feedback regarding quality of the exterior lighting and informational sidewalk marquee



## Community Arts Fund

### Project Title –

Establish a Community Arts Fund to support local performing arts

### DRI Funding –

\$200,000

### Summary Description –

The intention of the Community Arts Fund is to provide performance grants between \$1,000 to \$5,000 to support public art productions and exhibitions in the greater downtown area. This financial support would foster and enhance the talent and dedication to live theater, music, and other performing arts that already exists in the community. At present, performing arts groups are limited by the financial costs associated with renting locations and securing necessary materials for productions, thereby constraining the frequency and quality of performances. Additional support from the Community Arts Fund would alleviate some of the costs incurred by performing arts groups, increasing the affordability of stage and theater time. More frequent performances would not only benefit the local community, but would also build a regional audience, attracting visitors and residents to the unique cultural and artistic offerings of downtown Geneva.

### Location –

In order to create a strong sense of place, grant activities would be concentrated within the DRI boundary. At the discretion of the City of Geneva (administrator of the fund), the Community Arts Fund could also be used to support performances outside this boundary but within the City of Geneva.

### Identification of the Responsible Parties –

The Community Arts Fund would be administered by the City of Geneva.

### Capacity –

The City of Geneva has a successful history of implementing similar projects and would be able to administer this project without any significant resource issues.

### Project Partners –

City of Geneva  
The Smith Center for the Arts  
The Geneva Community Center

### Strategies –

Geneva has a strong commitment to the arts, which would be furthered by the Community Arts Fund. The objectives of the Fund align closely with a variety of Geneva's existing plans and initiatives:

- **Geneva Comprehensive Plan (2016).** This plan states that “our arts, architectural, and recreational assets are important to us” and notes that local decision makers should be considerate of the promotion of arts and other creative resident-led initiatives when making policy and regulatory decisions. The plan also emphasizes the “activation of downtown” through the arts, which would be accelerated by the downtown-based grants awarded by the Community Arts Fund.



- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report states that, in combination, tourism and the arts bring millions of visitors to the Finger Lakes region annually, resulting in positive economic development and enhancements to quality of life. By increasing the frequency of performing arts, the Community Arts Fund has the potential to transform downtown Geneva into a regional hub for the arts and culture, thereby strengthening the region’s national and international reputation for tourism.
- **Geneva Public Art Plan and Public Arts Policy (2014).** These documents recognize that public art, whether it be music performances, murals, or theater productions, is essential to creating and continually fostering a vibrant community. Furthermore, the Public Art Plan attributes multiple benefits, including economic development, tourism, and place-making, to public art. In alignment with the aims of the Community Arts Fund, the Public Art Plan identifies downtown Geneva as the primary priority for implementing public art.
- **Finger Lakes Regional Economic Development Strategic Plan (2011).** This plan recognizes that all forms of public art are vitally important to economic health and quality of life in the region. The plan includes strategies such as investing in the development and promotion of the arts, which the Community Arts Fund aims to do.

The community arts fund also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Support and strengthen the City's local arts and culture community.

## Description –

As previously described, the Community Arts Fund would provide annual grants to promote live art productions in Geneva. Increased frequency of public art performances would be catalytic in nature, transforming downtown Geneva into a regional hub for arts and culture. In addition to improving the public realm and engaging community members, public art also attracts investment and spurs economic development. Arts and cultural tourists, for example, spend more and stay longer than other tourists. With existing cultural resources such as the Smith Opera House, the community already has a strong foundation in the arts, which is further strengthened by the support and patronage of local residents and regional visitors. Establishing a Community Arts Fund would most likely garner significant public support, as fervent support has already been received for a similar DRI project – the Public Art Program.

In addition to DRI funding, financial support for grants could be solicited from private donors or from New York State’s Council on the Arts, which supports individual artists as well as local arts councils. Diligent fundraising on the part of the Community Arts Fund would ensure that the Fund can continue to provide much-needed support for the arts.

This project supports and advances the following DRI selection criteria:

- Alignment with existing local plans, specifically the Geneva Comprehensive Plan, the Geneva Public Art Plan, and the FLREDC Strategic Plan as described above
- Alignment with ongoing activities, as exemplified by “Geneva Night Out” which celebrates local art and its connection to tourism
- Ability to provide a sustainable impact to downtown, particularly when considered in tandem with other DRI



- priority initiatives such as the Public Art Program
- Potential to leverage other funds, in the short-term, this project would not be possible without DRI funding; in the long-term, the Fund could be substantiated by community events fundraising and private donations
  - Transformative impact, such as creating a unique and marketable brand for the City and enabling it to become a hub for regional arts and cultural activities
  - Public support, as exemplified by existing community support for the arts and by public support for the proposed Public Art Program
  - Need for DRI funds, in order to create the initial fund from which to draw grants
  - Project readiness, establishment of the Fund could be included in the upcoming finalization of the City's Public Art Plan
  - Site control, since the Public Art Committee would administer the Fund, its jurisdiction would extend to the entire City of Geneva
  - Capacity and commitment from City, as a Public Arts Committee is already established, the City has clear interest in and experience to continually support the arts

### **Renderings, Site Plan, and Graphics –**

Not applicable

### **Estimated Costs –**

The requested \$200,000 DRI funding would be used to create the initial fund, from which grants could be allocated. Since the administration of the Community Arts Fund may fall under an existing committee, additional funding would not be necessary to finance a new committee. In order to sustain the Fund, community fundraisers would be held and private donations would be solicited.

### **Funding Sources –**

In addition to the \$200,000 in DRI funding requested to initiate the Community Arts Fund, fundraising events and private donations would sustain the Fund in the long-term.

### **Site Ownership/Legal Jurisdiction –**

The City of Geneva will oversee administration of the fund.

### **Regulatory Requirements –**

None

### **Public Support –**

Various community organizations, such as the Smith Opera House and the Geneva Community Center, have voiced their support for the Community Arts Fund. At present, these organizations charge rental fees for the use of their venues, and these expenses discourage artists from performing. Financial support for performing arts groups to address these fees would increase the number of programmed events at local venues, thereby increasing patronage at said venues and enhancing quality of life throughout the community. Likewise, the public has expressed significant support for arts and culture projects.

### **Anticipated Revitalization Benefits –**

The Community Arts Fund will increase the frequency and quality of public performance art throughout downtown Geneva. The social and economic benefits of this, as stated by the City's Public Art Plan, "are



numerous and extend far beyond simple beatification... [to include] inspiring engagement with our civic realm, bringing people together, and enriching our lives and our communities.” Public art also attracts investment and visitors, spurring economic development and creating a unique tourism identity for the City. Coupled with urban revitalization, public art is an integral component to place-making, by which the City can promote its assets and engender community pride. The economic impact of public art is also well-documented, with the increased performances allowed by the Community Arts Fund directly benefiting local businesses through increased programming and pedestrian traffic. For small cities like Geneva, the Urban Land Institute asserts that “there is growing evidence that thoughtful investment in arts initiatives” – which the Community Arts Fund would indubitably undertake – “can generate significant economic benefits.”

### **Beneficiaries –**

The benefits of the Community Arts Fund will extend to numerous beneficiaries. Existing City residents will benefit from the strengthened community and increased engagement. Economically, business owners and residents will benefit from the investment and tourists attracted by these performances. The City as a whole will benefit from the unique and marketable sense of place created by increased support for and frequency of public art performances. The Community Arts Fund will also benefit local and regional artists, providing them with financial support to improve upon and share their work with the community.

### **Cost-Benefit Analysis –**

The Community Arts Fund would be an important component of the tourism market, increasing performances and attracting visitors and investment as a result. Tourists who seek out arts and cultural performances stay longer and spend more on average than other recreational visitors. Out-of-county tourists often spend twice as much as locals when attending arts events, thereby making performing art a viable method to increase the City of Geneva’s share of the regional tourism market.

### **Jobs Created –**

Approximately 9-10 direct and indirect jobs are attributed to this investment.

(Source: Americans for the Arts, Arts and Economic Prosperity Economic Impact of the Nonprofit Arts and Culture Industry Calculator)

### **Timeframe for Implementation and Project Readiness –**

Given the existing capacity within the City of Geneva and strong support from established arts organizations within the community, the City could begin implementation of the Community Arts Fund upon receipt of the DRI funding award.

### **Project Metrics –**

On an annual basis, the City of Geneva will prepare a report for the City Council to:

- Summarize allocated grants
- Funds raised
- Attendance at sponsored events
- Overall fiscal health of the Community Arts Fund



## Public Art Program

### Project Title –

Establish a Public Art Program for artwork in the public realm

### DRI Funding –

\$200,000

### Summary Description –

This project will help to strengthen the public realm throughout the downtown, while simultaneously supporting the local arts community. Funding for this project will support the City of Geneva's Public Art Committee in executing a competitive "Call for Proposals" to local and regional artists to incorporate public artwork within the downtown. The funding from the DRI will be used as seed money to pay for artist costs in designing and developing public artwork, effectively launching the City's established Public Arts Policy.

Public art is defined as art owned by the City of Geneva and accessible to the citizens of Geneva in public locations. A secondary category of public art is that privately owned but publicly accessible. These artworks can be visible from the street or inside buildings open to the public. Both permanent and temporary installations of all media of art concern the committee.

### Location –

Various sites within the DRI boundary. Particular locations to be identified by the City of Geneva Public Art Committee.

### Identification of the Responsible Parties –

City of Geneva and the City of Geneva Public Art Committee

### Capacity –

The City of Geneva's Public Art Committee is charged with development and management of the City's Public Art Plan and execution of the City's Public Art Policy. The Committee reviews proposals for public art installation and makes recommendations to City Council. The intent of this project falls fully in the realm of the Public Arts Committee mission. The Public Art Committee is an ad hoc committee that was formed in 2012 by the City Council. One of their objectives as noted in the City's Public Art Policy is "to vest in a single agency the responsibility for ensuring the management and maintenance of the City's public artworks".

### Project Partners –

- City of Geneva Department of Public Works (DPW) (installation assistance of artwork and maintenance)
- Public Art Committee
- City Council
- Artists



## Strategies –

The Public Art Program fund is supported by recent planning initiatives in the City of Geneva, as summarized below:

- **Comprehensive Plan (2016).** The recently adopted Plan states “Our arts, architectural and recreational assets are important to us”, noting that local decision makers shall be considerate of the promotion of arts and other creative resident-led initiatives when making policy and regulatory decisions. Furthermore, and in direct correlation to this public art program proposal, the comprehensive plan notes that all decision making should consider: the activation of downtown, enhancing opportunities to play and recreate downtown, and improve residents and visitors’ accessibility to public amenities.
- **Draft Public Art Plan (2014).** In 2014 the Public Art Commission prepared a Draft Public Art Plan and complementary Public Arts Policy which reflects the community’s vision, ideals and goals for public art in the City. The City’s Public Arts Policy recognizes public art is integral to the vibrancy of the community through contributions to economic development, tourism, identity, education and the public realm. The Public Art Plan notes downtown as the first priority for implementing public art, particularly the corridors within the DRI study area – Seneca, Exchange, Castle and Main Streets. Secondary to downtown as a target area is the lakefront and parks, such as Bicentennial Park.
- **The Lakefront/Downtown Connectivity Study (2010)** explicitly recommends improvements to the streetscape that enhance the pedestrian experience, with public art specifically noted as a recommended and desired enhancement.

The public art program also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Support and strengthen the City's local arts and culture community.

## Description –

This project (a public improvement initiative and streetscape enhancement) will have direct impacts on the character of the downtown streetscape, creating a sense of place that helps to define Geneva as “uniquely urban”. A strong and well-managed public art program is an effective means to drive economic revitalization in urban areas, while also offering a variety of other benefits from the usefulness of multi-functional pieces (benches or climbable/play art, for example) to stress reduction and positive behavioral changes.

The City of Geneva Public Art Committee “hopes to facilitate the development of public art in the City of Geneva, recognizing it as integral to the vibrancy of our community. The Committee believes that public art contributions to Geneva will complement current strategies for economic development and tourism, enhancing neighborhood identity, and educating children and adults. A further intention of the Committee’s work is to incorporate artist services and artworks in the design of civic spaces and facilities.”

This project will provide the Public Art Committee with a source of funding, not currently in place, to solicit and incorporate public artwork in the design of the public realm, as clearly stated in its mission. This project would complement other DRI initiatives focused on public realm improvements, including downtown streetscape enhancements, the creation of new public spaces and improvements to existing public spaces. This initial Public Art Program can also reinforce the positive impacts of public art and stimulate investment in other art-related initiatives including public market, exhibit space, maker space and a community retail outlet for local artists. If funded, the competitive process initiated and overseen by the Public Art Committee would consider the following elements in selecting public art pieces for integration into downtown Geneva (as stated in the City’s



Public Art Policy):

- Merit and quality
- Media
- Style
- Nature
- Permanence
- Safety
- Diversity

As well as consider the following additional criteria:

- Contextual fit in surrounding environment
- Local significance
- Community input and support
- Materials

This project supports and advances the following DRI selection criteria:

- Alignment with existing local plans, as noted and described herein
- Alignment with ongoing activities
- Ability to provide a sustainable impact to downtown, particularly when considered in tandem with other DRI priority initiatives including streetscape and public open space projects
- Potential to leverage other funds, in the short-term this project would not be possible without DRI funding; in the long-term this funding could help incentivize investment in future public art projects
- Transformative impact on Geneva Streetscape and character
- Public support as described herein
- Need for DRI funds
- Project readiness, as described herein
- Site control, all projects will fall on City-owned lands or within the public right-of-way
- Capacity and commitment from City for long-term maintenance

There are no readily identifiable challenges or obstacles in place for this project, as the City has identified the ability to maintain any installed art work over the long-term.

## Renderings, Site Plan, and Graphics –

Potential locations for public art have been identified in the City of Geneva Draft Public Art Plan, a portion of which is presented below.

### Geneva Downtown Art Spaces





## Estimated Costs –

The costs to implement a formal Public Art Program can range significantly. The requested \$200,000 funding from the DRI will allow for the Public Art Committee to commission 4 to 8 significant public art pieces which will have a dramatic impact on the streetscape and public spaces. The City will utilize this funding to incentivize subsequent efforts to raise outside funds for further public art investments. Long-term maintenance costs for the public art pieces will be provided by the City of Geneva Department of Public Works.

## Funding Sources –

The Downtown Revitalization Initiative is currently the only funding source identified for this program.

## Site Ownership/Legal Jurisdiction –

All public art pieces funded through this project will be located on City-owned properties, such as parks, or within the public right-of-way. The City of Geneva will have full jurisdiction over all projects.

## Regulatory Requirements –

City permits will be required for work in the right-of-way. Approvals from the Public Art Committee and City Council will be required for proposed artwork.

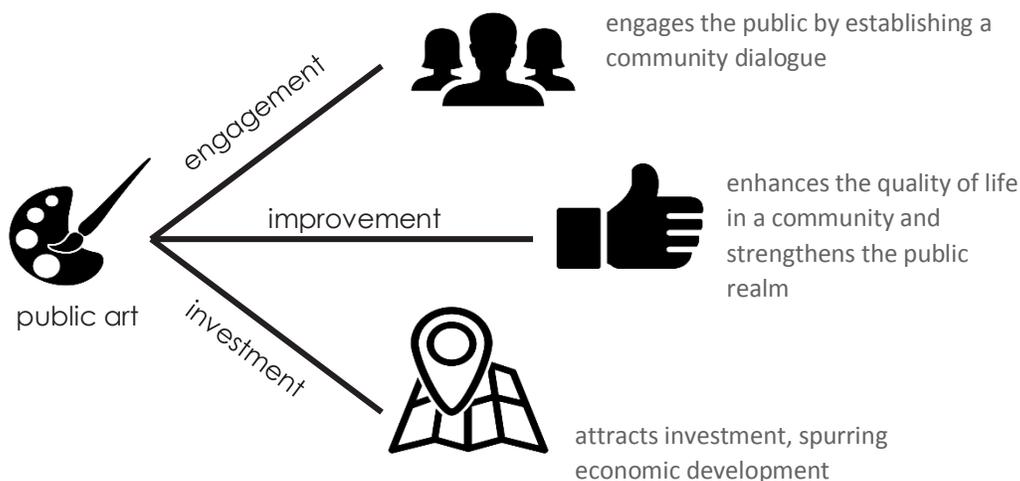
## Public Support –

When presented as a potential project at the City's Public Workshop in December 2016, the Public Art Program ranked fourth of all projects. The City has a formidable history which the community is anxious to celebrate, commemorate and recognize through the integration of public art pieces in the downtown. Dialogue with local stakeholders has indicated that public art and commemoration are top priorities. Public art and local support of the creative community were themes in both the Comprehensive Plan Update and Lakefront Connectivity Plan.

## Anticipated Revitalization Benefits –

As noted in the City's Draft Public Art Plan: "The benefits of public art to a community are numerous and extend far beyond simple beautification. Public art can inspire engagement with our civic realm. It can bring people together and make us rethink our assumptions about the world and ourselves. It can be a catalyst for enriching our lives and our communities."

Representative revitalization benefits associated with public art are summarized below:





Public art is widely recognized as a strong component of place-making and urban revitalization, as well as a source of community pride and identity. It directly benefits local businesses through increased programming, promotion and pedestrian traffic and creates a unique visitor experience. Information from the Urban Land Institute supports this concept – “there is a growing evidence that thoughtful investment in arts initiatives can generate significant economic benefits” for small cities.

The City has also recognized the role of public art and tourism, strengthening the City’s cultural amenities and experience for visitors. Geneva Night Out is a local example of how the City supports a cooperative environment between arts and tourism. Geneva Night Out celebrates local art while providing opportunities for local merchants as part of one collaborative event.

## Beneficiaries –

Existing City residents, business owners, the artist community and future residents would benefit from this project.

## Cost-Benefit Analysis –

Public art, as part of a larger cultural initiative in the City is an important component of the tourism market. “Arts travelers” stay longer and spend more than other recreational visitors. Research by the University of Pennsylvania has demonstrated that increased art installations leads to higher civic engagement, improved child welfare and lower crime and poverty rates.

Investment of \$200,000 over ten years made to promote increased frequency and quality of public art throughout downtown will bring economic benefits to the community, attributed to new jobs, arts/culture related tourism and retail activity, publishing, advertising, and broadcasting. These economic benefits are estimated to be approximately \$202,000 attributed to income and an additional \$27,000 attributed to local and state revenues over the course of the investment period.

Source: Americans for the Arts, Arts and Economic Prosperity Economic Impact of the Nonprofit Arts and Culture Industry Calculator

## Jobs Created –

Approximately 9 direct and indirect jobs are attributed to this investment. (Source: Americans for the Arts, Arts and Economic Prosperity Economic Impact of the Nonprofit Arts and Culture Industry Calculator).

## Timeframe for Implementation and Project Readiness –

As a Public Art Committee is already established and active in the City of Geneva, this project could commence immediately upon receipt of funding.

Month 1-2	Develop application requirements
Month 3-4	Distribute call for artists
Month 5-6	Review submittals, interview and make recommendations for funding
Month 7-8	Coordination of sites and necessary site prep work
Month 9-12 (varies)	Artwork development
Month 13-14	Installation



## Project Metrics –

The project will be overseen by the Public Art Committee and City Council. The Public Art Committee will liaison with selected artists to ensure schedules are being met prior to installation. Once artwork is installed, City of Geneva's Department of Public Works is responsible for ongoing maintenance per the terms of agreement made with the individual artists. Other metrics include:

- Number of new art installations per year.
- Change in property values before and after installation.
- Establishment of new cultural/arts events and organizations.



## Dove Block - Tribute Project

### Project Title –

Construction of a tribute project to Arthur Dove on third floor of Dove Block

### DRI Funding –

\$300,000

### Summary Description –

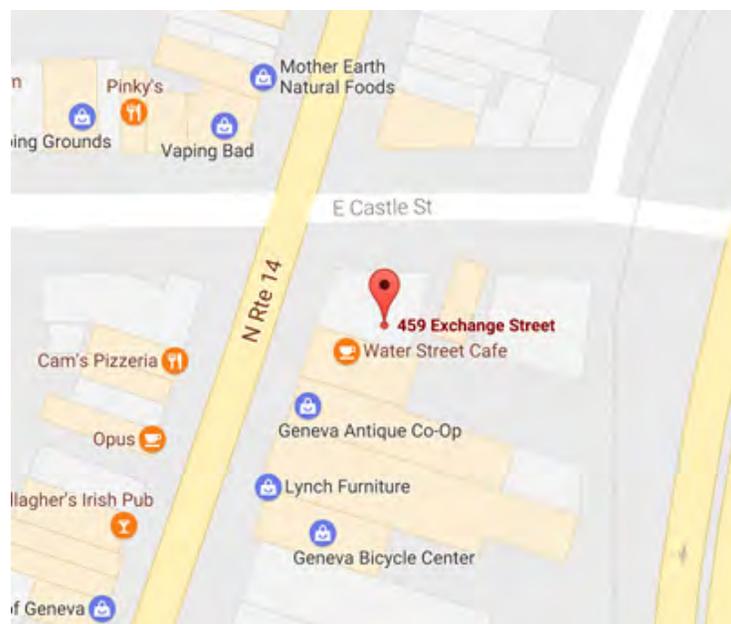
This Project is intended to provide a suitable venue to memorialize the life and works of the City's most famous son, Arthur G. Dove, who is internationally recognized as one of the prime founders of modern art in America and is this country's first abstract expressionist artist. This project is a companion project to the Dove Block Project.

Project funding is comprised of two separate and distinct parts, the first part relating to the purchase and finish of approximately 4,000 square feet of space (the entire third floor of the Dove Block) where the Arthur Dove tribute will be located, and the assembly and construction of appropriate exhibits (collectively estimated at \$1,000,000 in total), and the second part relating to the establishment and early funding of an endowment to help support the Arthur Dove tribute (\$500,000).

It is believed that the Arthur Dove tribute, when finished, will be a significant tourist draw for downtown Geneva, bringing here both people interested in the life and works of Arthur Dove and in art generally. It will also be of significant interest to people visiting the Finger Lakes Region who are interested in its various attractions.

### Location –

The Dove Block Tribute Project will be located on the third floor of the Dove Block, situated at 459-465 Exchange Street; on the southeast corner of the intersection of Castle and Exchange Streets. This intersection is believed to be the most significant of the downtown intersections, and the building has often been referred to as being on the corner of "Main and Main."





## Identification of Responsible Parties -

The responsible party for the Project is a newly-formed New York non-profit corporation, Arthur Dove Tribute Group, Inc. (the "Tribute Group"), which is presently governed by a three-member Board of Directors comprised of Jim Spates (Chair), Dave Bunnell, and Joanne Goff.

## Capacity -

The Tribute Group currently has no independent financial capacity to implement and sustain the project. However, given the importance of Arthur Dove in the art world, his connection to Geneva, and the fact that at present there is no venue anywhere in the world dedicated to his life and works, there are real and substantial reasons to believe that the relatively modest financial undertaking represented by the project can be funded. Primary sources for this funding include interested parties at Hobart and William Smith Colleges, both faculty and alumni, art patrons willing to assist in preserving the legacy of Arthur Dove, and a multitude of art foundations and trusts established in part to support efforts such as the project.

## Project Partners-

From a non-financial standpoint, the City of Geneva will be a key partner in moving the project forward, in that it will be a sponsoring party in connection with supplemental grant applications. In addition, the Tribute Group should be regarded as being "partnered" with Dove Block Restoration Group, Inc. (the "Building Group") which has also submitted a proposal for DRI funding-in one part because its plan is strongly endorsed by the Building Group and, in a second part, because the Tribute Group will be purchasing and renovating the third floor of the Dove Block, and the greater its success in raising funds to do this, the more cost effective will be the entire project of renovating the Dove Block.

## Strategies -

Geneva has a strong commitment to the arts, which would be furthered by the Tribute Project. This particular project is supported by general themes in a number of local and regional plans and is directly connected to the Dove Block Restoration project:

- **Geneva Comprehensive Plan (2016).** This plan states that "our arts, architectural, and recreational assets are important to us" and notes that local decision makers should be considerate of the promotion of arts and other creative resident-led initiatives when making policy and regulatory decisions. The plan also emphasizes the "activation of downtown" through the arts, which would be accelerated by the Tribute project as a venue for local artists and a regional / national cultural tourism draw.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report states that, in combination, tourism and the arts bring millions of visitors to the Finger Lakes region annually, resulting in positive economic development and enhancements to quality of life. By providing a destination for cultural tourists, the Tribute project has the potential to transform downtown Geneva into a regional hub for the arts and culture, thereby strengthening the region's national and international reputation for tourism.
- **Geneva Public Art Plan and Public Arts Policy (2015).** These documents recognize that public art is essential to creating and continually fostering a vibrant community. The Public Art Plan attributes multiple benefits associated with arts and cultural projects, including economic development, tourism, and place-making.



- **Finger Lakes Regional Economic Development Strategic Plan (2011).** This plan recognizes that all forms of art are vitally important to economic health and quality of life in the region. The plan includes strategies such as investing in the development and promotion of the arts, which the Dove Block- Tribute Project seeks to do.

The Dove Block- Tribute Project also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Support and strengthen the local arts and culture community.

## Description-

The Project involves the purchase and renovation of the third floor of the Dove Block for use as a tribute to Arthur Dove, and the establishment and early funding of an endowment to fund this tribute effort. This, as noted above, is a companion project to the Dove Block Project itself.

Within art circles, Arthur Dove is widely recognized as one of the greatest artists America has ever produced. Early in his life, much to the consternation of his father, William Dove—a local and very successful brick maker who built the Dove Block in 1878, Arthur Dove developed a strong interest in art and a determination to become a fine artist. After attending Hobart College for two years, he graduated from Cornell University with a business degree in 1904. Following that graduation, he moved to New York City and began a financially successful career as an illustrator for magazines and newspapers. However, he quickly realized that his true passion was in fine art painting, and so he embarked on an extended trip to Paris to study the then just emerging works of Picasso and Matisse, among others.

When Arthur Dove returned to New York, he devoted himself to painting full time, and, in the process, became close friends with Georgia O'Keeffe and Alfred Steiglitz. As is well known among art enthusiasts, O'Keeffe went on to become the most famous woman artist in American history—her paintings now regularly sell in the \$40 million range. Steiglitz, her husband, is widely recognized as one of the most important photographers of the twentieth century in America. The trio remained close for the rest of their lives, with O'Keeffe always acknowledging Arthur Dove as the person who influenced her work from the beginning.

Arthur Dove returned to Geneva in the mid-1930s to settle his mother's estate. He spent several years in Geneva, painting during that time some hundreds of what are widely recognized as being a significant number of his most important works. The great majority of these were painted while he and his wife, Helen Torr— an artist in her own right, lived on the third floor of the Dove Block. Most of the scenes he painted are abstractions of scenes in Geneva and the surrounding Finger Lakes region. Most of these works were in oil paint and, currently, these oils are now selling for more than \$5 million. It is largely because the third floor of the Dove Block was so significant to the history of American art that the Tribute Group wishes to have its memorial there.

While Arthur Dove never enjoyed commercial success during his life, he is now recognized almost without exception as an American original, a painter of rare ability and importance. Currently, his works are prized possessions at The Phillips Collection in Washington DC, The New York Metropolitan Museum of Art, The Art Institute of Chicago, the Whitney Museum of American Art in New York City, The Memorial Art Gallery in Rochester, and The Johnson Museum of Art at Cornell, among others.



While it is presently intended that the Tribute Group will acquire and renovate the third floor of the Dove Block for the Arthur Dove tribute, it should be noted that that this structure could be modified if, in the pursuit of the overall building purchase and renovation, it becomes desirable for the Tribute Group to become a long-term tenant of the Dove Block's ultimate owner. This decision around structure will largely be driven by the manner in which the Dove Block Project is funded.

If the Tribute Group does proceed with the purchase and renovation of the Dove Block's third floor, it is anticipated that the cost of such will approximate \$1,000,000 (excluding the funds raised to establish and provide the early funding for an endowment). However, this estimated cost includes a couple significant variables potentially affecting the total in that (1) the cost of acquiring the third floor will be a function of the cost to the Building Group of purchasing and renovating the entire building, and (2) decisions will need to be made as to the extent to which the Tribute Group will spend dollars to control the climatic conditions on the third floor and provide floor security for its contents. At present, it is anticipated that infrastructure decisions will be made that would support high levels of performance by these systems in the future, as will eventually be necessary as the Arthur Dove tribute's holdings increase in value.

Like any historical tribute or museum, forward sustainability will be an issue. As noted, the Tribute Group plans to establish and fund an endowment of \$500,000 initially. In that regard, there are a couple of strategies that could help minimize annual operating costs, such as partnering with the Geneva Historical Society and/or the Hobart and William Smith Colleges' Art Department for operational assistance. The Tribute Group also intends to make partnering offers to other local museums of note, among these The Memorial Art Gallery and The Eastman House in Rochester, The Johnson Museum of Art at Cornell, The Rockwell Museum in Coming, and The Everson Museum of Art in Syracuse.

There are two key challenges faced by the Tribute Group. The first has already been noted, namely the funding of not only the purchase and renovation of the third floor of the Dove Block, but also the challenge of funding continued operations. While these are challenges, many conversations by Tribute Group members with people central to the "art world" in this country have made them aware that there is a major resurgence of interest in Arthur Dove's painting currently underway, and that appeals from the Tribute Group to various art funding agencies will be given very serious consideration. As one example, a recent brief profile of the Tribute Group and its efforts to revive interest in Arthur Dove was included in a regular art column of *The New York Times*, with much positive response and interest following. In other words, we believe there is good reason to think that significant monies can be gathered for this Project.

The second major challenge will be to secure the materials and develop a professional and suitable exhibit worthy of its subject. Some materials and artifacts are readily available, and there are credible ways of presenting examples of Arthur Dove's work even if the Tribute Group does not own any of the originals. However, it is imperative that the presentation be professionally developed according to modern museum standards, to insure that it draws the interest necessary to put the exhibit on the map and draw significant numbers of visitors.

## Renderings, Site Plan, and Graphics-

The Tribute Group has not developed any renderings, floor plans or graphics for this project.



## Estimated Costs-

The total cost of the Project is currently estimated at \$1,500,000. Cost break down follows:

Floor Purchase:	\$ 100,000
Architectural and other Professional:	\$ 40,000
Travel and Other Costs:	\$ 35,000
Interim Carry Costs:	\$ 25,000
Floor Space Finish:	\$ 400,000
Exhibit Consultation:	\$ 50,000
Exhibit Construction and Materials/Artifacts:	\$ 250,000
Contingency:	\$ 100,000
Endowment:	\$500,000
Project Total Cost:	\$1,500,000

## Funding Sources-

The Project will be funded through two primary sources, grants (of which the requested DRI grant is a part), and private contributions by individuals and institutions.

## Site Ownership/Legal Jurisdiction-

The Dove Block (and, consequently, its third floor) is currently owned by a resident of the United Kingdom, but the Building Group has negotiated and executed a 5-year lease with such owner, which lease includes a contemporaneous option to acquire the property. The site is controlled by the Building Group, it has indicated a preference for working with the Tribute Group in the establishment and development of the Arthur Dove tribute.

## Regulatory Requirements-

The only regulatory requirements associated with the Project, of which the project sponsors are aware, are local and, to the extent applicable, state building codes, as well as State of New York statutes, regulations governing the establishment and operation of a museum, local building permits and City zoning approvals. If federal and state historic income tax credits are sought, certain additional regulatory requirements will likely have to be met.

## Public Support-

Support for the Tribute project is closely tied to and aligned with revitalization of the Dove Block. Located at the corner of "Main and Main" the Dove Block has wide-ranging public support. The project has already raised \$175,000 in private donations. Additionally, as part of the adaptive reuse category it enjoyed a high ranking from the public in the project prioritization assessment. Beyond this support, however, the Tribute project has the support of art scholars and others from around the world who recognize the influence that Arthur Dove had on Georgia O'Keefe and Alfred Steiglitz. The influence of the Dove Block- Tribute Project should attract tourists as well as donors.

Throughout the public engagement process and specifically at the City's Public Workshop in December 2016, adaptive reuse project, such as the Dove Block- Tribute Project received overwhelming support. Projects that support the art community was also cited as being a high priority throughout the process.



## Anticipated Revitalization Benefits-

As part of the Dove Block, the Tribute project has the potential to confer a significant benefit to other downtown space users in terms of impact on both perceptions regarding the reality of downtown's revitalization and on the actuality of downtown's commercial viability. The tourism generated by a space honoring a major American painter will draw crowds to Geneva and as a result, increase spending in stores, restaurants, and hotels.

## Beneficiaries-

As part of the Dove block, the beneficiaries of the redevelopment of the tribute project are wide-ranging. The community as a whole will benefit from an enlivened building at the epicenter of downtown. Simply revitalizing this vacant and decrepit building will change the face of downtown. Moreover, the proposed tenants will enliven the streets. With Hobart and Williams moving its bookstore from campus to town, students, professors, and others will activate the streets. Due to the importance of Arthur Dove on the American art scene, the Dove Tribute project, on the 3rd floor, has the ability to do for Geneva what the Curtiss Aviation Museum has done for Hammondsport or what the Rockwell Museum has done for Corning.

## Cost-Benefit Analysis-

The Tribute Project stands to infuse \$1 million into the economy for the design and fit out of the space plus endow the space with \$500,000. The initial investment will create construction as well as architectural jobs. But the lasting impact is to make the building a major tourist attraction in the Finger Lakes region for people who want to experience the space of one of America's great artists who had a major impact on the works of Georgia O'Keefe and Alfred Steiglitz.

## Jobs Created-

Excluding construction jobs, it is estimated that the project will create 3-5 full time equivalent jobs.

## Timeframe for Implementation and Project Readiness-

Month 1-12	Fundraising for remaining funds
Month 13-24	Finish build out space, exhibit construction

## Project Metrics-

The impact on downtown revitalization will be measured through the following metrics:

- Tourist attraction built
- Increased hotel usage
- Increased taxes
- Increased spending in stores, restaurants, and bars



## 499 Exchange Street - Twisted Rail Brewery

### Project Title –

Renovate former Jones Theatre into Twisted Rail Brewery, tasting room, restaurant and education center

### DRI Funding –

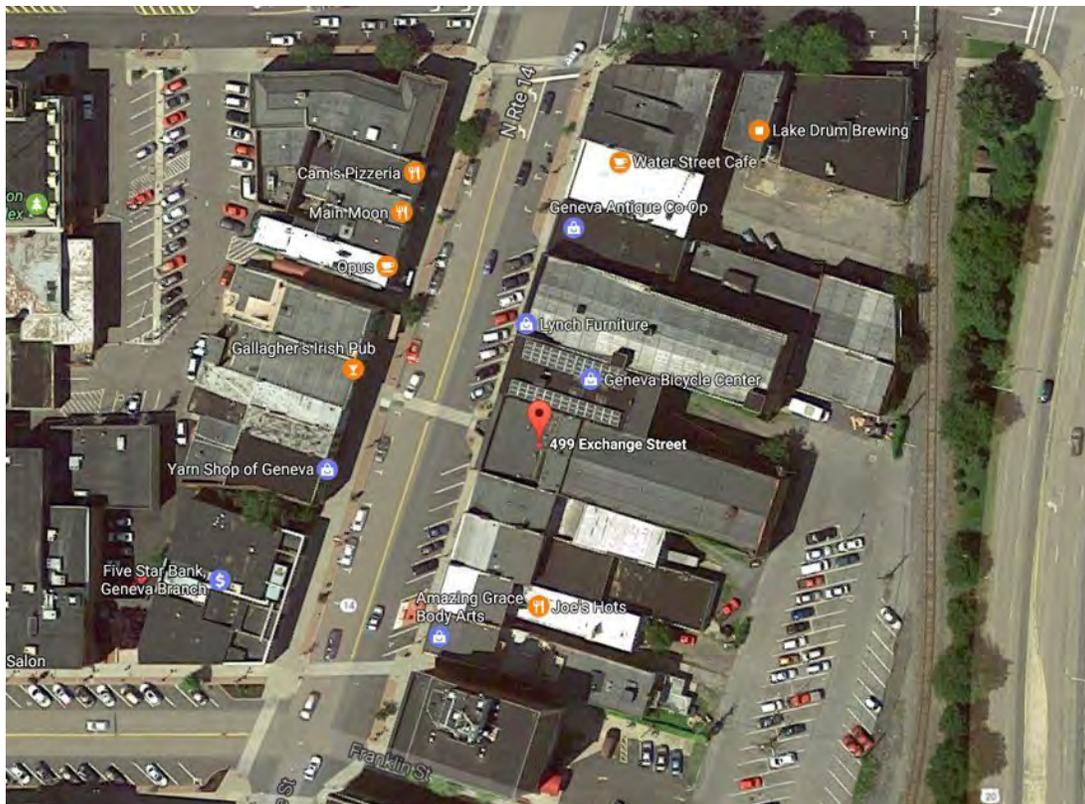
\$475,000

### Summary Description –

This project will build a multi-faceted entertainment and education center in downtown Geneva. The facility will serve as Twisted Rail's main brewery, house a tasting room and restaurant encompassing approximately 9,000 square feet and an education venue for patrons interested in learning about brewing.

### Location –

Former Jones Theater is located at 499 Exchange Street as depicted on the map below:



### Identification of the Responsible Parties –

Owners: John McMullen and Ian Boni

Tactical Construction Company: Matthew Martin



## Capacity –

Twisted Rail was established in 2013. There are currently three locations operating in Canandaigua, Macedon, and Himrod, NY. Twisted Rail began wholesale distribution in 2016.

## Project Partners –

John McMullen, Ian Boni, and Conrad Zurich (current landlord)

## Strategies –

The development of 499 Exchange Street is supported by recent planning initiatives in the City of Geneva, as summarized below:

- **Finger Lakes Regional Economic Development Council Progress Report (2016):** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings, many of which have been vacant or neglected much like 499 Exchange Street.
- **City of Geneva’s Comprehensive Plan (2016).** This plan reiterates the importance of the Food and Beverage Innovation District to the city’s economic vitality, indicating that the new businesses in this sector – like those at 499 Exchange Street – should be encouraged and supported. The plan also champions Geneva’s strong history of adaptive reuse and proposes actions to facilitate such projects and advise developers on best practices. 499 Exchange Street is a prime example of an adaptive reuse project.
- **Finger Lakes Food and Beverage Innovation District (2015).** Established by the City Council in 2015, this District is the core of the city’s economic development strategy and was established to capitalize on its concentration of craft food and beverage services. The businesses planned for 499 Exchange Street falls into this sector and will continue to diversify the range of products offered by Geneva’s food and beverage industry.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. The rehabilitation of 499 Exchange Street, an existing vacant theater, will fill a gap in the streetscape in a prime location. This will ultimately contribute to the economic vitality of the City as a whole.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. The development of a working brewery, tasting room and educational space will advance the development of Geneva’s Food and Beverage Innovation District by providing jobs and products related to craft beverages and regional cuisine.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Invest in Community and Industrial Development and Infrastructure. The top priority of this strategy is to strengthen the identity and character of an area through the adaptive reuse of existing buildings. By rehabilitating and renovating the 499 Exchange Street, rather than allowing for the structure to sit vacant.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Tourism and the Arts. The proposed project will capitalize on this strategy’s goal of leveraging and promoting the region’s reputation as a food and beverage destination by providing a location where craft beverages are being created, learned about and served.



- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Regional Destination. This plan notes that downtown Geneva is the primary retail, restaurant, cultural, and entertainment destination for the surrounding region. The proposed project would enhance this reputation by providing additional businesses that support the craft food and beverage market.

499 Exchange Street- Twisted Rail Brewery also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Expand and support for new and small business development.
- Encourage business growth that leverages the City's unique agricultural setting and prominence in craft food and beverage sectors.

### Description –

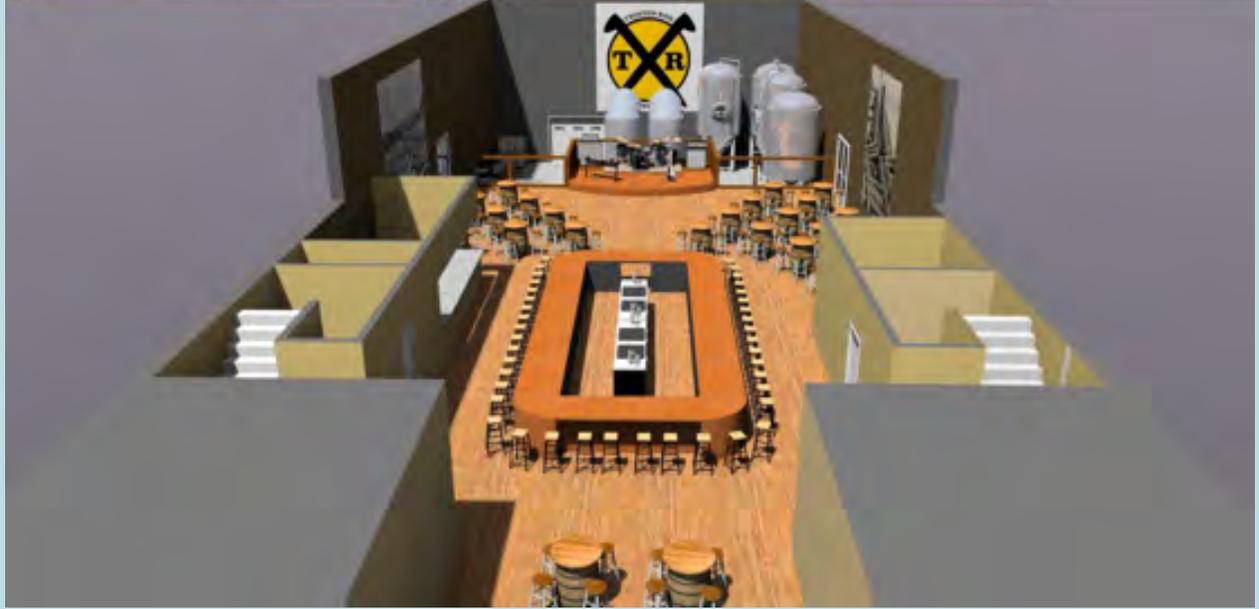
This project includes the adaptive reuse of the former theater, converting it from its current condition as a kid play zone to a functional brewery and venue. The current layout of the building will be modified to house a brew system, tasting bar, cold and dry storage of goods and, a restaurant. Improvements will include, but will not be limited to, sprinkler/fire suppression system, plumbing, electric, and HVAC systems, and general interior modeling.

### Renderings, Site Plan, and Graphics –

The following graphics represent proposed interior improvements, provided by the developer.









## Estimated Costs –

The estimated costs do not incorporate the purchase of the building which is expected to be approximately \$400,000. This cost is expected to be paid in full during the third year of operation.

Construction:	\$335,000
Electrical Upgrades:	\$45,000
Plumbing:	\$25,000
Concrete Work:	\$35,000
Kitchen:	\$60,000
Coolers:	\$15,000
Tasting Bar:	\$25,000
Sprinkler System:	\$20,000
Fire System:	\$15,000
Draft System:	\$17,000
Flooring:	\$12,000
Signage:	\$6,000
Contingency Fund:	\$15,000
Total Project Cost:	\$778,000

Further details on the budget can be provided by the developer upon request.

## Funding Sources –

Owner Equity:	\$113,000
Commercial Loan:	\$190,000
DRI Funding:	\$475,000
Total Project Cost:	\$778,000

## Site Ownership/Legal Jurisdiction –

Conrad E. Zurich (project partner) and Richard C. Masterpool currently own the site.

## Regulatory Requirements –

- Brewing Permits (Federal and State)
- Operating Permits (Federal and State)
- Health Dept. Permit
- Agricultural and Markets Permit
- Local Building Permits

## Public Support –

When presented as a potential project at the City's Public Workshop in December 2016, building adaptive reuse projects such as this received overwhelming support. Furthermore, adaptive reuse was specifically called out in the City's DRI submission as a result of public support during the recent community engagement process.



## Anticipated Revitalization Benefits –

In the initial phases of the project, jobs will be created for the construction phase. Once open, job opportunities will be in the areas of serving staff, maintenance staff, kitchen staff, as well as brewers and managers. As a long-term establishment, the facility will continue to employ members of the local community as it grows. Partnering with other local business with regards to marketing and events will create a destination for Exchange Street and downtown.

## Beneficiaries –

Visitors, residents, and business owners in the City of Geneva will benefit from the success of this project in that, it will provide additional capacity in the expanding food and beverage industry that is emerging in Geneva. This project will facilitate Geneva's transformation to a regional destination for craft food and beverages.

## Cost-Benefit Analysis –

The New York Wine and Grape Foundation and New York State Brewers Association completed a study of the economic impacts of craft breweries in New York State, studying a total of 207 operating breweries in 2013. Total annual economic benefits (direct and indirect) as identified in the report have been averaged (on a per brewery basis) to arrive at the estimated benefits for one brewery, summarized below:

- Employment for brewery and associated industries: 54
- Wages paid: \$2,676,000
- Tourism Expenditures: \$2,173,000
- State and Local Tax Revenues: \$3,613,000
- Charitable Contributions: \$14,000

Source: The Economic Impact of Craft Beer on the New York Economy in 2013.

## Jobs Created –

Long term job creation benefits associated with the Twisted Rail Brewery are summarized below:

- Management Positions: 1-2
- Wait staff and Bartenders: 6-10
- Brewers: 1-2
- Cooks/line help: 2-4

## Timeframe for Implementation and Project Readiness –

Complete build out will take approximately 7 months after all approvals, permitting and funding have been secured. The location is expected to open by fall 2017 with timely funding. Phase one of the project is to open the tasting room and restaurant. Phase two will put the final touches on the existing education center (2nd floor) and installation of the brewing system and applicable equipment.

Month 1	Initial floor plan and construction permits
Month 2-4	Expected buildout /remodel, education center/theater revamp under
Month 5-7	Furniture and equipment installs, brewery equipment delivery and install



## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Number of jobs created after two years of operation
- Percentage increase in assessed value of the property
- Number of annual events hosted in the brewery education center
- Total annual number of attendees at events hosted in the education center



## General Adaptive Reuse Fund

### Project Title –

Adaptive reuse fund for downtown properties

### DRI Funding –

\$600,000

### Summary Description –

A number of downtown properties were identified as vacant or partially vacant and in need of investment to allow for adaptive reuse to fill existing market gaps. The \$600,000 requested for this project will be used to leverage private investment in existing buildings to allow for their adaptive reuse with a preference for projects that advance DRI streetscape, preserve historic character and fill market needs.

### Location –

Projects may be located anywhere in the DRI Study Area.

### Identification of the Responsible Parties –

The City of Geneva would serve as program administrator and would receive applications from interested property owners. As with previous grants (Main Street, Restore, CDBG, etc.), the City would have a program committee that would review applications and determine awards. The City's program coordinator would distribute applications, work with applicants and provide documentation to the committee for its use. The program coordinator would also process payment requests on a reimbursement basis for the projects awarded.

### Capacity –

As noted above, the City has a long and successful history of administering and delivering grants to downtown property owners and businesses from funds such as Restore NY, CDBG, and New York State Main Street.

### Project Partners –

The partners on this project would include the property owners in downtown Geneva. As noted below, the City has already collected seven applications totaling \$620,000 in grant requests from potential awardees.



### Potential Adaptive Reuse Fund Candidate Projects:

Name of Project	Sponsor Name	Street Address	Total Project Cost (\$)	DRI Request (\$)	DRI Request (%)	Description
Adaptive reuse/conversion of abandoned office and storage space into display windows and furniture, mattress and lighting display	Lynch Furniture	Rear of 479 Exchange Street	\$174,959	\$174,959	100%	Renovate abandoned building into a display area
Restoration and beautification of Market Basket Grocery building	Stomping Grounds	41-43 Seneca Street	\$342,000	\$100,000	29%	The goal of the restoration and beautification is not only to elevate the appearance of the building, but also to stop its ongoing deterioration by correcting several issues caused by decades of alterations.
Old Fellows Proposal	Linger-Castle Street Redevelopment LLC	89 Castle Street	\$140,000	\$65,000	46%	Renovation of building for public assembly and performance space on the third floor.
Art Installation on the exterior of buildings	Linger-Castle Street Redevelopment LLC	87-89 Castle Street	\$80,000	\$40,000	50%	The installation of grapevine themed public art on exterior of the buildings.
Replace 108 windows in Historic District building	The Linden Group of Geneva LLC	28-36 Linden Street	\$128,732	\$76,240	59%	Hobart and William Smith Colleges have confirmed that this building is a potential site for the relocation of their campus bookstore. Installing new windows to NYSHPO standards will facilitate a bookstore or other application and enhance the appearance of Geneva's downtown Historic District.
Renovation of 519 Exchange Street	Linger – Main Street of Geneva LLC	519 Exchange Street	\$170,000	\$65,000	38%	Renovate structure for a ground floor apartment, office and façade improvements; including public art installation on rear façade facing Routes 5 & 20 and the Seneca Lakefront.
Renovation of 430 Exchange Street for the addition of upper floor housing	Linger Main Street of Geneva LLC	430 Exchange Street	\$277,500	\$100,000	36%	Transform vacant upper two stories into four apartments.

### Strategies –

The development of an adaptive reuse fund is supported by recent planning initiatives in the City of Geneva, as summarized below:

- Finger Lakes Regional Economic Development Council Progress Report (2016):** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings, many of which have been vacant or neglected. This competitive adaptive reuse fund will facilitate the redevelopment of these underutilized structures.



- **City of Geneva's Comprehensive Plan (2016).** The plan also champions Geneva's strong history of adaptive reuse and proposes actions to facilitate the revitalization process in the downtown. The development of the adaptive reuse fund will facilitate the infill and adaptive reuse of existing vacant structure throughout the DRI Study Area.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. The creation of an adaptive reuse fund will promote developers to fill the existing gaps in the streetscape created by vacant and abandoned buildings; ultimately contribute to the economic vitality of the City as a whole.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. The creation of an adaptive reuse fund will allow for more employment opportunities throughout the city while promoting entrepreneurial endeavors.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Invest in Community and Industrial Development and Infrastructure. The top priority of this strategy is to strengthen the identity and character of an area through the adaptive reuse of existing buildings. By creating a fund for developers to apply for funding to develop existing vacant buildings promotes and strengthens Geneva's Downtown.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Regional Destination. This plan notes that downtown Geneva is the primary retail, restaurant, cultural, and entertainment destination for the surrounding region. The proposed project would enhance this reputation by providing additional businesses that support the craft food and beverage market.

The general adaptive reuse project also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

## Description –

The City will form a Program Committee to oversee distribution of the funds. The Committee will create final guidelines (based on the principles listed below). A City identified Project Coordinator would then solicit applications from downtown property owners that meet the basic criteria of the program. The Coordinator would be available to answer questions and review draft applications as appropriate.

The Committee will meet as needed to score and rank applications received. Applicants may be asked to appear in person to answer questions of the committee. Applicants will be required to submit evidence of compliance with program guidelines as well as documentation of appropriate criteria such as SHPO approval and bank financing.

Once awarded, property owners will be notified of the amount and conditions of the award and will be given the notice to proceed. The Coordinator will periodically monitor construction activities (together with the City's building inspector) and will collect documentation from the awardee of partial or total completion of the adaptive reuse project. The awardee will periodically submit for reimbursement of funds expended, which the Coordinator will compile and present to the Committee for approval and processing of the drawdown. Once



received, the Coordinator will submit payment to the awardee as appropriate and once appropriate releases are submitted (release of liens, etc.).

Final guidelines will be drafted should this request be awarded, but may include the following criteria:

**Location:** projects must be located within the DRI Study Area. Funds will first be allocated to those projects within a 2-block radius of the intersection of Castle and Exchange Streets. This is to recognize the importance of this key gateway and the number of vacancies that exist at this location.

**Historic preservation:** projects will be expected to comply with SHPO guidelines for historic preservation. If so desired by the Committee, exceptions to this requirement may be considered should the applicant demonstrate an unreasonable hardship.

**Mixed-use:** projects should propose a building-appropriate mix of uses that considers the historic uses of the property. First-floor residential uses will generally be excluded from consideration. Uses of the property should contribute to the character of the downtown, including commercial uses, where appropriate, on ground floors.

**Mixed-income:** where a project is proposing 5 or more residential units, preference will be given where at least 20% of the units are affordable.

**Private match:** the program will recommend a match of at least \$2 of non-DRI funds for every \$1 of DRI funds awarded. The source of non-DRI funds can be of any type except in-kind contributions. This includes cash, loans and other grant or revolving loan funds. Expenses already incurred will not be considered match.

**Cost reasonableness:** the program will cap DRI awards to more than \$60 per gross square foot of renovated space (rentable and un-rentable).

## Renderings, Site Plan, and Graphics –

Not applicable

## Estimated Costs –

\$600,000 of DRI funds matched by no less than \$1,200,000 of non-DRI funds, based on recommended private match requirements.

## Funding Sources –

The source of non-DRI funds can be of any type except in-kind contributions. This includes cash, loans and other grant or revolving loan funds. Expenses already incurred will not be considered match.

## Site Ownership/Legal Jurisdiction –

Applicants will be required to demonstrate site control.

## Regulatory Requirements –

Generally, only SHPO and local building permits will be required. In some cases, use or area variances may be required.



## Public Support –

As indicated by engagement activities to date through the DRI process, the public has overwhelmingly supported the adaptive reuse of downtown properties as a top priority. Adaptive Reuse funds ranked highly as priority projects in the public workshop held in December 2016. Individual property owners have been highly engaged throughout the DRI process.

## Anticipated Revitalization Benefits –

Anticipated revitalization benefits will be dependent on projects ultimately selected but will likely include new jobs, downtown residents, tax revenues and downtown spending.

## Beneficiaries –

Occupants of the new residential units, those employed in jobs created in commercial spaces, other businesses downtown who benefit from increased activity and vitality. Residents and visitors would also benefit from new business creation, economic development and downtown vitality.

## Cost-Benefit Analysis –

Vacant and/or underutilized buildings contribute little economic benefit to the community. Vacant buildings in deteriorating condition are assessed at lower values than occupied buildings (thus limiting tax revenue potential). Further, vacant storefronts do not contain businesses, provide jobs, or generate income to the City and property owners through rent and fees.

Renovation, restoration, and reuse of vacant and underutilized buildings will result in an overall net benefit to the community through a net increase in property tax revenues, business license fees, rental income, customer spending, residential occupants, and increased spending by new residents. The specific economic benefit of individual projects funded through the Adaptive Reuse Fund will vary based on a variety of factors, including the type and size of the project. The number of jobs created, total tax revenue, and other financial benefits of investments through a general adaptive reuse fund will be determined on an individual project basis.

## Jobs Created –

Jobs created will vary depending on project selected but may include jobs in new commercial spaces.

## Timeframe for Implementation and Project readiness –

Because of the City's long history of administering similar programs and the fact that the City has already identified a number of property owners interested in participating, we believe this request has a very high degree of readiness and can be implemented immediately upon award.

## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Number of buildings rehabilitated through the Adaptive Reuse Fund
- Number of new residential units created through the fund
- Number of ground floor spaces renovated through the fund that are leased by businesses within one year of obtaining a certificate of occupancy
- Amount of private sector investment leveraged
- Number of jobs created



## Tunnel Enhancements

### Project Title –

Implement pedestrian and safety improvements at the Routes 5 & 20 tunnel

### DRI Funding –

\$500,000

### Summary Description –

This project proposes enhancements to the existing lakefront tunnel, which runs below Route 5 & 20 and connects the Seneca Lake shoreline to the undeveloped area south of the Department of Labor building. At present, the tunnel is uninviting with dismal lighting, few pedestrian amenities and wayfinding signage, and a prevailing perception of lack of safety. The proposed enhancements to the site would include better landscaping with native trees and plants, increased lighting, and a more formalized site with a parking lot and grassy area at the west entrance to the tunnel. Enhancements could also include bike accessibility as the tunnel opens onto multi-use trails along the shoreline. The ultimate objective of said enhancements is to improve connectivity between the lakefront and downtown.

### Location –

The tunnel for which enhancements are proposed is just south of the existing New York State Department of Labor building, and runs east to west below Route 5 & 20. At present the tunnel connects the eastern portion of the Waterfront Trail, which runs along the Seneca Lake shoreline, to the western, more inland portion. Traveling east through the tunnel brings pedestrians toward the lakefront, with Long Pier, a playground, and an ice cream shop in the vicinity.





## Identification of the Responsible Parties –

As the tunnel is a public amenity, any potential enhancements or operation responsibilities will fall under the jurisdiction of the City of Geneva, specifically the Department of Public Works which is tasked with maintaining the City's streets and municipal facilities. Improvements will most likely be undertaken by an architectural or engineering firm, which has appropriate expertise in structural and landscaping issues.

## Capacity –

The Department of Public Works maintains all public facilities in the City of Geneva, including the waterfront trails along Seneca Lake whose maintenance requirements are similar in nature to that of the enhanced tunnel. The City of Geneva has maintained a long interest in the development of the waterfront, undertaking multiple studies and plans in order to increase access to and leverage opportunities along Seneca Lake. Improvements to the tunnel would increase the accessibility of the lakefront by providing a safer and more inviting means to cross Route 5 & 20. The Department of Public Works will also be involved in other lakefront-related DRI proposals, such as the marina, whose implementation would most likely compound the positive impacts of the enhanced tunnel.

## Project Partners –

As evidenced by the plethora of plans and studies that the City has conducted in relation to its development and revitalization, the lakefront is clearly an important asset to Geneva, meaning that its redevelopment will include multiple stakeholders. In addition to the Department of Public Works, the City of Geneva has previously convened a Lakefront Development Committee to advise the City on developing a vision for the lakefront site. If reconvened for the purposes of this project, the Committee could provide feedback on finalizing the design for the tunnel and promoting it as one of Geneva's many offerings along the lakefront. As the tunnel is ultimately a public amenity, feedback should also be sought from the public which has, for many years, expressed a desire to better utilize the existing tunnel.

## Strategies –

The City of Geneva has a long history of lakefront planning, extending as far back as the City's 1958 Master Plan. As such, the development of the tunnel aligns with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Geneva Comprehensive Plan (2016).** The plan included the lakefront as one of its top priorities, indicating that the City should provide attractive and welcoming amenities – such as the enhanced tunnel – to draw residents and visitors alike. The plan also recommends that the City continue pursuing activities under the LWRP. Furthermore, the plan includes the adjective “connected” in its vision statement and continually refers to the need to increase connectivity between the lakefront and downtown.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report specifically advocates the “continued development of civic amenities on the Seneca Lake shoreline.” The report also emphasizes the importance of multi-use trails to the region, as they provide opportunities for healthy and safe recreation.
- **Waterfront Infrastructure Feasibility Study (2012).** In conjunction with the State, the City identified opportunities for phasing and associated costs for the recommendations included in the Lakefront/ Downtown Development Plan. Similar trail improvements to those associated with the proposed tunnel are set for completion by 2017.



- **Finger Lakes Regional Economic Development Strategic Plan (2011).** This plan emphasizes the region's scenic beauty and recreational attractions, and claims that it is a top lake vacation destination. As such, the plan asserts that the region's natural offerings should be leveraged as tourism opportunities.
- **Lakefront/Downtown Connectivity Study (2010).** This study explored safe and effective options to increase connections between the lakefront and downtown for pedestrians and cyclists. The tunnel was identified as an underutilized asset and the study recommended that better connections to the tunnel should be provided and the tunnel itself should be including in a citywide wayfinding program.
- **Lakefront/Downtown Development Plan (2009).** Informed by extensive public participation, this report details a cohesive set of policy recommendations for guiding future development along the lakefront. The tunnel was identified as an important element for downtown and lakefront connectivity as well as waterfront programming. The plan suggested that the City investigate the enhanced utilization of the tunnel for both pedestrian and motorized (i.e. tram or shuttle) use.
- **Lakefront Visioning Sessions (2001 and 2004).** These public workshops enabled the community to reach a greater consensus regarding which proposals and land uses were most appropriate for potential lakefront development.
- **Geneva's Magnificent Waterfront Master Plan (1998).** Using the LWRP as a foundation, this plan made visionary recommendations for land uses and spatial connections along the waterfront.
- **City Master Plan (1997).** This plan identified the lakefront as a thematic area around which community goals are concentrated.
- **Local Waterfront Revitalization Program (1997).** As an ancillary report to the Master Plan, the Local Waterfront Revitalization Program provides guidance for developing along the waterfront in accordance with State policies. The plan reflects community consensus and provides a clear direction and vision for future development. The plan also enables the City to receive State funding to advance the preliminary preparation, refinement, and implementation of its strategies.

The tunnel enhancements also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Create accessible and safe connections to the City's natural resources.

## Description –

The following improvements are proposed for the tunnel:

- Paving and formalizing a parking lot
- Paving a path to the tunnel
- Improved lighting through the tunnel
- Pedestrian lighting leading up to the tunnel access point
- Upgrading paving through the tunnel
- Seating area on one end of the tunnel
- Landscaping around the tunnel



The proposed improvements intend to enhance the existing lakefront tunnel, which is presently underutilized due to its uninviting appearance. The current gravel lot, lack of lighting, as well as the undefined roadway and pedestrian connections leading to the site create a disconnected feeling and suggest that the site is not formalized. For pedestrians, comfort and safety are of the utmost importance when deciding whether or not to use pedestrian crossings. As a result of the tunnel's unwelcoming and unsafe appearance, pedestrians underutilize the tunnel or are altogether unaware of its existence. This underutilization was confirmed by field observation counts conducted as part of the Lakefront/Downtown Connectivity Study.

The tunnel has untapped potential as it provides a less intimidating way to traverse Route 5 & 20 in order to access the lakefront. Similarly, traveling east through the tunnel brings the user to a site with many nearby amenities including a small beach (which is often used by Hobart William Smith college students), a playground, an ice cream shop, two multi-use trail connections, as well as Long Pier. Improving bicycle infrastructure in the tunnel and leveraging its existing connections to multi-use trails could enable Geneva to create a citywide network of pedestrian and cyclist trails, which would encourage visitors and residents to circulate through the entire area and prevent them from feeling physically constrained to either downtown or the lakefront. The importance of multi-use trails to the connectivity of these areas was expressed in the 2016 Geneva Comprehensive Plan, which indicated that developing waterfront trails and sidewalks will facilitate increased connection to downtown. Increased pedestrian traffic, by extension, will encourage visitors and residents to patronage businesses and amenities on both sides of Route 5 & 20. As expressed in the Lakefront/Downtown Connectivity Study, the tunnel will be an important component to enhancing the overall pedestrian experience in Geneva by creating a safer, more inviting, and less intimidating public realm and by developing a stronger physical and psychological connection between downtown and the lakefront. In addition to other DRI proposals, such as the Route 5 & 20 improvements as well as the beach and marina development projects, the proposed tunnel enhancements will be a vital aspect to a revitalized lakefront and a more connected city.

The proposal advances the following DRI selection criteria:

- Alignment with existing local plans, including a large number of lakefront-specific plans as discussed above
- Alignment with ongoing activities, such as the new lakefront Visitors Center and Ramada Inn, existing boat tours and water adventures, improvements to boat docks and waterfront walkways, as well as ongoing community and investor interest in the area
- Ability to provide a sustainable impact to downtown, particularly when considered in tandem with other DRI priority initiatives such as the proposed beach and marina as well as the improvements to Route 5 & 20
- Potential to leverage other funds, in addition to DRI funding, the City could request funding from New York State's Local Waterfront Revitalization Program or Recreational Trail Grants Program
- Transformative impact, such as making better use of the currently underutilized tunnel and enabling better connectivity between the lakefront and downtown
- Public support, as exemplified by long-standing interest in developing the lakefront and public interest in better utilizing the tunnel as expressed through previous plans
- Need for DRI funds
- Project readiness, to date, preliminary designs have been completed for the tunnel meaning that implementation would be dependent only upon design finalization and construction
- Site control, the entrance sites for both sides of the tunnel open onto City-owned property meaning that the tunnel and its enhancements fall under the jurisdiction of the City
- Capacity and commitment from City, as exemplified by the variety of lakefront-specific plans undertaken by the City and its existing partnership with the State under the Local Waterfront Revitalization Program (LWRP)



## Renderings, Site Plan, and Graphics –

Existing conditions:

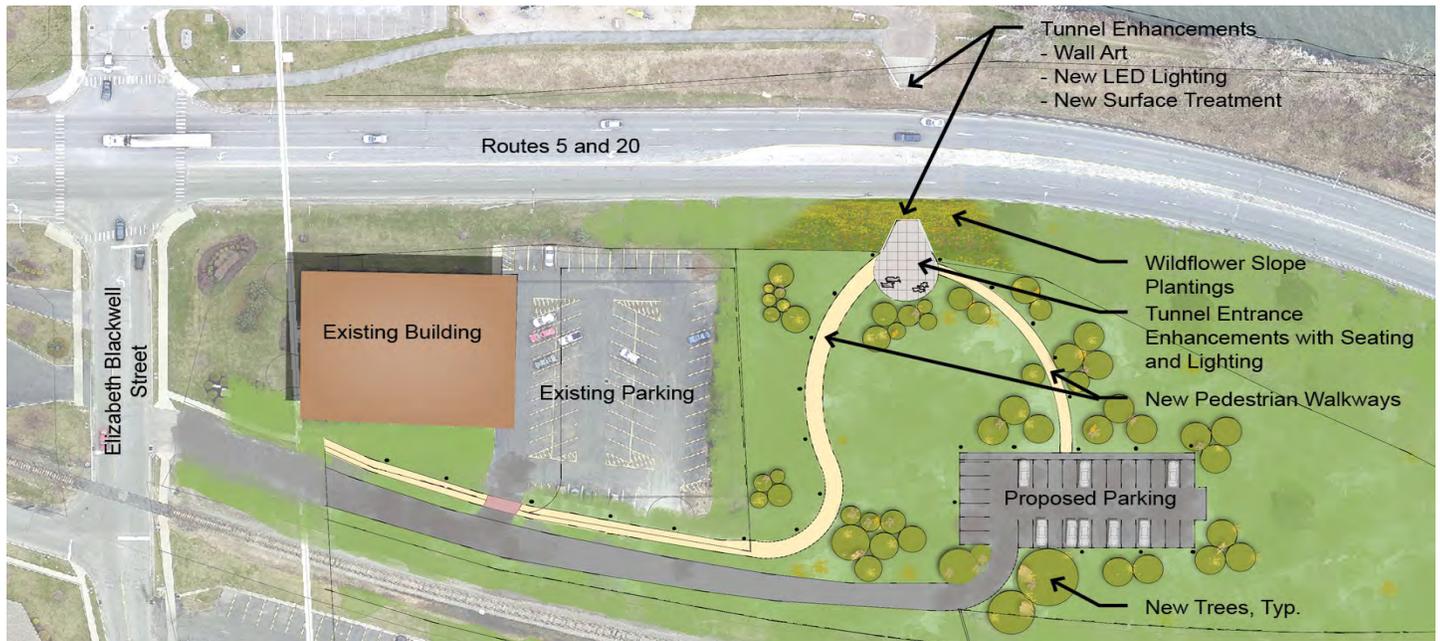


The following is a representative graphic. Actual design would be finalized once the project is funded.





The following is a representative plan graphic. Actual design would be finalized once the project is funded.



## Estimated Costs –

The requested \$500,000 in DRI funding would cover half of the estimated costs of the proposed enhancements. In total, the project is estimated to cost \$1 million. These estimates do not include expenses associated with the ongoing operation and maintenance of the tunnel, which would ultimately be the responsibility of the City of Geneva.

## Funding Sources –

The requested DRI funding will cover half of the project’s total expenses. The City of Geneva will match and fill any gap funding required.

## Site Ownership/Legal Jurisdiction –

The lands to both the east and west sides of the tunnel are located on City-owned property.

## Regulatory Requirements –

Since the tunnel is below-grade, it is important that any improvements maintain its structural integrity. As such, structural evaluations should be conducted by appropriate professionals. Since the tunnel is already a portion of an existing pedestrian trail, further improvements should also consider accessibility issues, ultimately adhering to Americans with Disabilities Act regulations.

## Public Support –

The public has desired enhancements to the tunnel for many years, as evidenced by references to the tunnel in the 2009 Lakefront/Downtown Development Plan and the 2010 Lakefront/Downtown Connectivity Study. The general consensus from public feedback, including stakeholder, focus group meetings and public workshops, regarding the tunnel is that it needs to be better utilized, an objective which the proposed enhancements intend to achieve. Some attendees at public meetings indicated that they were not even aware of the tunnel’s existence, furthering the fact that it is underutilized. Tunnel enhancements would also address the common perception of lack of safety which currently surrounds the tunnel.



## Anticipated Revitalization Benefits –

When considered in tandem with other lakefront revitalization initiatives, the tunnel will provide many benefits to the City including increased visitation to downtown and the waterfront and better utilization of waterfront amenities. Improved connectivity between the lakefront and downtown will result in increased pedestrian and cyclist traffic throughout the area, encouraging visitors and residents alike to patronize local businesses and experience all the amenities that Geneva has to offer. The proposed enhancements could also provide environmental benefits, such as reducing the existing level of impervious surfaces, thereby reducing runoff and implementing better practices for stormwater management.

## Beneficiaries –

Residents, who have expressed a desire to better utilize the tunnel, will benefit from the increased sense of safety and more welcoming appearance created by the proposed improvements. The tunnel will present a less intimidating means for crossing Route 5 & 20, furthering the physical and psychological sense of increased connectivity throughout the City. Coupled with ongoing development of multi-use trails along the shoreline and the existing walkable environment in downtown, the tunnel will act as a conduit for pedestrians and cyclists to safely move back and forth between the lakefront and downtown. As a result, the tunnel could encourage these people to patronize businesses and attractions in both locations.

## Cost-Benefit Analysis –

At present, the existing tunnel is underutilized, meaning that its potential economic and social benefits to the City are not being fully realized. Enhancing the tunnel such that it is attractive and welcoming would better leverage this untapped potential. The anticipated improved accessibility to the lakefront and enhanced connectivity with downtown will increase inland and shoreline pedestrian traffic, thereby encouraging residents and visitors to patronize businesses in both locations. Likewise, when considered in tandem with other proposed lakefront improvements such as the marina, the tunnel could be an important element of the City's water-related tourism offerings.

The project will leverage up to \$500,000 of local investment, resulting in economic benefits experienced through improved pedestrian and bicycle connectivity, increased attractiveness for visitors, and improved safety.

Monetized benefits include:

- Improved mobility and ability to access nearby businesses, scenic resources, and tourist destinations
- Higher property values associated with a higher quality public realm

These monetary benefits may be seen through:

- Increased sales tax revenues
- Increased rental rates
- Increases in assessed values and local property tax revenues
- New business establishment

Source: The Economic Benefits of Sustainable Streets, New York City Department of Transportation, 2015

## Jobs Created –

Direct jobs will be created during the construction of the project

Indirect jobs may be created through establishment or expansion of businesses and increased tourism spending.



## Timeframe for Implementation and Project Readiness –

The Lakefront/Downtown Development Plan suggested that the City investigate the enhanced utilization of the tunnel in the short-term while the Lakefront/Downtown Connectivity Study offered preliminary designs for these enhancements. With Phases II and III of the Waterfront Infrastructure Feasibility Plan already in progress, it would behoove the City to develop the tunnel in tandem with the lakefront improvements included in the ongoing phases.

Month 1-3	Design
Month 3-5	Permitting
Month 5-8	Construction

## Project Metrics –

Should the tunnel achieve its objective of better connecting the lakefront to downtown, the City should see increased movement of pedestrians and cyclists in both locations. Metrics include:

- Increase in use of the tunnel by pedestrians and bicyclists, measured by the number of trips through the tunnel
- User feedback regarding improvements to the tunnel obtained through intercept surveys



## 20 East Castle Street – Patent Block

### Project Title –

Patent Block Mixed Use Development

### DRI Funding –

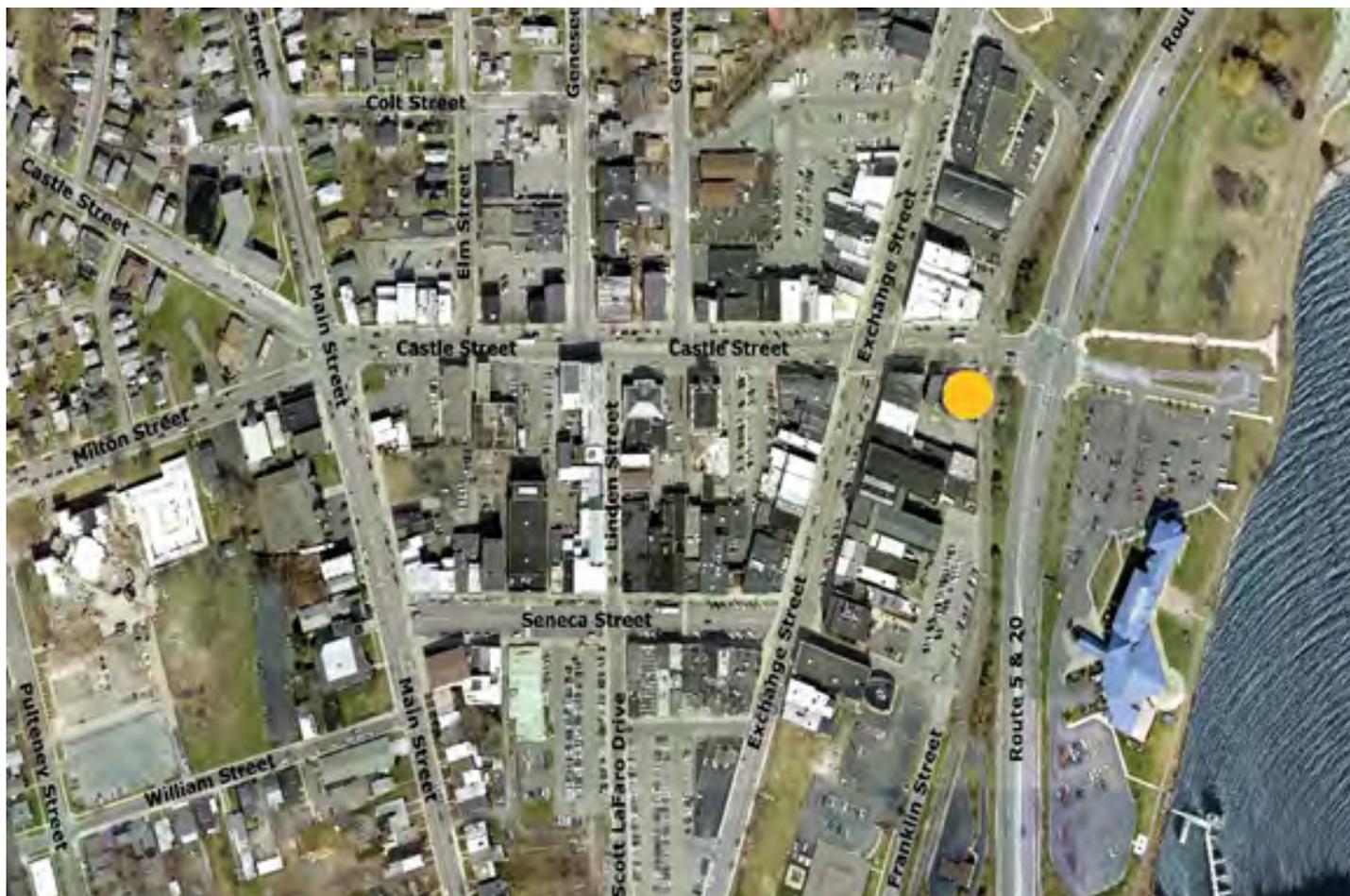
\$650,000

### Summary Description –

This project will transform the vacant Patent Block into a mixed use building. Two commercial storefronts will face Castle Street with apartments in the back of the ground floor, on the second level as well as in a new third level. The Patent Block is located at one of the primary gateways to Geneva's business district. It is anticipated that the Castle Street corridor will be part of a DRI funded effort to foster connectivity between the Seneca lakefront and the business district. Additionally, the building is located in one of the few downtown areas with pervasive blight. The Castle-Exchange Street intersection includes the largest concentration of deteriorated and partially/wholly vacant buildings remaining in downtown Geneva. The restoration of the Patent Block will be in furtherance of ameliorating concentrated urban blight and will also be a significant component in fostering connectivity between downtown and the lakefront.

### Location –

20 East Castle Street is indicated on the map below with an orange circle:





## Identification of the Responsible Parties –

Castle Street Redevelopment, LLC (CSR) is the owner of the Patent Block and will be responsible for all phases of the construction build-out. CSR will also be responsible for the management of the project after completion of construction.

## Capacity –

The sole members of CSR are David G. Linger and Wendy Marsh. Over the past 7 years this development team has completed more adaptive reuse projects of downtown Geneva deteriorated structures than the combined efforts of all other Geneva property owners and developers. All projects remain under the sole ownership and management of the development team.

## Project Partners –

No partners are needed to successfully complete this project other than DRI assistance.

## Strategies –

The development of 20 East Castle Street is supported by recent planning initiatives in the City of Geneva, as summarized below:

- **The City of Geneva’s Comprehensive Plan (2016).** This plan identified improving the major corridors as a main priority. The redevelopment of 20 East Castle fulfills this priority by strengthening the buildings located along East Castle Street, a major gateway into the City and along one City’s major corridors.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings, many of which have been vacant or neglected much like 20 East Castle Street.
- **City of Geneva Economic Development Strategy (2011).** This report prioritized tourism and tourism-oriented programming. Ultimately, the redeveloping 20 East Castle would create a more welcoming gateway for tourists and residents to the downtown area and further the City’s unique sense of place.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Invest in Community and Industrial Development and Infrastructure. The top priority of this strategy is to strengthen the identity and character of an area through the adaptive reuse of existing buildings. Rehabilitating and renovating the 20 East Castle Street, rather than allowing for the structure to sit vacant aligns with the Plan’s strategy. 2016 Finger Lakes Regional Economic Development Council Progress Report. The plan identifies investing in communities and infrastructure as a major strategy. The implementation of a gateway sign is an enhancement to the City’s existing built environment, in turn investing in the community.

20 East Castle Street also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

## Description –

The proposed project will transform a long vacant, deteriorating structure into a residential/commercial mixed use project. The downtown Geneva business district has a surplus of commercial space but a substantial



deficit of modern, modestly sized and priced housing options. The project will create two new storefronts for office, retail or food and beverage tenant use. The commercial storefronts will be 617 sq./ft. and 976 sq./ft. The apartments will be over three floors. The eleven (11) apartments will serve a wide range of the local rental housing market. Four lake-view apartments will be appealing to the mid and upper markets, with each apartment having 2 bedrooms and ample space over two levels. The majority of the apartments will be more modest in both size and finishes. These seven one bedroom apartments will have heat included in the monthly rental rate. All tenants will utilize a common entrance and facilities such as the on-site laundry which will maximize the potential for social interaction. CSR will continue to own and manage the Patent Block upon project completion.

### Renderings, Site Plan, and Graphics –

The following floor plans were provided by the developer.





Existing 20 East Castle Street:



The following is a representative graphic of proposed improvements:



## Estimated Costs –

Build out costs:	\$1,953,971
Acquisition costs:	\$165,000
Professional fees:	\$15,000
Permitting fees:	\$3,500
Developer fee:	3% of project hard costs
Contingency reserve:	7.5% of project hard and soft costs
<b>Total Project Cost:</b>	<b>\$1,953,971</b>



## Funding Sources –

As set forth above, \$650,000 in DRI funding is being requested to fill funding gaps for the Patent Block project. The remainder of the funding will be with the applicants' funds, as well as a construction loan and permanent financing by the Bank of the Finger Lakes. The DRI contribution to the project will be leveraged at least 3: 1 with private funding. Additionally, this investment will foster the build out of the two commercial spaces, giving additional leverage to the DRI funding.

The timing of the receipt and expenditure of funds will be based on the construction schedule to be agreed upon between CSR and the general contractor who is awarded the construction contract. Pursuant to CSR's ongoing relationship with the lender, project costs-including construction expenses- will be paid when due. Reimbursement from DRI will be requested upon successful project completion.

## Site Ownership/Legal Jurisdiction –

20 East Castle Street, Geneva is solely owned by CSR.

## Regulatory Requirements –

None known other than issuance of a building permit by the City of Geneva and issuance of a variance use by the Geneva Zoning Board of Appeals.

## Public Support –

When presented as a potential project at the City's Public Workshop in December 2016, building adaptive reuse projects such as this one received overwhelming support. Public comments mirrored the votes with many describing building reuse in the downtown as being a top priority with maximum impact for the community. Furthermore, adaptive reuse was specifically called out in the City's DRI submission and in the City's recently completed Comprehensive Plan, which involved significant community engagement and widespread support.

## Anticipated Revitalization Benefits –

As noted directly above, the most important revitalization benefit will be the rehabilitation of a blighting structure at the key entryway to the City. Additionally, this will allow for the creation of a number of very high-quality apartments in the downtown core, attracting higher-income tenants into the City and serving as a "test" of the market for such units. Presumably, this would show other developers the value of the existing downtown building stock and thus encourage other investors to rehabilitate structures. Additional foot traffic will be generated as well as additional spending for local businesses.

## Beneficiaries –

Renters and tenants, small business owners, the community at large and visitors to Geneva.

## Cost-Benefit Analysis –

One-time local impacts (benefits) attributed to public spending of \$650,000 to support development of 11 net new residential units:

- \$1,287,000 in local income
- \$242,000 in local taxes and other revenue
- 17 jobs



Ongoing annual local impacts  
 \$286,000 in local income  
 \$55,330 in taxes and other revenue  
 4 jobs

The figures above represent income and jobs for residents of the metropolitan area or nonmetropolitan county, and revenue for all jurisdictions within the local area. They are also one-year impacts that include both the direct and indirect impact of the construction activity itself, and the impact of local residents who earn money from the construction activity spending part of it within the local area’s economy. Ongoing annual local impacts are those that result from the new apartments becoming occupied, and the occupants paying taxes and otherwise participating in the local economy year after year. They also represent impacts that have been reduced to account for the natural vacancy rate that tends to prevail in multifamily properties.

Source: The Economic Impact of Home Building in a Typical Local Area: Income, Jobs, and Taxes Generated. 2015

## Jobs Created –

The two commercial storefronts have not yet been leased, job creation will develop depending on the end uses of the space. Based on past experience of the applicant it is estimated that 5- 12 new full time or full time equivalent jobs will be added to the local workforce.

## Timeframe for Implementation and Project Readiness –

During the DRI review and project approval process CSR will continue to move forward with activities in furtherance of the project. These will include finalizing construction drawings and consultation with the City of Geneva of project parameters and design. A final construction budget will be determined and submitted to the lending institution which has already given its preliminary commitment to this project. CSR will also begin marketing the two commercial storefronts to potentially interested parties. Following the issuance of DRI project approval the following timetable is planned:

Month 1-2	Obtain governmental approval and permits for project
Month 1-3	Send construction plans and supporting documents to general contractors for review and bidding, select best proposal
Month 4-12	Begin construction
Month 11-12	Complete construction, obtain certificate of occupancy and business operating permits for commercial spaces and submit completed project for DRI review,
Month 11-12	Approval and final payment

## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Number of net new residential units added to downtown supply
- Percentage of residential units leased within one year of certificate of occupancy
- Percent increase in assessed value of the property
- Have commercial spaces been leased? y/n



## 5-Point Intersection Enhancements

### Project Title –

Implement pedestrian and vehicular improvements at the Main Street, 5-point intersection

### DRI Funding –

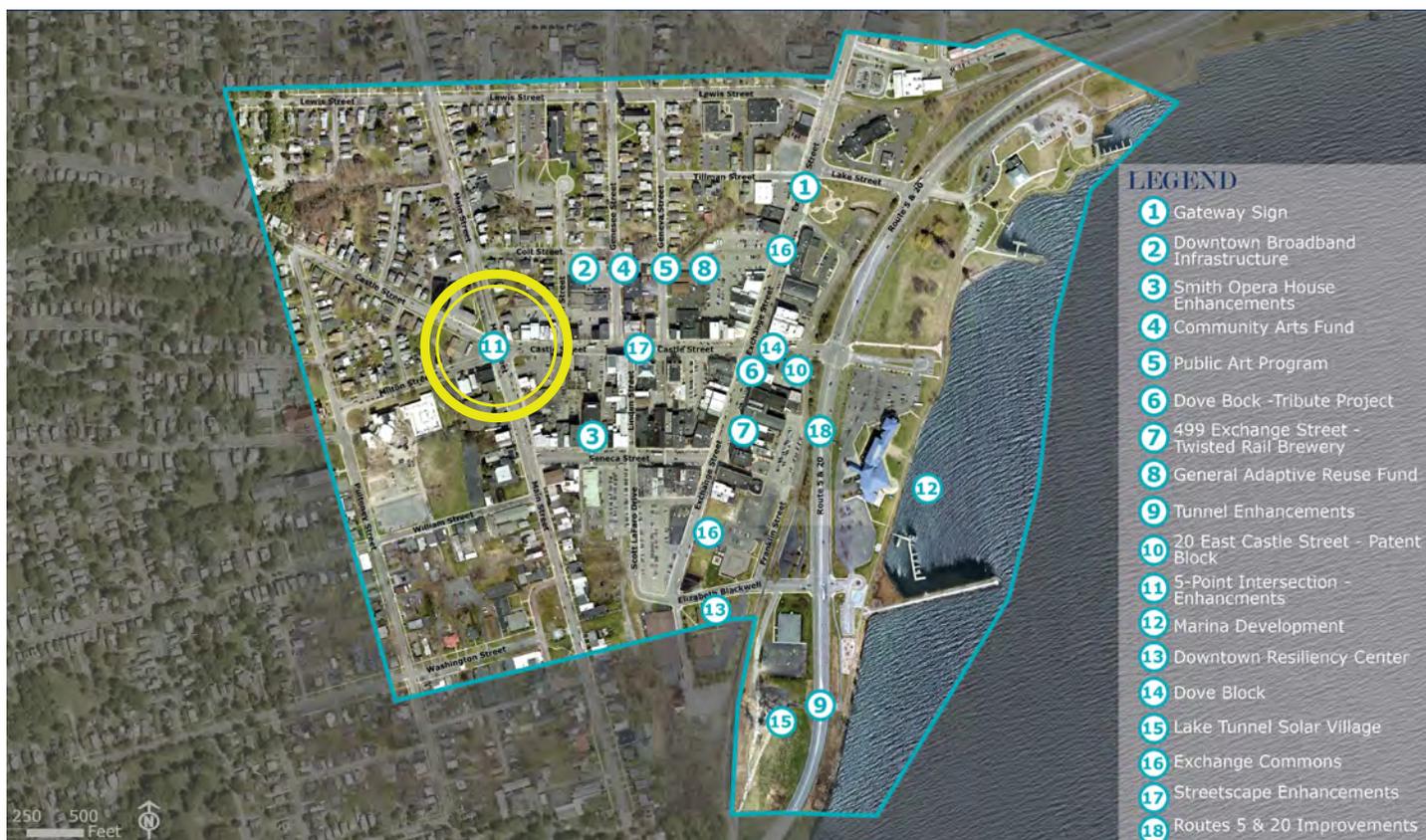
\$650,000

### Summary Description –

Enhancements at the 5-point intersection would implement a raised pedestrian crossing at the intersection of Castle, North Main, South Main, Milton and Castle Streets. This location has a high level of pedestrian traffic adjacent to residential neighborhoods and the Geneva Library, a local cultural destination for the City. The proposed improvements would slow traffic, allow for safer pedestrian connections, and increase the number of on-street parking spaces to support library visitors. Design elements of the project would include more vibrant crosswalk striping, more defined pedestrian bump outs to reduce crossing lengths, and landscaping islands/ pedestrian refuges.

### Location –

The 5-point intersection, where Castle Street, North Main Street, South Main Street, Milton Street, and Castle Street meet, shown as number 11 on the map below.





## Identification of the Responsible Parties –

The City of Geneva would be responsible for hiring private firms for design, construction documents and construction. After construction, the City of Geneva would be responsible for maintenance.

## Capacity –

The City of Geneva currently maintains the intersection. The enhancements would not significantly change existing maintenance responsibilities.

## Project Partners –

NYS Department of Transportation  
City of Geneva Public Library  
City of Geneva Department of Public Works

## Strategies –

- **The City of Geneva’s Comprehensive Plan (2016).** The Plan identifies the 5-point intersection as an initiative that will help improve the Castle Street Residential Corridor. The Comprehensive Plan describes this intersection as a “visual mess—a poorly organized expanse of asphalt and concrete”. Proposed improvements at this location will address issues raised in the comprehensive planning process by providing a more visually appealing intersection while increasing pedestrian safety. The Comprehensive Plan also identifies improving street safety as a main initiative. This project directly improves the safety of walkers and cyclists at this location, providing more visible crossing routes and reducing crossing distances.

The 5-Point intersection enhancement also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Create a strong gateway and transform civic amenities to drive business attraction, visitors and residential recruitment.

## Description –

The intersection is located at the intersection of East Castle, North Main, South Main, Milton and Castle Streets (also referred to as the 5-point intersection) is located in the northwest area of the DRI Study Area. In its current configuration and design, the intersection presents barriers and safety hazards for pedestrians and bicyclists. The Geneva Public Library, located at this intersection, generates a tremendous amount of foot traffic from its patrons. The community has stated that this intersection is a major concern for pedestrians and bicyclists’ safety. The enhanced 5-point intersection would upgrade the crossing experience while ensuring and increasing pedestrian and cyclists’ safety.

The project implements a raised table at the intersection, essentially building ramps on each vehicle approach, elevating the entire intersection to the level of the sidewalk. This enhancement would reduce vehicle speeds, while providing a strong visual cue to drivers entering the downtown to be aware of non-motorized users. The crosswalks on the 5-point vehicle approach would be elevated, increasing their visibility. This will also enable pedestrians to cross the road at the same level as the sidewalk, eliminating the need for curb ramps. The elevated crosswalk can act as an urban design element through the use of special pavement materials that will draw more attention to the crossing. The project enhancement would also convert the Public Library’s on-street parking arrangement from parallel parking to angled parking spots, resulting in an increase of 20



spaces on two sides of the building. The public library's board of directors expressed a strong need for increased parking capacity. The library offers a wide range of programming that generates a range of patrons, from families to the disabled. While the library does have a parking lot located in the rear of their facility, its capacity does not fulfill what is required.

The enhancement fulfills the following Project Criteria for prioritization:

- Alignment with DRI strategic goals for the downtown
- Alignment with existing local and regional plans
- Alignment with ongoing activities
- Transformative potential- elements that fundamentally change the downtown and how it is perceived
- Anticipated community and economic benefits
- Catalytic potential- the ability to make other things happen
- Public support

## Renderings, Site Plan, and Graphics –

The following depicts a representative image of proposed improvements:





## Estimated Costs –

The following is a planning level cost estimate based on concept design.

Design, construction and engineering cost: \$1,300,000

## Funding Sources –

The City of Geneva is prepared to match and bond the funding gap, as this is seen as an important and high priority public improvement project for the City of Geneva.

DRI Request: \$650,000

City Match: \$650,000

Total Project Cost: \$1,300,000

## Site Ownership/Legal Jurisdiction –

The City of Geneva currently maintains the road. New York State Department of Transportation (DOT) owns the road.

## Regulatory Requirements –

DOT approval would be required.

City permits for construction would be required.



## Public Support –

The public identified this project as one of the top 5 of priority projects they want to see implemented in their City during a community engagement workshop in December 2016. This project was specifically identified in the City's 2016 Comprehensive Plan as a high priority. The Geneva Public Library, a local asset, expressed their support during a stakeholder meeting in December 2016, during the community engagement period.

## Anticipated Revitalization Benefits –

The project will encourage community members to use an alternative means of transportation by providing safer connections to downtown. A significant proportion of city residents does not have access to a vehicle. The proposed improvements will create a safer environment for those residents' who are completely reliant on walking to their destination. With the increase in parking and the safer pedestrian connection, the Geneva Public Library can continue to offer the wide array of programs and ensure their patrons have safe and convenient access to their facility.

## Beneficiaries –

Community residents, future residents, seniors, youth, families, low to moderate income families would all benefit from this enhancement.

## Cost-Benefit Analysis –

This project will leverage \$650,000 of local investment, resulting in accident reduction benefits and overall savings of vehicle miles traveled.

Monetized benefits include:

- Improved mobility and ability to access nearby businesses
- Savings in public health costs
- Stormwater benefits provided by a more sustainable streetscape
- Higher property values associated with a higher quality public realm
- Household savings associated with lower vehicle ownership and usage resulting from transit-friendly and walkable intersection design.

These monetary benefits are seen through:

- Increased sales tax revenues
- Increased commercial and residential rents
- New jobs created
- Increases in assessed values and local property tax revenues

Source: The Economic Benefits of Sustainable Streets, New York City Department of Transportation, 2015

## Jobs Created –

Direct jobs will be created during the construction of the project.



## Timeframe for Implementation and Project Readiness –

The timeframe for preliminary and final design, including public engagement, is approximately 12 months and can commence upon the award of DRI grant funding.

Months 1-3	Design
Months 4-6	Permits and Approvals
Months 6-12	Construction

## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Percentage reduction in vehicle/pedestrian accidents
- Percentage increase in pedestrian traffic
- User satisfaction



## Marina Development

### Project Title –

Construct a public marina

### DRI Funding –

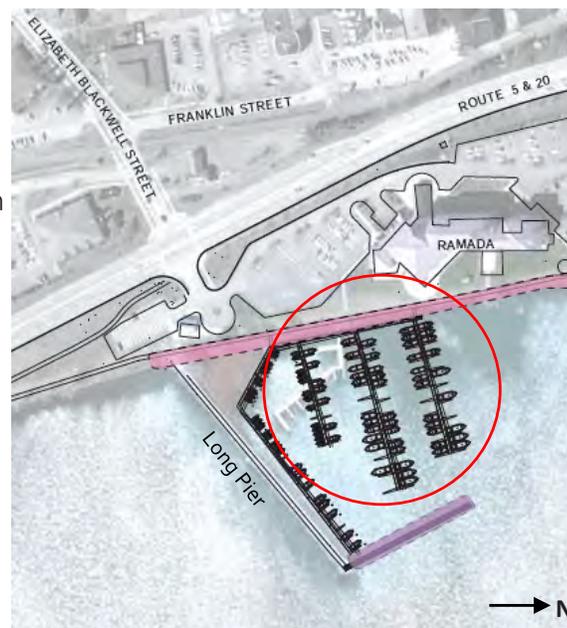
\$750,000

### Summary Description –

This project entails the development of a 100-slip public (non-commercial) marina north of the existing Long Pier and in the vicinity of the Ramada Inn. The existing design calls for the development of an additional breakfront extension to Long Pier to provide a more protected harbor from the harsh Seneca Lake fetch and to expand the number of available slips for residents and visitors. The marina would accommodate watercraft of various sizes, anywhere from jet skis to 35-foot boats.

### Location –

The proposed location for the marina is north of the existing Long Pier along the western shoreline of Seneca Lake. This site lies within the Lakefront District Planned Unit Development (PUD) zoning overlay, providing the City of Geneva and any potential investors with increased flexibility to manage and develop lakefront lands. Furthermore, the objective of the Lakefront District PUD is to ensure that development within this district aligns with the policies and strategies set forth in the Local Waterfront Revitalization Program, as discussed herein.



### Identification of the Responsible Parties –

As a public marina, the City of Geneva would be responsible for development and management. The long-term sustainability and operation of the marina will be done through a City operated team. The City may consider a public-private partnership between the Department of Public Works and an appropriate private entity to oversee and manage marina operations.

### Capacity –

The Department of Public Works maintains all public facilities in the City of Geneva, including public parks, trails and recreation areas.

### Project Partners –

In addition to the Department of Public Works, the City of Geneva has previously convened a Lakefront Development Committee to advise the City on developing a vision for the lakefront site. If reconvened for the purposes of this project, the Committee could provide feedback on finalizing the design and promoting the new



marina. To construct and design the marina, the City will need to hire an architectural or engineering firm. The City will also need to consult with New York State Department and State (DOS) and New York State Department of Environmental Conservation (DEC) to ensure that the project does not jeopardize the lakefront ecosystem or environment. The City has already completed a Local Waterfront Revitalization Program which acted as the impetus for a long-term cooperative partnership among the City of Geneva, community-based organizations, and the State as it relates to future implementation and funding for lakefront development. As a community with an approved LWRP, the City will maintain an on-going relationship with the State such that the New York State DOS and DEC can annually monitor and evaluate the lakefront.

## Strategies –

The City of Geneva has a long history of lakefront planning, extending as far back as the City's 1958 Master Plan. As such, the development of the marina aligns with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Geneva Comprehensive Plan (2016).** The plan included the lakefront as one of its top priorities, indicating that the City should provide attractive amenities – like a public marina – to draw residents and visitors alike. The plan also recommends that the City continue pursuing activities under the LWRP.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report specifically advocates the “continued development of civic amenities on the Seneca Lake shoreline.” The report also emphasizes that DRI funds may be applied toward the proposed marina.
- **Waterfront Infrastructure Feasibility Study (2012).** In conjunction with the State, the City identified opportunities for phasing and associated costs for the recommendations included in the Lakefront/Downtown Development Plan. The extension of Long Pier and the construction of a public marina were identified as Phase VI improvements. By 2017, Phases II and III will be completed.
- **Finger Lakes Regional Economic Development Strategic Plan (2012).** This plan emphasizes the region's scenic beauty and recreational attractions, and claims that it is a top lake vacation destination. As such, the plan asserts that the region's natural offerings should be leveraged as tourism opportunities.
- **Lakefront/Downtown Development Plan (2009).** Informed by extensive public participation, this report details a cohesive set of policy recommendations for guiding future development along the lakefront. A public marina was included as a method to “enhance user experience and viability along the lakefront.” The report recommended a market and feasibility study be conducted for the marina in the short-term.
- **Lakefront Visioning Sessions (2001 & 2004).** These public workshops enabled the community to reach a greater consensus regarding which proposals and land uses were most appropriate for potential lakefront development.
- **Geneva's Magnificent Waterfront Master Plan (1998).** Using the LWRP as a foundation, this plan made visionary recommendations for land uses and spatial connections along the waterfront.
- **City Master Plan (1997).** This plan identified the lakefront as a thematic area around which community goals are concentrated.



- **Local Waterfront Revitalization Program (1997).** As an ancillary report to the Master Plan, the Local Waterfront Revitalization Program provides guidance for developing along the waterfront in accordance with State policies. The plan reflects community consensus and provides a clear direction and vision for future development. The plan also enables the City to receive State funding to advance the preliminary preparation, refinement, and implementation of its strategies.
- **Geneva Waterfront Plan & Design Guidelines (1992).** In addition to producing general guidelines for development along the lakefront, this report again focused on improvements to Long Pier, including the construction of a boat basin and two marinas.
- **Geneva Lakefront Development Project (1986).** This proposal first identified the potential of locating a marina near Long Pier.

The marina development also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Enhance the Seneca Lake lakefront through projects that connect residents with the water.

## Description –

The marina project is envisioned to enhance the existing Long Pier and provide additional dockage for transient boats. The public marina would be connected to both the lakeshore and the extended Long Pier. By extending Long Pier such that it attenuates the sometimes-harsh waves along Seneca Lake, it will be possible to expand marina capacity. The pier extension and associated marina have long been identified in previous studies and public workshops as viable opportunities for lakefront development. Preliminary designs and cost estimates have been outlined for the project and were informed by market feasibility studies and a wave analysis. Once completed, these marina enhancements will provide additional amenities along the lakefront, attracting both visitors and residents. Furthermore, these enhancements would better leverage the lakefront, which is an important yet underutilized asset for the City. Building on the City's existing branding, which includes an image of a boat on Seneca Lake, the marina and other lakefront development could be marketed to regional visitors as tourist attractions. Ramada Inn guests, for instance, might very well travel with boats if an amenity such as the marina exists. After a leisurely afternoon on the Lake, hotel guests and visitors alike could dock at the marina, walk along Long Pier back to the shore and patronize nearby local businesses like the ice cream stand. In conjunction with the City's ongoing lakefront programming and the existing waterfront path, additional lakefront amenities will undoubtedly contribute to and bolster the City's reputation as a tourist destination on the Lake. The City will have to consider the most appropriate way to maintain and operate the marina, though it could seek guidance from other municipalities who have undertaken similar projects, such as the City of Rochester.

This project supports the following DRI criteria:

- Alignment with existing local plans, including a large number of lakefront-specific plans as discussed above
- Alignment with ongoing activities, such as the new lakefront Visitors Center and Ramada Inn, existing boat tours and water adventures, improvements to boat docks and waterfront walkways, as well as ongoing community and investor interest in the area
- Ability to provide a sustainable impact to downtown, particularly when considered in tandem with other DRI priority initiatives such as the proposed beach
- Potential to leverage other funds, in addition to DRI funding, the City could request funding from New York State's Local Waterfront Revitalization Program



- Transformative impact, such as making better use of the lakefront which is currently underutilized and enabling the City to brand itself as a true waterfront destination
- Public support, as exemplified by long-standing interest in developing the lakefront and a history of proposals for a public marina
- Need for DRI funds
- Project readiness, to date, multiple feasibility studies, public workshops, and design proposals have been made for the marina, meaning that implementation would be dependent only upon design finalization and construction
- Site control, the lakefront is owned by the City of Geneva, meaning that the Long Pier site proposed for marina expansion falls under the jurisdiction of the City
- Capacity and commitment from City, as exemplified by the variety of lakefront-specific plans undertaken by the City and its existing partnership with the State under the LWRP

### Renderings, Site Plan, and Graphics –

The following depicts representative graphics from the City of Geneva's Waterfront Infrastructure Feasibility Study (2012) and the City of Geneva's Lakefront/Downtown Development Plan (2009).





## Estimated Costs –

The Long Pier extension project, which includes the proposed public marina, is estimated to cost roughly \$1.5 million as shown in the table below (from 2012 Water Infrastructure Feasibility Study). The request for \$750,000 in DRI funding would cover just under half of the total project expenses. Long-term maintenance and operation fees are not included in these cost estimates, but will ultimately be the responsibility of the City.

Long Pier Extension	
Steel Piles	\$390,000
Steel Framing	\$638,665
Lighting Fixture and Paneling	\$18,490
Wood Decking and Paneling	\$165,515
Contingency Fee	\$164,887
Professional Design Fee	\$122,443
<b>Total</b>	<b>\$1,500,000</b>

## Funding Sources –

The requested DRI funding will cover nearly 47% of the project's total expenses. As a project highlighted in the City's Local Waterfront Revitalization Program (LWRP) additional funding could be sought through New York State's Local Waterfront Revitalization Program. On an annual basis, the State awards 50/50 matching grants to local governments for the preparation, refinement, and implementation of waterfront revitalization strategies, under Title 11 of the NYS Environmental Protection Fund LWRP. Furthermore, since the proposed location of the marina is in the vicinity of the Ramada Inn, the City could partner with and seek funding from the hotel, seeing as its guests and the hotel will most likely benefit from an enhanced marina. The City will fund any remaining gaps.

## Site Ownership/Legal Jurisdiction –

The City of Geneva owns the existing Long Pier and much of the Seneca Lake waterfront. The proposed location of the marina is under the City's jurisdiction.

## Regulatory Requirements –

In order to ensure that the marina complies with policies and regulations set forth by the NYS Department of Environmental Conservation, the project must undergo State review and approval. After implementation, the Department of State will annually monitor the project in accordance with the LWRP. The Waterfront Infrastructure Feasibility Plan also indicated that the Long Pier extension project would need to undergo NYS Office of Parks, Recreation, and Historic Preservation (SHPO) review and would also need to comply with the Endangered Species Act.

## Public Support –

The Seneca Lake waterfront has been of continued importance to the City of Geneva, so much so that the Geneva Business Improvement District maintains an entire webpage dedicated specifically to the lakefront. As expressed through the above-stated plans, the development of the waterfront is of great public importance. The development of a marina has also been identified in multiple public participation exercises. The Lakefront/Downtown Development Plan, for instance, concluded that there was a community consensus for the development of a public beach and marina.



## Anticipated Revitalization Benefits –

When considered in tandem with other lakefront revitalization initiatives, the marina will provide many benefits to the City including increased tourism, larger tourism-related revenue, and better utilization of the waterfront. Lakefront development could contribute to Geneva’s transformation as a waterfront destination, attracting visitors to its wide breadth of water-related amenities, offerings, and programming along the lakefront and downtown.

## Beneficiaries –

By providing a public amenity along the lake, the marina will increase accessibility to the lakefront for residents and visitors alike. By attracting regional visitors, the marina will encourage patronage of local businesses. The City will also benefit from further lakefront development, which will be an integral component to its place-making efforts and will enhance its reputation as a community with many waterfront offerings and amenities.

## Cost-Benefit Analysis –

Generally, public marinas result in increased tourism and visitation in the area, as well as increases in spending on tourism-related activities such as dining and lodging. An enhanced marina will leverage existing and future facilities on the waterfront, including hotels, restaurants, trails, and picnic facilities, ultimately allowing the community to capture a larger share of the water-related tourism market in the Finger Lakes region. In addition, a marina will help the community leverage an important boating connection between Seneca Lake and the Erie Canal.

The direct and indirect economic benefits include the following:

- Direct: Lease revenues, fuel sales, boat rental revenues
- Indirect: merchandise sales, boat sales, boat storage, food and beverage services, boat repair and service, increase revenue for downtown businesses

## Jobs Created –

Studies indicate that marinas generate 0.3 jobs per slip, which translates into approximately 30 jobs for a 100 slip marina.

Source: National Marine Manufacturers Association

## Timeframe for Implementation and Project Readiness –

Despite being identified as Phase VI of the Waterfront Infrastructure Feasibility Study’s implementation plan, the Long Pier extension and associated marina can be built at any time without affecting the phasing of other improvements since barges are used for construction. At present, preliminary designs and wave analysis have been completed for the marina though these designs would need to be finalized and reviewed for compliance with environmental and engineering standards before the project can move forward.

Month 1– 6	Wave Analysis
Month 6 – 8	Preliminary Design
Month 8 – 12	Final Design
Month 12- 24	Construction



## Project Metrics –

Similar to the processes used in developing the Lakefront/Downtown Master Plan and the Waterfront Infrastructure Feasibility Plan, the State will monitor the City’s refinement and finalization of the design for the marina to ensure technical, environmental, and engineering compliance. Furthermore, the State will conduct annual evaluations on the project, which will include recommendations for improvement to the project or to the City’s Local Waterfront Revitalization Program (LWRP). Other potential metrics include:

- Percentage of slips leased/rented
- Direct revenues generated by leased slips
- Estimated indirect spending resulting from increased visitor activity



## Downtown Resiliency Center

### Project Title –

Construct an addition at 671 Exchange Street to support enhanced programming at the Downtown Resiliency Center

### DRI Funding –

\$780,000

### Summary Description –

The project includes the construction of a 3,260 square foot addition and interior renovation to an existing building for the Downtown Resiliency Center. The Downtown Resiliency Center is a community based, community driven initiative that integrates private and not-for-profit sector partners working together to bring awareness, support services, advocacy, training and jobs in a collaborative way. The center aligns with regional and city strengths, fosters the overall health and well-being of the community, while reducing poverty. The Resiliency Center would be located in an existing structure within the DRI study area owned and operated by Family Counseling Services of the Finger Lakes.

### Location –

671 South Exchange Street

### Identification of the Responsible Parties –

Family Counseling Services of the Finger Lakes would be the responsible entity for the development, management and long term sustainability of the Resiliency Center.

### Capacity –

Family Counseling Services of the Finger Lakes (FCSFL) is located within the DRI Study Area and provides the region with professional, confidential services for strengthening and developing individuals quality of life. FCSFL has been a non-profit agency servicing the community since 1962 and offers a wide range of treatment support. FCSFL provides a broad spectrum of trainings and consultation to other service providers in the region. FCSFL is also a member of the New York State Association of Family Service Agency, New York State Council for Behavior Health, and New York State Coalition Against Domestic Violence. FCSFL is a sought out resource and leader in trauma informed care initiatives and collaborations.

### Project Partners –

- Finger Lakes Community College
- Hobart William Smith College
- City of Geneva



## Strategies –

- **Finger Lakes Regional Economic Development Council (2016).** The Downtown Resiliency Center aligns with the Finger Lakes Regional Economic Development Council (REDC) strategies by supporting the following initiatives: poverty reduction and workforce development. The Downtown Resiliency Center will help facilitate residents pulling themselves out of poverty by offering support, counseling and job training. The center will help strengthen the relationship the city has with Finger Lakes Community College and Hobart William Smith Colleges by creating a place where people and entities can connect. The center fosters economic growth and development by investing in people.
- **The City of Geneva's Comprehensive Plan (2016).** identified a number of long-term priorities, key to the City's progression towards revitalization. The Resiliency Center would help the city achieve the economic advancement, housing and downtown priorities identified in the plan by offering a wide array of services that ultimately support sustainable revitalization by putting it in the hands of residents. The Comprehensive Plan identifies the creation of an economic task force as an initiative to help address and abate the city's high poverty levels. The Comprehensive Plan describes the task force and a group that would analyze and ultimately implement best practices for aligning poverty services, education and job training to advance upward mobility and improve residents' quality of life. The Downtown Resiliency Center has the capacity to act as this economic task force by providing programs and training to achieve all of the goals identified.
- **Downtown Revitalization Initiative Application (2016).** Eliminating the visual and social impacts of blight while alleviating the economic and social challenges facing Geneva's economically disadvantaged residents was highlighted in both the Comprehensive Plan and the DRI Application. The center is a way for the city to announce that the city stands ready to take advantage of a progressive approach to community revitalization and eliminate economic and social challenges impacting Geneva.

The downtown resiliency center also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Ensure local organizations and agencies are being supported in their efforts to provide needed goods and services to residents.

## Description –

The 3,260 square foot addition and interior renovation to the existing Family Counseling Services of the Finger Lakes (FCSFL) will allow for more office space and meeting rooms for the Downtown Resiliency Center.

The Downtown Resiliency Center is a one stop resource center that would create a sense of community by providing a supportive environment for individual growth and development as well as, information, resources and advocacy. The Resiliency Center provides the "locus" where the Resiliency Network is launched and will forever expand. This new enterprise releases the deep potential (meaning and happiness) that is at the core of every person. The newly trained RESILIENT professionals impact individuals and the community at this most significant level. However, any person who consciously responds to the invitation to rises above these traumas will find resilient energy at their "deep potential center". Astutely aware professionals then become "relational-partners" in life's most meaningful journey.



This new helping-model is positioned to address one of society's most challenging problems; drug abuse and addiction. Succinctly put, drug addiction is the disease of loneliness so the engagement of a relational partner doubles the energy-supply needed to ease the pain of loneliness. If this modality of help were available last year perhaps we would not have this statistic: 26 drug over-dose deaths in Ontario County. The Resiliency Center/ Network is truly the center-piece of change for Geneva.

#### Key Components of the Downtown Resiliency Center:

- Trauma-informed care training for all service providers, staff and volunteers who provide services (advocacy and support) through the center. This would include Mental Health First Aid and Youth Mental Health Aid Training.
- A community job board that would provide job and training opportunities in Geneva. The job board would be driven by area business leaders. The Downtown Resiliency Center would work with local colleges and employers to help connect Geneva residents with training and job opportunities, in turn, feeding economic growth and development to the area.
- A housing board would provide the community with availabilities in buildings with landlord that have been pre-certified by the Resiliency Center. These buildings will be certified as providing quality and affordable housing.
- Food pantry days, supported through local farmers and local resources.
- Collaboration with the Geneva City School District will provide training for students and volunteering opportunities. This collaboration will lend itself to encouraging apprenticeships and internships, in turn allowing for students to build relations with area job resources.
- Networking opportunities for organizations and citizens for Geneva
- Volunteering opportunities including; 24/7 phone coverage, chores for the elderly and disabled.
- A space for area organizations to provide free or reduced trainings (parent groups, support groups, community discussion groups, advocacy groups, skill building, health and wellness, nutrition education, art therapy).
- The Downtown Resiliency Center is a multifaceted approach revitalization that encompasses workforce development, public programming, local capacity building and business development. The center aims to provide programs and services that will add to the upward mobility of the City and its citizens.

The Downtown Resiliency Center supports the following Prioritization Criteria for project selection:

- Anticipated community and economic benefits
- Estimated job growth and retention
- Employment and workforce development potential
- Catalytic potential- the ability to make other things happen
- Transformative potential- elements that fundamentally change the downtown and how it is perceived
- Potential to leverage additional private and/or public funds

### Renderings, Site Plan, and Graphics –

Architectural drawings, elevations and floor plans have been developed by Family Counseling Services of the Finger Lakes (FCSFL).



## Estimated Costs –

The DRI funding would support the addition of 2 stories to the existing structure. These floors would allow for adequate space for community investment and growth by including areas for office rooms, conference rooms, bathrooms on each floor, an elevator and stairwells.

Physical space requirements:	\$375,000
Adding additional space:	\$450,000
Technology and support system:	\$160,000
Furnishing the space:	\$110,000
Updating heating and cooling system:	\$60,000
Contingency fund:	\$131,000
Total Project Cost:	\$1,024,000

## Funding Sources –

FCSFL was recently awarded a grant of \$244,000 through the Dormitory Authority of the State of New York (DASNY) through the Nonprofit Infrastructure Capital Investment Program (NICIP). This funding will support renovations and updates to the existing structure as well as, a first floor addition of 1,000 square feet. DRI funding would be implemented for construction and build out costs for adding additional space.

## Site Ownership/Legal Jurisdiction –

The proposed building is owned and operated by the Family Counseling Services of the Finger Lakes (FCSFL).

## Regulatory Requirements –

City permits for work done on the existing building, as well as future proposed expansion.

## Public Support –

The Downtown Resiliency Center ranked within the top 10 projects the public would like to see in Geneva based on results from the December 2016 Public Workshop. Also, during one-on-one engagement activities within the project's storefront, a number of community members voiced their support for the implementation of the Downtown Resiliency Center, as it is a clear need in a community with notable poverty rates and a documented need for workforce development.

## Anticipated Revitalization Benefits –

The key to a healthier community is addressing and combating the challenges Geneva is facing. The Downtown Resilience Center will provide the City with services and programs, necessary for building a healthier Geneva. The center will leverage the city's diversity and create a space where people can connect and build a healthier society. The Downtown Resiliency Center will enhance inclusiveness efforts by addressing income disparities in the areas of job creation while driving private investment and reducing poverty by engaging and encouraging citizens to get involved.

## Beneficiaries –

All aspects of Geneva, including new residents, low income families, youth, seniors and the community as a whole would benefit from the Downtown Resiliency Center.



## Cost-Benefit Analysis –

DRI investment in the physical expansion of the Downtown Resiliency Center would allow an expansion of trauma-informed counseling and support services, resulting in social and economic benefits attributable to two key activities:

- **Trauma and Mental Health Treatment:** Mental illnesses impose costs on individuals and families, but also on businesses, communities, public sector entities, due to lost productivity and medical resources used for treatment and rehabilitation. With treatment, however, many of these costs are avoidable. For every dollar spent on mental health treatment, the return is almost fourfold in terms of increased productivity and health outcomes.

Source: World Health Organization, 2016.

- **Workforce Training and Counseling:** Studies have shown that increases in worker earnings can be directly attributed to publicly funded workforce programs, and that higher worker earnings translate to increased regional economic activity. One study found that for each dollar spent on workforce training, worker earnings increased by \$30 to \$35, which translates to approximately \$15,000 more per year in annual wages. The increase in wages is attributed to greater marketability due to training and education. The resulting increase in economic activity and tax revenues results in a positive return on investment in a short period of time—and in some cases just under one year.

Source: Economic Impact of Workforce Center Operations, Douglas County Colorado Workforce Board, 2015.

## Jobs Created –

The Geneva Resilience Center would employ 2 full-time community liaisons that will be Geneva residents. Ideally these jobs would create opportunities for Spanish speakers as a means to support that significant population group. FCSFL will seek out educational support and training as needed.

## Timeframe for Implementation and Project Readiness –

The project is ready to begin immediately after DRI is awarded.

Month 1-2	Design
Month 2-4	Permitting
Month 4-6	Construction

## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Dollars leveraged to attract ongoing support for long-term operational sustainability
- Number of net new clients served as a result of expansion
- Number of clients placed in jobs

## Dove Block

### Project Title –

Purchase and renovation of the Dove Block building located at 459-465 Exchange Street

### DRI Funding –

\$900,000

### Summary Description –

The Project is a community-based, non-profit initiative to purchase (from absentee ownership) and renovate one of downtown Geneva's most historically significant and prominently located buildings, the well-known Dove Block. Built in 1878, this three-story commercial building contains roughly 12,000 square feet of space (plus a full basement), all of which has been vacant and unused for at least 10 years notwithstanding the building's key downtown location at the corner of "Main and Main" (as often expressed in real estate terms). At or prior to completion of the "make-ready" renovations, it is anticipated that the floors in the building will be individually sold to one or more developers and/or users, who will then be responsible for finishing the spaces as appropriate to their respective uses.

Renovation of the Dove Block is being pursued in three distinct phases, the "positioning, assessment and planning" phase (already funded through broad community support, and currently underway), the "make-ready" phase (to be funded, in part, by the DRI grant now being sought), and the "space finish" phase (to be funded by the ultimate purchasers/users of the building's various floors). If all of the necessary funding and the ultimate purchasers/users were in place, it is believed that the development and construction aspects of the Project (including user space finish work) could be completed within 18 months or less.

This Project is critically important to downtown Geneva for two key reasons: (1) the Dove Block is an architecturally important and historically significant building, the renovation of which is deemed by many to be absolutely critical to positive perceptions regarding the revitalization of downtown Geneva; and (2) Arthur Dove, the son of the builder and perhaps the City's most famous resident, is an internationally renowned abstract artist who lived and worked for a time in the building, and deserves to be acknowledged by the community with a tribute to his life and works on the building's third floor (a parallel project- see Dove Block- Tribute Project).

### Location –

The Project is located at 459-465 Exchange Street. This intersection is believed to be the most significant of the downtown intersections, and the building is literally on the corner of "Main and Main" at one of the most important gateways to downtown Geneva.





## Identification of Responsible Parties –

The responsible party for the Project is a newly-formed New York non-profit corporation, Dove Block Restoration Group, Inc. (the "Building Group"), which is governed by a five-member Board of Directors comprised of Dave Bunnell (Chair), Jim Spates, Joanne Wisor, Chris Lavin and Murray Heaton.

## Capacity –

The Building Group is a New York non-profit corporation recently formed solely for the purpose of driving a renovation of the Dove Block. As such, and in light of its intent to eventually sell the floors in the building to third-party purchasers/users, it should be viewed primarily as a "facilitator" since, once floors in the building have been sold, the Building Group's purpose will effectively be accomplished and its role essentially concluded. Notwithstanding its limited purpose, it is believed that a renovated Dove Block, particularly with well-chosen purchasers/users of its individual floors (see "Sale/Use of Floors" below), will have a substantially positive impact on perceptions regarding downtown's revitalization and commercial viability.

It is important to note that the Building Group has received widespread community support in its now-completed efforts to raise approximately \$200,000 to fund the first phase (the "positioning, assessment and planning" phase) of the Project. This financial support came from 38 different individuals/couples either living in the community itself or otherwise associated in some way with Hobart and William Smith Colleges, as well as from the Geneva IDA, the Geneva LDC, the Geneva BID, Geneva Growth and the State of New York (through a Main Street Technical Assistance Grant). In addition, a major corporate donor has indicated a serious interest in assisting with the Project, and has discussed those possibilities with representatives of the Building Group, the City of Geneva, and Hobart and William Smith Colleges.

It should also be noted that approximately half (i.e., \$1,500,000) of the total estimated cost of the Project will be funded by the purchasers/users of the floors in the building, as they finish out the space they've acquired (that being the third phase of the Project). This approach of "user finish out" is a well-accepted approach to real estate development projects generally, and in no way diminishes the value to the City of the finished product. With \$200,000 already raised and \$1,500,000 being the responsibility of the purchasers/users of the individual floors, the Building Group's focus is on raising the \$1,300,000 required to fund the Project's second phase (i.e., the "make-ready" phase).

## Project Partners –

As noted, the Geneva IDA, the Geneva LDC, the Geneva BID and Geneva Growth have each financially supported the first phase of the Project, as has the State of New York through a Main Street Technical Assistance Grant. This support is in addition to contributions received from 38 different individuals/couples from the community itself and from parties associated in some way with Hobart and William Smith Colleges. The economic development-related entities named above are in a position to potentially play additional roles in bringing the Project to fruition.

Finally, the purchasers/users of the various floors in the building will effectively be "partners" in the Project, in that each will be providing the funds to finish their respective spaces. Also, their specific uses of those floors will be a key factor in the Project's ultimate success and the extent of its impact on downtown's commercial viability. Accordingly, it is extremely important that those floors be deliverable to potential purchasers/users at the lowest net cost possible to insure that the Project has the best user options vis-a-vis economic impact on downtown.



## Strategies –

This project aligns with the DRI strategies associated with improvements to the downtown built environment, gateway improvements, and increasing spending at downtown businesses.

- **City of Geneva's Comprehensive Plan (2016).** The plan champions Geneva's strong history of adaptive reuse and proposes actions to facilitate such projects and advise developers on best practices. The Dove Block is a prime example of an adaptive reuse project.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. The rehabilitation of Dove Block, an existing vacant theater, will fill a gap in the streetscape in a prime location. This will ultimately contribute to the economic vitality of the City as a whole.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Invest in Community and Industrial Development and Infrastructure. The top priority of this strategy is to strengthen the identity and character of an area through the adaptive reuse of existing buildings. By rehabilitating and renovating the Dove Block, rather than allowing for the structure to sit vacant.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Tourism and the Arts. The proposed project will capitalize on this strategy's goal of leveraging and promoting the region's reputation as a food and beverage destination by providing a location where visitors can learn about Arthur Dove and take in the historic beauty of the building.

The Dove Block also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

## Description –

The Project involves the adaptive reuse of an existing, historically significant and prominently located building, the Dove Block, on the southeast corner of Castle and Exchange Streets, Geneva, NY, the renovation of which is deemed absolutely critical by many to Geneva's downtown revitalization. The importance of the Project was recently affirmed by its selection as one of the 2016 "Five to Revive" by The Landmark Society of Western New York.

The building, a three-story commercial structure constructed in 1878 and containing approximately 12,000 square feet of space (plus a full basement), is currently owned by an individual residing in the United Kingdom, who bought the building at a tax sale approximately ten years ago. Except for some major structural repairs to the rear wall, nothing has happened with the building since it was so acquired.

Two Geneva residents (together, the "Project Sponsors"), Jim Spates, a retired Hobart and William Smith Colleges' professor, and Dave Bunnell, a local real estate developer, decided to undertake an effort to renovate the building as a community based initiative on a not-for-profit basis, because they believed the building to be extremely important both historically and to downtown's commercial viability.



The Project Sponsors understand that success is unlikely without eventual and substantial grant funding support, they have proceeded over the past 12 months to form a non-profit corporation, raise approximately \$200,000 to fund certain costs associated with the Project's first phase (i.e., the "positioning, assessment and planning" phase) as noted elsewhere herein, and successfully negotiate control of the building through a five-year lease (with a contemporaneous option to purchase it).

The approach to renovation of the Dove Block has been based on the assumption that participation by prospective users would have to be "cut to size" in order to generate maximum interest. Accordingly, the building will be dealt with on a floor by floor basis through the establishment of a structure allowing for the separate ownership of each floor. However, maximum flexibility will be retained for as long as possible to accommodate other approaches to success (as, for example, a sale of the building to a single owner willing to cooperate in the development of a tribute to Arthur Dove on the third floor as discussed under "Sale/Use of Floors" hereinafter).

Three activity phases were identified for the Project. The first phase, the "positioning, assessment and planning" phase involves gaining control of the building, assessing various ownership aspects, including environmental, structural and code compliance issues, and conducting preliminary planning for the building's eventual use. This phase has been funded with \$200,000 raised from (1) 38 interested individuals/couples, (2) four Geneva economic development-related entities, the Geneva IDA, the Geneva LDC, the Geneva BID and Geneva Growth, and (3) the State of New York, through a Main Street Technical Assistance Grant.

These funds will be used to carry the building during the 5-year lease term (or until the building is acquired), pay scheduled option fees to the owner (which will be credited to the option price of \$200,000 if and when the Building Group exercises its option to acquire the building), and fund preliminary architectural and engineering assessments and planning activities as follows:

Item	Amount
Purchase Option Fees	\$50,000
Legal Fees and Closing Costs	\$10,000
Travel	\$3,500
Marketing Materials	\$5,000
Environmental Report	\$3,500
Appraisal	\$5,000
Interim Carrying Costs	\$55,000
Preliminary Architectural & Engineering	\$23,000
Preliminary Condo Documentation	\$25,000
Contingency	\$20,000
<b>Total</b>	<b>\$200,000</b>



Bero Architecture of Rochester, NY, a firm with considerable experience in the restoration and renovation of historically important structures, and the same firm that performed the architectural and engineering work for the structural repairs to the building by its current owner in 2006, has been retained to perform the preliminary architectural and engineering assessments and planning work. This work should be completed by May 31, 2017.

The second phase of the Project, the "make-ready/shell building" phase, will consist of purchasing the building pursuant to the Building Group's option, and the construction work required to "make ready" the building in order to sell individual floors to various purchasers/users (it is for this phase that DRI funding is being sought). The scope of construction work comprising this "make-ready" phase will include the following elements: (i) interior demolition and clean-up, (ii) structural and roof repairs, as required, (iii) renovation of the building's exterior (including repairs and/or replacement of the brick facade, storefronts), (iv) installation of an elevator, (v) installation of electrical and plumbing infrastructure, (vi) installation of HVAC systems' infrastructure, and (vii) finish out of common areas within the building. A budget for the "make ready" work is as follows:

Item	Amount
Building Purchase	\$150,000
Interim Carrying Costs	\$25,000
Architectural and Other Soft Costs	\$75,000
Interior Demolition & Clean-up	\$100,000
Structural & Roof Repairs	\$90,000
Building Exterior (brick facade, windows, doors, storefront)	\$240,000
Elevator	\$165,000
Electrical & Plumbing	\$150,000
HVAC	\$115,000
Common Areas	\$70,000
Contingency	\$120,000
<b>Total</b>	<b>\$1,300,000</b>

The third phase of the Project, the "space finish" phase, will be performed by the purchasers/users of the space, and will be to their own respective specifications. This approach is not unlike what developers of newly-constructed, commercial rental space often utilizes. While the costs associated with this phase are estimated to be \$1,500,000 (based on finish out of the three floors, as well as the basement), that estimate could be substantially impacted by the use to which each floor is put. In fact, the prospective users on whom the Building Group is currently focused will each likely require a higher level of space finish work.

Since the Building Group is a non-profit entity, the purchase price for each floor will be a function of costs incurred to service its option to acquire the building and conduct the assessment and planning activities described (Phase 1), and to actually purchase the building and make it ready for space finish work (Phase 2). As indicated elsewhere herein, finish out of the space in the building (Phase 3) will be the responsibility of the purchaser(s)/users of that space. No significant role for the Building Group is anticipated once all of the space in the building has been sold, as the building's management and the common costs associated with the building's ongoing ownership and maintenance will be shared by those purchasers/users.



The first two floors and the basement will ultimately be used for commercial or quasi-commercial purposes. At this point, a priority will be placed on getting the agreement of Hobart and William Smith Colleges to move its bookstore to the first and second floors and the basement, and meaningful discussions are proceeding with senior officials of that institution. Also, preliminary but very promising discussions are underway with a potential buyer of that space, who would then finish and lease the space to Hobart and William Smith Colleges, an arrangement (as opposed to an outright purchase by the Colleges) it is believed the Colleges' would prefer.

Other prospects for the first two floors and the basement include the Geneva Historical Society, the Seneca Lake Wine Trail, and other area museums, such as Coming Glass Works (for location in Geneva of a satellite operation). Restaurant, bar, retail, office and residential are other possible uses, and discussions are occurring. However, a guiding principle in the selection of users for the building will be to favor those who will provide a distinct and complimentary draw to the downtown area and its other commercial tenants, in order to significantly contribute to downtown's commercial viability.

Forward sustainability of the building will be the responsibility of the purchasers/users of its individual floors, just as with any other privately-owned venture. While it is early in the process, the prospects for attracting the capital and endowment monies necessary to make the Dove tribute happen appear to be very good, both because his historical importance to and impact on American abstract expressionist art is widely recognized as substantial in art circles, and because nothing has been done to memorialize his life and works despite the intense interest shown by art collectors and museums. It is believed that economic sustainability will not be a problem with respect to the first and second floors and basement if Hobart and William Smith Colleges agrees to use those spaces for its bookstore.

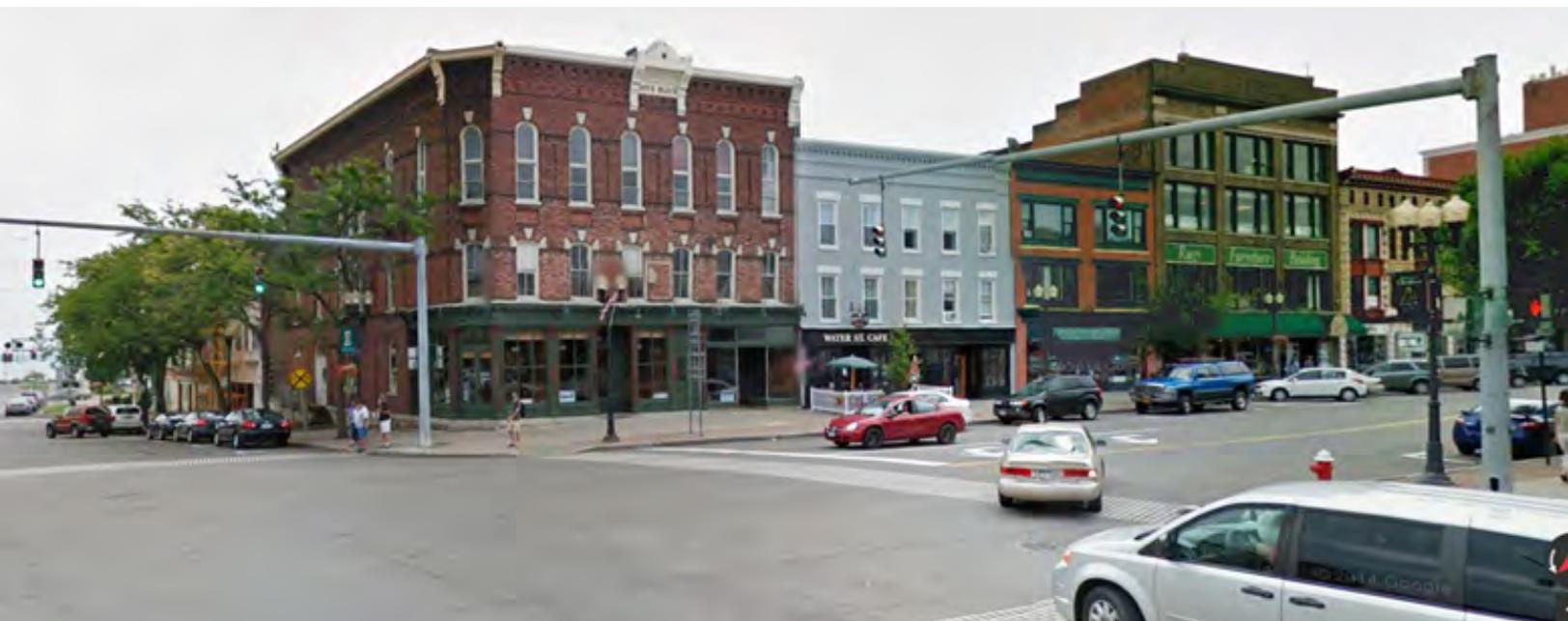
The Project Sponsors have identified two generic challenges to a successful completion of the Project. First is the need to raise contributions and public funds to defray a substantial portion of the costs of the first two phases of the Project. In order for the Project to have appeal to the "best" purchasers/users, it is imperative that the cost to them be extremely attractive in comparison to other available space options in the Geneva area. Further, the age and condition of the Dove Block will require an inordinate investment, as the building will need some structural and roof work, an elevator, new windows, doors and storefront, and completely new electrical, plumbing and HVAC infrastructure. Without financial help, it is highly unlikely that this could be done at a cost that would have appeal to purchasers/users. Also, keeping construction costs down is essential if the floors are to be viable options for the specific uses mentioned under "Sale/Use of Floors" above.



## Renderings, Site Plan, and Graphics –

As indicated, the Project involves the adaptive reuse of an existing, historically significant building. It is the intention of the Building Group to retain the historic nature and appearance of the building's exterior, while updating its interior space for modern-day use. The specifics of the interior layouts, including finish materials, will not be decided until the users of those spaces are determined.

Existing Dove Block:



Proposed Dove Block:





## Estimated Costs –

The total cost of the Project is currently estimated to be \$3,000,000, which will cover all three phases as described above. To summarize, the costs assumptions are as follows:

Phase I—Positioning, Assessing, Planning:	\$200,000 (already raised)
Phase II—Make Ready/Shell Building:	\$1,300,000
Phase III—Tenant Finish Space:	\$1,500,000
Total Project Cost:	\$3,000,000

The costs associated with Phase 3 are estimated based on total square footage of 16,000 square feet (which includes the basement), and may vary depending on the actual use to which the various floors are actually put. However, an average finish cost of \$93.75/square foot is reasonable for point for general office, retail, residential and other commercial uses.

## Funding Sources –

The sources of funding for each Phase of the project will be different. As previously noted, the cost of Phase 1, budgeted at \$200,000, has already been funded through a combination of several contributing sources, much from the Geneva community at large and its various economic development-related agencies. See "Project Partners" above.

Phase 2 of the Project, budgeted at \$1,300,000, will be funded through a combination of sources, including New York State grants (of which the requested DRI grant is a significant part), third party contributions, and net sales proceeds from the sale of floors in the building. With respect to third party contributions, the Project Sponsors have had conversations with a substantial corporate contributor, which has expressed a serious interest in the Project, and the Project Sponsors believe that a significant contribution could well be forthcoming.

Estimating the net proceeds available from the sale of floors in the building is difficult, although they likely will fund some part of the Phase 2 budget. However, it is seen as critical that this "cost" to the floor purchasers/users be kept to a minimum to enable the purchase by preferred users previously identified, particularly given the magnitude of the space finish costs associated with those uses. In this regard, it should be noted that there will be no developer profit included in the first and second phase costs, as the Building Group is proceeding on a not-for-profit basis.

Phase 3 costs, as indicated elsewhere in this Project Profile, will be funded by the purchasers/users of the floors in the building, and will not need to be funded by the Building Group.

Federal and state historic income tax credits could play a material role in the funding of the Project, but they are not taken into account in this Project Profile because it is unclear at this point the extent to which the value of those credits would be offset by incremental costs imposed on the Project in order to quantify for them, and because use of them may be tied to one or more third party contributors and/or purchaser(s)/user(s).

Given the likelihood that any grant funding received to help cover Phase 2 costs will be a "reimbursement" type grant, a bridge lender will likely be required. Bank of the Finger Lakes has been preliminarily identified for this role.



## Site Ownership/Legal Jurisdiction –

The Dove Block is currently owned by a resident of the United Kingdom, but the Building Group has executed a 5-year lease with the owner, which lease includes a contemporaneous option to acquire the property.

## Regulatory Requirements –

The only regulatory requirements associated with Phase 2 of the Project of which the Project Sponsors are aware, would be a SHPO review, as well as compliance with local and, to the extent applicable, state building codes. If federal and state historic income tax credits are sought, certain additional regulatory requirements will be met.

## Public Support –

Located at the corner of “Main and Main” (the City’s primary intersection bridging downtown to the lakefront), the Dove Block redevelopment project has wide-ranging public support. The project has already raised \$200,000 in private donations. Residents have spoken out specifically in support of the project, as the building stands as an iconic structure within the downtown core. A recent newspaper article in the Finger Lakes Times included a strong show of support from the public, and specifically from a former Mayor of the City of Geneva (January 2017). Additionally, the public has been vocal through the DRI process in their support for adaptive reuse projects.

## Anticipated Revitalization Benefits –

The project has the potential to confer a significant benefit to other downtown space users in terms of impact on both perceptions regarding the reality of downtown's revitalization and on the actuality of downtown's commercial viability. Although end uses have not been finalized, the potential introduction of Hobart and William Smith Colleges' bookstore to Geneva's downtown business district would be a major boost to other retailers located there from increased customer traffic.

## Beneficiaries –

The beneficiaries of the redevelopment of the Dove block are wide-ranging. The community as a whole will benefit from an enlivened building at the epicenter of downtown. Simply revitalizing this vacant and decrepit building will change the face of downtown. Moreover, the proposed tenants will enliven the streets. With Hobart and Williams moving its bookstore from campus to town, students, professors, and others will activate the streets. Due to the importance of Arthur Dove on the American art scene, the Dove Tribute project, on the 3rd floor, has the ability to do for Geneva what the Curtiss Aviation Museum has done for Hammondsport or what the Rockwell Museum has done for Corning.

## Cost-Benefit Analysis –

Based upon a study by retired Hobart William Smith College economics professor Pat McGuire, the payback on the Dove Block investment is 3-to-1 on \$1 million from construction jobs alone. In addition, there will be increased real estate taxes, tourism spending, sales taxes, and the ripple effect of economic development that comes from such development. Once tenants occupy the spaces, more construction will take place for tenant fit out plus there will be permanent jobs created by the potential galleries and the HWS bookstore.

## Jobs Created –

Excluding construction jobs, it is estimated that the Project will create 8-10 full time equivalent jobs once all spaces are occupied.



## Timeframe for Implementation and Project Readiness –

Month 1-3	Phase 1 of the Project (the "positioning, assessment and planning" phase) is underway
Month 3-15	Phase 2 (the "make-ready" phase) the commencement of that work will be dependent on having the funding to pay for it.
Month 15-18	Completion of Phase 3 will be in the hands of the purchasers/users of the floors in the building.

## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Revitalized vacant building at epicenter of downtown Geneva
- Construction jobs created
- Full time post-construction jobs created
- Increased tourism
- Increased retail space
- Increased real estate and sales taxes



## Lake Tunnel Solar Village

### Project Title –

Design and build the Geneva Lake Tunnel Solar Village including vacation rentals, micro apartments, public space enhancements and LifeCube (manufacturing)

### DRI Funding –

\$1,254,416

### Summary Description –

The Lake Tunnel Solar Village is a public improvement project, a boost to local manufacturing and a privately funded infill development. The project is designed to increase downtown visitor traffic, connectivity to the lakefront, and connect wine trail visitors to Geneva's thriving food scene. The "Stream" pathway will lead from Linden St, past the city's ice rink, across a new pedestrian rail road crossing, and through a public courtyard to the Lake tunnel. A new solar-powered village of 24 vacation rentals and 28 micro-apartments will line the courtyard, their entries and balconies creating an Italian villa feel along the way to the lakefront.

The Solar Village is a demonstration project for a new product called the LifeCube, manufactured in Geneva. This unit uses solar electric and heat pump technology to provide 100% of the annual electrical and heat needs for the site.

### Location –

68 Elizabeth Blackwell/Lakefront Tunnel.





## Identification of the Responsible Parties –

Developer: SmallGrid LLC

44 Castle St Geneva, NY 14456. 315-230-4070- [www.smallgrid.com](http://www.smallgrid.com)

Role: Project Developer

Responsibilities:

- Private Investment
- Project Design
- Coordination of Architectural, Structural, Civil Engineering Services
- Coordination with City of Geneva on design, construction of public areas

Contact: Jamie Snow, President- [jamie@smallgrid.com](mailto:jamie@smallgrid.com)- 603-540-9238

Contractor: Qwiksolar LLC

122 North Genesee St Geneva, NY 14456. 315-571-0777- [www.qwiksolar.com](http://www.qwiksolar.com)

Responsibilities:

- General Contractor
- Project Management
- Project Bonding and Insurance
- Solar Installation
- Electrical Engineering

NYSERDA Approved Contractor (PON 2112, PON 3082 Commercial / Industrial)

NABCEP Certified Installer

2015 Revenues: \$3.1M

Largest Project: Geneva Solar Farm- 212 Carter Rd, Geneva NY 14456- \$2.2M

Contact: Ryan Wallace, Partner- [ryan@qwiksolar.com](mailto:ryan@qwiksolar.com)-315-290-3111

## Capacity –

SmallGrid LLC is comprised of five employees. The following is each individual's background and experience.

- Jamie Snow- 12 Years Large Scale \$20M+ Project Management (Accenture)
- Charles Perez- 20 Years Consumer Direct Sales (Apple)
- Marita Wallace- 40 Years Sales / Real Estate Experience
- Irene Rodriguez- 10 Years Property Management (Currently manages over 300 rental units)

The general contractor, Qwiksolar LLC is a NYSERDA Approved Contractor (PON 2112, PON 3082 Commercial/ Industrial) NABCEP Certified Installer. In 2015 the company's total revenue was \$3.1M. The largest project to date is a \$2.2M Geneva Solar Farm located at 212 Carter Rd, Geneva NY 14456. Qwiksolar LLC is comprised of 15 employees, and has the internal construction capabilities of electrical, pile driving, excavation, framing, and heavy equipment operation.

## Project Partners –

City of Geneva

Role: Municipal management of public sites

Responsibilities: Installation of "Steam" path (DRI Funding), Installation of Rail Road Crossing in coordination with Finger Lakes Railway (DRI Funding), Snow removal at courtyard, pathways.

Contact: Matt Horn (315) 828-6550, [mdh@geneva.ny.us](mailto:mdh@geneva.ny.us)



Blueprint Geneva (501c3)- [www.blueprintgeneva.org](http://www.blueprintgeneva.org)

Blueprint Geneva. Nonprofit focused on sustainable, workforce housing and workforce development in Geneva, NY.

Blueprint Responsibilities: Marketing and Leasing of Affordable Housing Units, Common Area Management, On-Site Workforce Development

Contact: Jackie Augustine, Blueprint Geneva [jackie@blueprintgeneva.org](mailto:jackie@blueprintgeneva.org) – 315-398-4590

Boys and Girls Club of Geneva

Responsibilities: Financial Review of Management Activities of Rental Apartments, LifeCube Workforce Training funded in part from Management Activities

Chris Lavin, Director- Boys and Girls Club of Geneva, 619-895-5996

NYSERDA

Role: Solar and Low Rise Efficiency Advisement, Project Review, Incentives PON 2112, PON 2309

Contact: Luke Forester, 512-862-1090, [Luke.Forester@nyserda.ny.gov](mailto:Luke.Forester@nyserda.ny.gov)

Vance Metal

Role: Manufacturing Partner for LifeCubes

Responsibilities: Fabrication of LifeCube Housing, Advisor to SmallGrid on Manufacturing Related Issues

CCN International

Role: Vacation Rental / Apartment Design Advisor and Supplier

Responsibilities: Design and Supply Built-In Furniture Systems

Mitsubishi / RL Kistler / Interstate Heating

Role: Advisor on LifeCube Manufacturing

Responsibilities: LifeCube Engineering Support, Life Cube Installation

Rochester Institute of Technology

Role: Advisor on LifeCube Manufacturing

Responsibilities: Software development assistance

Seneca Lake Wine Trail

Role: Electric Vehicle Charging Network, Digital Kiosk Partner

Responsibilities: Marketing Charging Stations at Local Wineries, Provides Support for Courtyard Digital Kiosks

Tesla

Role: Advisor on LifeCube Manufacturing

Responsibilities: PowerWall Engineering Support, MicroGrid Support

Fronius

Role: Advisor on LifeCube Manufacturing

Responsibilities: MicroGrid Design Support



## Strategies –

- **Downtown Revitalization Initiative Application (2016).** This project aligns with the DRI strategies associated with promoting projects that create accessible and safe connections to the surrounding natural resources, reduce our environmental footprint, create strong gateways, diversify housing options, sustainability, and increasing the downtown population. The application also stated workforce development is a priority, the Lake Tunnel Solar Village will provide 24 vacation rental units and 28 micro-apartments providing a new housing option in downtown for the growing service industry staff. Lastly, food access was highlighted as something the City would like to focus on, the Solar Village creates 24 affordable housing units located within 1.1 mile of Wegmans and Tops Markets.
- **City of Geneva's Comprehensive Plan Update (2016).** The plan identifies improving connectivity as a strategy. The Lake Tunnel Solar Village promotes connectivity by creating an inviting pathway leading residents and tourists through the Solar Village courtyard and tunnel to the water.

The Lake Tunnel Solar Village also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Encourage projects that reduce our environmental footprint.
- Capitalize on infill development opportunities to diversify housing options downtown.

## Description –

The project combines private investment in ecotourism with public investment in infrastructure to connect the development to the City and to the lakefront. Many of the public features (as stated earlier) promote the larger Geneva community. It will energize a vacant property and connect it to downtown and the waterfront.

### 28 Micro Apartments (Private Funding)

- These 400 sq. ft. apartments are designed to feel much larger with a moving wall unit, hide-away furniture and large amounts of storage. A common lounge and nooks provides “getaway” space and community engagement. The units are heated and powered by the community LifeCube, saving residents \$1.2M over 25 years. The units are resilient with integrated battery backup for emergency heat and lighting (also located in the LifeCube).
- The challenges associated with the design, construction and maintenance of 28 micro apartments are the following:
  - Property tax assessment value or PILOT values
  - Details of common area and systems management
  - Marketing the feel and usability of small spaces
- Maintenance/Management:
  - Developer manages structure and common systems
  - Management company manages unit interiors and tenants
  - City manages snow removal and surface maintenance of public courtyard.

### 24 Vacation Rentals (Private Funding)

- These units can be combined into a 2 bedroom, 3 bedroom or 6-bedroom unit through a sliding wall system. This allows for booking flexibility to maximize off season reservations.



- The challenges associated with the design, construction and maintenance of 24 vacation apartments are the following:
  - Certainty over property tax assessment value or PILOT values
  - Timeframe for pre-booking reservations. Uncertainty in schedule precludes pre-booking units and therefore increasing initial startup cash flow.
- Maintenance/Management:
  - Developer manages structure and common systems
  - Management company manages unit interiors and tenants
  - City manages snow removal and surface maintenance of public courtyard

### **Electric Vehicle Rental (Private Funding)**

- Included in the vacation rental units are 3 electric vehicles with priority use for area visitors. Implementation Actions:
  - Solar Carport Selection (DRI)
  - Final Management agreement with Tradition Chevrolet
  - Final Approvals of Vacation Unit Construction
  - Site electrical infrastructure
  - Installation of Charge Stations
- Challenges :
  - Installation of sufficient charging stations through wine trail
  - Maintenance/Management:
  - Program managed and maintained by Tradition Chevrolet

### **'Stream Path' and Tunnel Courtyard (DRI Funding)**

- The Steam Path is a near continuous path from the corner of Linden and Seneca, past the ice rink and dog park, over a new railroad crossing and into a new courtyard at the lake tunnel. The Stream Path creates access to an active, desirable downtown with a strong sense of place. The Stream path is transformative as it completes the link between existing lakefront improvements, and downtown businesses, creating a cohesive, fun downtown space where visitors are inspired to sample and stay, and residents are inspired to invest.
- Implementation Actions:
  - Public Input on Pathway, Courtyard Design Specifics
  - Consult on Pathway with The City of Geneva's Department of Public Works
  - Rail Road Crossing Agreement with Finger Lakes Railway
  - Construction
- Challenges:
  - Rail Road Crossing
- Maintenance/Management:
  - DPW construct and maintain pathway
  - Qwiksolar contract construction of Courtyard
  - Geneva DPW maintain surfaces, snow removal
  - Vacation Rental / Apartment Management Company Maintains Landscaping



### Life Cube Demonstration Project (Private & DRI Funding)

- The LifeCube is an economic catalyst project that will spur the creation of 30 new advanced manufacturing jobs in the city. LifeCube is a new heating and energy management device that has been tested over the past 2 years, and is ready for a primetime demonstration project. By placing the unit in the center of the new Lake Tunnel Courtyard, situated next to the Solar Carport and Electric Vehicle Charging Stations, the Lakefront Tunnel Solar Village becomes an immediate center of gravity for renewable energy innovation.
- Type: Economic Catalyst, Micro(Resilient) Grid Enabled, Advances selection criteria by attracting new businesses, high-paying jobs, and skilled workers; Transformative by introducing wage growth, manufacturing.
- Implementation Actions:
  - Finalize engineering and installation specifics to accommodate final dwelling design
  - Manufacture of First Units (First units to be constructed at Vance Metal while Small grid developed its manufacturing space)
- Challenges:
  - Local permitting approval. (Technology has been vetted by major manufacturers such as Mitsubishi and Carrier. Some engineering modifications will be required for site specifics.)
- Maintenance/Management:
  - LifeCube will be operated and maintained by SmallGrid at no cost to city or management group.
  - SmallGrid will use unit to collect performance data

### Solar Carports (DRI Funding)

- Carports will power charge stations for electric vehicle rental program in partnership with Seneca Lake Wine Trail.

### Renderings, Site Plan, and Graphics –

The following are representative graphics provided by the developer.







## Estimated Costs –

The following detailed cost estimate was provided by the project sponsor.

DRI funding for the project is designed to be used solely for public spaces or units that create substantial economic development. The project budget is \$3.3 million. DRI funding request is \$1,254,416 of the total project costs.

Total DRI Funds Requested: \$1,254,416

‘Stream Path’- Downtown to Lakefront

Linden St to Lake Tunnel, Rail Road Crossing and Public Courtyard

Amount Requested: \$495,116

Life Cube to Heat and Power Village

Technology Demonstration, Manufactured in Geneva.

Amount Requested: \$397,198

‘Geneva’ Marquee along Routes 5 and 20

50’ public art greeting downtown visitors

Amount Requested: \$250,000

Solar Carports

Powers LifeCube, Electric Vehicles for Wine Trail

Amount Requested: \$112,102

LifeCube Demonstration Unit	
LifeCube Components	\$187,097.60
Wages	\$77,905.66
Overhead	\$42,648.00
Installation	\$89,546.74
<b>Total</b>	<b>\$397,198.00</b>
SmallGrid 2017 Privately Funded/ NYSERDA R&D, Overhead	\$528,086

56kW Solar Carport	
American Made Solar Modules	\$33,630.60
Carport Structure	\$48,203.71
BOS	\$22,000.15
Wages	\$13,452.24
Overhead	\$11,010.20
Local Materials	\$5,605.10
<b>Total</b>	<b>\$133,092.00</b>

Geneva Marquee	
Materials	\$122,500.00
Engineering	\$5,000.00
Assembly and Installation	\$122,500.00
<b>Total</b>	<b>\$250,000.00</b>

Stream Path	
Pathway and Signage	\$81,700.00
Railroad Crossing	\$65,000.00
Courtyard	\$54,403.00
Digital Kiosks	\$24,935.00
<b>Total</b>	<b>\$495,116.00</b>



## Funding Sources –

The following funding source spreadsheet was provided by the project developer.

Total Project Funding Sources					
	Total	DRI	Private	PON 2112 / 2309	PON 3249
Vacation Rentals	\$1,795,254	\$0	\$1,683,254	\$112,000	\$0
Micro Apartments	\$1,632,392	\$0	\$1,632,392	\$0	\$0
Stream Path, Courtyard	\$495,116	\$495,116	\$0	\$0	\$0
LifeCube	\$925,284	\$397,198	\$278,086	\$0	\$250,000
Marquee	\$250,000	\$250,000	\$0	\$0	\$0
Solar Carport	\$133,902	\$112,102	\$0	\$21,800	\$0
<b>Total</b>	<b>\$5,231,948</b>	<b>\$1,254,416</b>	<b>\$3,593,732</b>	<b>\$133,800</b>	<b>\$250,000</b>



## Site Ownership/Legal Jurisdiction –

Public Areas in Green Owned by City of Geneva.

- Pathway on existing city land extending to downtown (not shown)
- Courtyard, owned by city. Landscaping maintained by Developer.
- Public Parking, owned by city
- Land under structures owned by Developer.

## Regulatory Requirements –

- City of Geneva Planned Unit Development Approval
- City of Geneva Site Plan Approval
- City of Geneva Building Permit
- City of Geneva Zoning Variance
- Ontario County Planning Approval
- NYSERDA PON 2112 Approval
- NYSERDA PON 2039 Approval

## Public Support –

Throughout the planning process, the Consultant Team heard the need for more housing and infill development. The Lake Tunnel Solar Village fills both needs by providing housing, as well as, developing on an existing vacant piece of property.



## Anticipated Revitalization Benefits –

There are many revitalization benefits including tourism, construction and service jobs, creation of 25 manufacturing positions over 5 years, and the growth of Geneva’s own energy storage company. Also as a self-sustaining development, it lowers greenhouse gas emissions and creates an ecofriendly tourist attraction.

## Beneficiaries –

Beneficiaries are the community at large because of the environmental nature of the development and potential tourism. The proposed project will provide the following:

- Micro Apartments for low to moderate income individuals and small families.
- Vacation Rentals will increase foot traffic and revenue for downtown restaurants and merchants.
- The Stream Path will benefit all residents, as it will improve pedestrian access to lakefront.

## Cost-Benefit Analysis –

- Local Economic Development (Ontario, Seneca Counties)
- Local Construction Wages of \$990K
- Local Construction Firm/Subcontractor Profits of \$620K
- Local Purchasing (Locally produced or distributed materials): \$854K
- Total Investment in New Advanced Manufacturing: \$661K
- Downtown Geneva Restaurant and Merchandise Spending: \$174K Annually
- 25 Year Utility Savings (Natural Gas and Electricity: \$1.28M) (Assumes No Increase in Electrical or Natural Gas Rate)

## Jobs Created –

The estimated jobs created through this projects is shown below.

Jobs Created and Total Wages			
	2017	2018	2019
LifeCube Manufacturing	6	17	30
SmallGrid Wages	\$206,097.30	\$1,030,486.50	\$5,238,306.38



## Timeframe for Implementation and Project Readiness –

Project Schedule					
	Final Plan	Approvals	Partners, Roles, Contracts Finalized	Construction Start	Completion
Vacation Rentals	End 2017	Q1 2018	Mid 2018	Q4 2018	Q2 2019
Micro Apartments	Q1 2017	Q2 2017	Q4 2017	Q1 2018	Q4 2018
Stream Path, Courtyard	Q2 2017	Q2 2017	Q3 2017	Q2 2018	Q2 2018
LifeCube	Complete	Q1 2017	Q1 2017	Q1 2018	Q1 2018
Marquee	Mid 2017	Q4 2017	Q4 2017	Q1 2018	Q1 2018
Solar Carport	Complete	Complete	Complete	Q4 2017	Q4 2017

Note: All partnerships are in place for LifeCube Manufacturing

### Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Apartment Units Under Lease
- Number of LifeCubes Manufactured by 2019
- Jobs created through LifeCube Manufacturing
- Vacation Rental Bookings
- Survey presented to each visitor about local spending
- Amount of kWh Produced by Solar
- Amount of Natural Gas BTUs Avoided
- Gallons of Gas Avoided by use of Electric Vehicles



# Exchange Commons

## Project Title –

Develop an existing vacant site into an urban mixed-use building, featuring complementary small-scale retail, and market-rate senior housing

## DRI Funding –

\$1,500,000

## Summary Description –

Development of a new urban mixed-use building on an undeveloped site, situated on prime downtown real estate with proximity to retail corridors and the waterfront. The proposed project will feature complementary small-scale retail and market-rate senior housing.

## Location –

This project is located at 555 – 599 South Exchange Street, shown in red on the map below:



## Identification of the Responsible Parties –

Both Massa Development LLC and Mass Construction would be the responsible parties for Exchange Commons.



## Capacity –

Massa Development, LLC and its principals have developed over 20 properties in and around downtown Geneva, which today represent tens of millions of dollars in assessed value, payroll, associated spending, and property and sales taxes. Projects developed include financial institutions, retail and office development, and market-rate housing concepts.

Massa Construction, founded in 1959, is a multi-million-dollar construction and development firm headquartered in Geneva, New York. The firm has completed hundreds of millions of dollars of construction projects across sectors including mixed-use, retail, institutional, industrial, and housing.

## Project Partners –

### Geneva Industrial Development Agency

The project developers will seek a Payment in Lieu of Tax agreement with the Geneva Industrial Development Agency, which will provide a sales tax exemption for eligible project costs, a property tax phase-in, and mortgage tax abatement.

### City of Geneva

Project developers will seek sale of the affected property, with associated incentives by and from the City of Geneva.

## Strategies –

- **Geneva Comprehensive Plan (2016).** The City of Geneva’s Comprehensive Plan calls for the reinforcement of “Geneva’s center [as] a vibrant engine that contributes to the City’s ‘uniquely urban’ identity, to wealth creation in the community, and to the competitiveness and financial stability of the City.” This project leverages the economic momentum that is currently underway in downtown Geneva and reinforces it with diversification of housing opportunities and retail for the district.
- **Geneva Downtown Revitalization Initiative Application (2016).** The City’s DRI application speaks to addressing the City’s food desert issues, a diversification of housing opportunities, and attractive infill development that complements the downtown revitalization activities of the previous decade. This project capitalizes on these three opportunities.
- **Finger Lakes Strategic Plan (2011).** The Finger Lakes Strategic Plan for economic development charges the region’s stakeholders with leveraging “its substantial recreational, cultural, culinary, and historic assets with a particular focus on making the Finger Lakes an international destination...” The development of market-rate senior housing, and small-scale retail builds out a market for Finger Lakes assets by attracting new households with considerable disposable income. The plan also suggests that strong communities develop “a built environment that helps to reinforce the character of the area and an effective use of infrastructure, including the region’s many downtowns. Effective community planning leads to the preservation of neighborhoods {and} increases home ownership...” The plan calls for a unique building that complements the character of Geneva’s historic downtown assets, and provides opportunities for senior living in an area of the market that is currently unavailable.
- **Full-Occupancy Initiative.** The Business Improvement District’s Full Occupancy Initiative calls on the City and BID to pursue infill development opportunities, including the expansion of retail and development of housing. This plan calls for both.



- **Exchange South Development Profile.** The City of Geneva’s Exchange South Development District profile suggests housing and retail as opportunities for redevelopment.

Exchange Commons also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Capitalize on infill development opportunities to diversity housing options downtown.

## Description –

Massa Development will develop a mixed-use building along the South Exchange Street corridor, between Seneca Street and Elizabeth Blackwell Drive. The project would feature 50 market rate housing units, marketed to seniors, aged 55 and above. The residences would be accompanied by small-scale, complementary retail, speculatively including a small footprint grocery, dry cleaner, or other services needed by residents of the building as well as the community as a whole.

## Renderings, Site Plan, and Graphics –

The following are representative graphics provided by the developer.



MASSA DEVELOPMENT CORPORATION



## Estimated Costs –

Total costs for construction and development are estimated to be \$5 million.

## Funding sources –

Owner Equity: \$3,500,000

DRI Funding: \$1,500,000

Total Project Cost: \$5,000,000

## Site Ownership/Legal Jurisdiction –

The project would be owned and operated by Massa Development, LLC.

The property is currently owned by the City of Geneva.

## Regulatory Requirements –

- Geneva City Council- A land sale for the affected parcels would need to be approved by a super-majority of the Geneva City Council.
- Geneva City Planning Board- SEQRA and subdivision approval would be required by the City Planning Board.
- Geneva City Zoning Board- Height variances would likely be required for the building by the Geneva Zoning Board of Appeals.
- Geneva Industrial Development Agency- A Payment in Lieu of Tax Agreement would be required by the Geneva Industrial Development Agency.

## Public Support –

Throughout the various community engagement workshops, specifically during stakeholder interviews the need for senior housing came up a number of times. When presented as a potential project at the City's Public Workshop in December 2016, building adaptive reuse and infill projects such as this received overwhelming support. Furthermore, adaptive reuse was specifically called out in the City's DRI submission as a result of public support during the recent community engagement process.

## Anticipated Revitalization Benefits –

The project will redevelop a significantly underutilized property in the downtown district, restoring it to the tax rolls, and generating property, sales, and other associated taxes both on-site and in the adjacent central business district. It will transition a largely underutilized segment of the downtown district, with very limited architectural significance, to a high-performing, urban streetscape with palpable urban vibrancy and opportunities for living, working, and visiting the Finger Lakes.



## Beneficiaries –

The following individuals/groups will benefit from the development:

- Job Seekers- The proposed retail projects will generate 25 permanent jobs, nearly all of which would be made available to the region’s low and moderate income population.
- Retiring Seniors- Fifty new housing units will be developed as part of the project, increasing market rate senior living in on area of the City that struggles with respect to this key indicator of financial sustainability.
- Regional Businesses- The intent of the project is to provide only the most basic level of service to on-site residents. The remainder of economic activity is expected to occur in the adjacent downtown district, as well as the City and region as a whole.
- Local and State Government- Property, sales, and other taxes generated both directly from this project, and from increased economic activity in the region will boost City, County, School District, Business Improvement District, and State tax collections.

## Cost-Benefit Analysis –

In addition to providing homes for seniors, residential development generates significant local economic activity in the form of jobs, income for residents, and revenue for local governments. Residential development activity involves hard costs (i.e. construction of structures, street improvements, parking areas, sewers and water mains) and soft costs (i.e. financing, insurance, legal, engineering, permits, and security). These activities produce short-term construction benefits as well as long-term economic benefits that go beyond the construction phase. On average, every \$1 invested in housing results in \$2 of economic multiplier effect.

The National Association of Home Builders developed a model to estimate the economic effects of residential construction activity, as well as the ongoing impacts that result from new residential units. The model includes the multiplier (or “ripple”) effects generated by new economic activity. Based on this model, the one-time local direct and indirect impacts (benefits) attributed to public spending of \$1,500,000 to support development of 50 net new residential units are:

- \$5,850,000 in local income
- \$1,100,000 local and state taxes and other revenue
- 80 jobs

Ongoing annual local direct and indirect impacts are:

- \$1,300,000 in local income
- \$251,000 in taxes and other revenue
- 22 jobs

One time local impacts represent income and jobs for residents of the typical metropolitan area or nonmetropolitan county, and revenue for all jurisdictions within the local area for residential construction and occupancy only. They are also one-year impacts that include both the direct and indirect impact of the construction activity itself, and the impact of local residents who earn money from the construction activity spending part of it within the regional area’s economy. Ongoing annual local impacts are those that result from the new apartments becoming occupied, and the occupants paying taxes and otherwise participating in the local economy year after year. They also represent impacts that have been reduced to account for the natural vacancy rate that tends to prevail in multifamily properties. The total economic impacts estimated above are based on nationwide aggregate results based on the impact of construction of a 100 rental apartments.

Sources: The Economic Impact of Home Building in a Typical Local Area: Income, Jobs, and Taxes Generated. 2015 and Housing as Economic Stimulus, Oregon Housing and Community Services, 2008



### **Jobs Created –**

This project would create up to 80 temporary construction jobs and 22 permanent jobs.

### **Timeframe for Implementation and Project Readiness –**

The principals are ready to commence with construction immediately upon receipt of necessary approvals. A preliminary project timeline is as follows:

Month 1-3	Design
Month 4-6	Approvals
Month 7-18	Construction

### **Project Metrics –**

The impact on downtown revitalization will be measured through the following metrics:

- Number of net new residential units added to downtown supply
- Percentage of residential units leased within one year of receiving a certificate of occupancy
- Percent increase in assessed value of the property
- Have commercial spaces been leased within one year of receiving a certificate occupancy? y/n



## Streetscape Enhancements

### Project Title –

Install streetscape and pedestrian enhancements along Exchange and Castle Streets

### DRI Funding –

\$1,500,000

### Summary Description –

This project would include streetscape and pedestrian enhancements along Exchange and Castle Streets. Enhancements would include the installation of benches, planters, enhanced crosswalk treatments, sidewalk bump outs at select intersections, sidewalk replacement in areas of deterioration, additional lighting and trash cans.

### Location –

Exchange Street and Castle Street within the DRI study area.



### Identification of the Responsible Parties –

The City of Geneva would be responsible for the maintenance and management of the streetscape and pedestrian amenities.



## Capacity –

The City of Geneva is currently responsible for the maintenance of each of the identified streets. Any maintenance requirements would be the responsibility of the City of Geneva. Some additional maintenance would be required in conjunction with improvements and the City has the ability to accommodate any additional maintenance requirements.

## Project Partners –

NYS Department of Transportation

## Strategies –

- **Finger Lakes Regional Development Council Progress Report (2016).** The streetscape improvements align with the Finger Lakes Regional Development Council's key strategy of investing in the community and infrastructure. This project upgrades the City's existing road network by implementing features that make the community more cohesively interconnected and safer for a range of users.
- **The City of Geneva's Comprehensive Plan (2016).** The Plan identifies streetscape improvements as a key initiative that will help improve safety and the appeal of the City. The streetscape enhancements will create a safer environment for pedestrians by implementing sidewalk bump outs that reduce the crossing distances at intersections as well as, more vibrant crosswalk treatments and striping that will alert drivers to pedestrian crossings. A main priority that was identified in the plan as a long-term priority was improving the major corridors.
- **The City's Downtown Revitalization Initiative (DRI) Application (2016).** The Plan identifies a major goal of the DRI funding is to eliminate the visual impacts of blight. The streetscape enhancement project will create an inviting and pedestrian-friendly streetscape, in turn promoting the prosperity of downtown businesses and eliminating the visual impacts of blight.

Streetscape enhancements also supports the following strategies from the City of Geneva's Downtown Revitalization Initiative:

- Implement Complete Streets design features along corridors within the downtown core.
- Create strong gateways and transform civic amenities to drive business attraction, visitors and residential requirement.

## Description –

The streetscape enhancements along Exchange Street and Castle Street will improve the existing sidewalk network, introduce enhanced vegetation, and provide attractive and appealing connections throughout the downtown. The enhancements include the implementation of benches, planters, street trees, crosswalk treatments, sidewalk bump outs, replacement sidewalk where needed, sidewalk paving treatments, lighting and garbage bins. These types of streetscape enhancements have shown to have a direct correlation with changes in monetary spending patterns, neighborhood desirability and property values. The street environment directly impacts businesses' and property owners' bottom lines, most directly by affecting retail sales, but also by affecting, retail rents, office rents, and commercial property values. By implementing the enhancements, the City has the opportunity to have a more inviting downtown and an increase in number of thriving businesses. This project is a streetscape, wayfinding and public amenities project that would be fully maintained and managed by the City of Geneva.



The project supports the following Project Selection Criteria:

- Alignment with DRI strategic goals for the downtown
- Alignment with existing local and regional plans
- Alignment with ongoing activities
- Transformative potential- elements that fundamentally change the downtown and how it is perceived
- Catalytic potential- the ability to make other things happen
- Ability to provide a sustainable impact in the downtown
- Anticipated community and economic benefits
- Public support
- Project readiness and anticipated timeframe for implementation

## Renderings, Site Plan, and Graphics –

The following are representative graphics. Actual design would be finalized once the project is funded.

Caste Street- Existing Condition



Caste Street- Proposed





## Estimated Costs –

The total project cost includes design engineering, construction and contingency funds.

DRI Funding: \$1,500,000

Other Funding: \$1,500,000

Total Project Cost: \$3,000,000

## Funding Sources –

The City of Geneva has committed to matching the DRI funding request.

## Site ownership/legal jurisdiction –

The City of Geneva currently maintains Exchange Street and Castle Street.

## Regulatory Requirements –

NYS DOT Approvals/Permits, City Approvals/Permits

## Public Support –

During both the comprehensive plan and DRI community engagement process, the public identified pedestrian and streetscape enhancements as a priority. The project was voted the 12th most important project to be implementing in the City out of 27 projects. The Local Planning Committee had this project as their 10th most important project during the initial prioritization exercise.

## Anticipated Revitalization Benefits –

The street network and corresponding character has a significant impact on the overall character and sense of place. The project creates a more welcoming, aesthetically appealing, and safer environment for pedestrians. Streetscaping has been found to activate the built environment, in turn spurring the local economy through an increase in foot traffic and economic activity.

## Beneficiaries –

The community as a whole would benefit from the streetscape enhancements including, home owners, small business owners, families (of all income brackets), commuters, seniors, youth, families and low to moderate income families. The project creates a safer network for pedestrians, in turn, benefiting all those who depend on the existing urban network.

## Cost-Benefit Analysis –

This project will leverage \$1,500,000 of local investment, resulting economic benefits experienced through reduced crashes and overall savings of vehicle miles traveled.

Monetized benefits include:

- Improved mobility and ability to access nearby businesses
- Savings in public health costs
- Stormwater benefits provided by a more sustainable streetscape
- Higher property values associated with a higher quality public realm
- Household savings associated with lower vehicle ownership and usage resulting from transit-friendly and walkable design.



These monetary benefits are seen through:

- Increased sales tax revenues
- New jobs created
- Increases in assessed values and local property tax revenues

Source: The Economic Benefits of Sustainable Streets, New York City Department of Transportation, 2015

## Jobs Created –

The indirect jobs created through this project would be through the establishment or expansion of businesses and increased tourism spending.

## Timeframe for Implementation and Project Readiness –

Contingent on approvals, the project has the ability to start immediately, beginning with preliminary, final design and the development of construction documents.

Month 1-4	Design
Month 4-6	Permitting
Month 6-12	Construction

## Project Metrics –

Potential project metrics to measure the success of implementing streetscape enhancements are summarized on the chart below:

- Percentage reduction in vehicle/pedestrian accidents
- Percentage increase in pedestrian traffic
- User satisfaction
- New businesses established within ¼ mile of improved intersection



## Routes 5 & 20 Improvements

### Project Title –

Design and construct improvements and enhancements to Routes 5 & 20

### DRI Funding –

\$2,000,000

### Summary Description –

The proposed project would include final design and construction of enhancements to Routes 5 & 20 which would reduce travel lanes, improve three intersections and install a landscaped median.

### Location –

Routes 5 & 20 within the DRI Study Area between Lake Street and Elizabeth Blackwell. Focused improvements located at the intersections of Routes 5 & 20 and Lake Street, Castle Street and Elizabeth Blackwell Street.





## Identification of the Responsible Parties –

The City of Geneva will be responsible for day-to-day maintenance of Routes 5 & 20, although the roadway is owned by the NYS Department of Transportation.

## Capacity –

The City of Geneva has the capacity to maintain Routes 5 & 20 at these locations, with all proposed improvements in place, including additional plantings and pedestrian amenities. The NYS DOT has ownership and long-term maintenance responsibilities for the roadway and must approve any final design plans.

## Project Partners –

New York State Department of Transportation

## Strategies –

The improvements and enhancements to Routes 5 & 20 align with the Finger Lakes Regional Economic Development Council's strategies of investing in the community and infrastructure. Route 5 & 20 is a significant regional transportation corridor running through the east side of the DRI Study Area, creating a physical barrier between the lakefront and the downtown. Enhancing Routes 5 & 20 would benefit the community by creating a safer and more cohesive connection between the downtown and the lakefront.

The City of Geneva has identified improving Routes 5 & 20 as a priority for over a decade. Consequently, this project aligns with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Geneva Active Transportation Plan (2017)** is focused on creating a safe, functional, and attractive pedestrian and bicycle network for the city. The plan will be looking at Routes 5 & 20. The plan began in January 2016 and is scheduled to be completed in February 2017.
- **City of Geneva Downtown Revitalization Initiative Application (2016)** identifies connecting the downtown with the Seneca Lake shoreline as a local and regional priority. The application identifies Routes 5 & 20 as a major impediment to the City's success.
- **City of Geneva Comprehensive Plan and Community Decision-Making Guide (2016)** reflects over a year's worth of community engagement and feedback efforts. The Comprehensive Plan outlines downtown revitalization and improvements to major corridors as city-wide priorities. The plan specifically identifies the reconfiguration, beautification and traffic calming of Routes 5 and 20 alongside Lakefront Park as an importation project for the City's success.
- **Geneva Walkability Action Plan (2015)** builds on the Lakefront Downtown Connectivity Study completed in prior years, and includes findings and recommendations from a "walkability audit" conducted for the entire City of Geneva. Recommendations for downtown include, a road diet feasibility study for Routes 5 & 20, traffic calming features on Route 14, a roundabout at the "five point" intersection of Main, Castle, and Milton Streets.
- **Lakefront Downtown Connectivity Study (2010)** recommends a major reconfiguration of US 20/NY 5 (i.e. a "Road Diet") between Lake Street and South Main Street--and multiple enhancement projects, including a roundabout at the intersection of Elizabeth Blackwell Street and Routes 5 & 20, removal of right-turn lanes at Lake and Castle Streets, installation of a sidewalk on the west side of the corridor, a landscaped median, enhanced crosswalks, and new decorative pedestrian lighting. The Study also recommends multi-use trail connections to facilitate bicycle and pedestrian movement between the lakefront and downtown.



- **Lakefront-Downtown Development Plan (2009)** includes a detailed master plan for the lakefront including enhancements to Routes 5 & 20, better connections between the lakefront and downtown, as well as new commercial and cultural uses within the core of downtown.

Routes 5&20 improvements also supports the following strategies from the City of Geneva's Downtown Revitalization Initiative:

- Implement traffic calming and beautification initiatives along the Route 5&20 corridor.
- Create accessible and safe connections to our natural resources.
- Implement Complete Streets design features along corridors within the downtown core.

## Description –

The improvements and enhancements to Routes 5 & 20 include; enhanced crosswalks, reducing lanes to one in each direction, narrowing lanes, implementing a two-way cycle track between Elizabeth Blackwell Street and Lake Street, replacing sidewalks at all intersections, landscaping on either side of the roadway, small landscaped median segments dividing the lanes, and a small roundabout at the intersection of Lake Street and Routes 5 & 20.

Routes 5 & 20 is a State highway that travels primarily in a north/south orientation through the City of Geneva dividing the downtown and Seneca Lake. The downtown area is located to the west and Seneca lakefront to the east. Three streets intersect Routes 5 & 20 within the DRI study area- Lake Street, Castle Street, and Elizabeth Blackwell Street. The existing configuration of Routes 5 & 20 is two travel lanes in each direction with left and right turn lanes at each intersection.

This state roadway currently divides the City of Geneva's strongest regional assets; a vibrant central business district and a 60-acre public lakefront. The improvements to Routes 5 & 20 propose to create more of a connection between downtown Geneva and the lakefront. By implementing more pedestrian amenities and upgrading the existing crossings, the City has the opportunity to further leverage the City's downtown connection to the lakefront. The overall quality of the pedestrian experience is equally important to that of a driver, especially in an urban environment like the City of Geneva. If pedestrian connections look and feel uninviting, or are perceived as unsafe, people are less likely to use them regardless of whether they have the capacity to accommodate users. Reducing the number of travel lanes to one will further enhance the pedestrian experience when crossing Routes 5 & 20. The implementation of a roundabout at the intersection of Routes 5 & 20 and Lake Street is a traffic calming measure that will help ensure pedestrian safety when crossing this major roadway. This roundabout will also act as a gateway feature for motorists entering the city from the north. The combination of all the proposed improvements to Routes 5 & 20 act as a wayfinding/gateway feature for vehicles traveling along this major north/south connection. As Routes 5 & 20 exist now, drivers entering Geneva do not get a sense that they are entering a vibrant, lively, unique City. By implementing these improvements there will be more visual clues for drivers that they are entering the City of Geneva.

The proposed improvements to Routes 5 & 20 are a public improvement project, transportation/circulation project as well as a streetscape, wayfinding and public amenity project.



The improvements align with the following Project Selection Criteria:

- Alignment with DRI strategic goals for the downtown
- Alignment with existing local and regional plans
- Transformative potential- elements that fundamentally change the downtown and how it is perceived
- Catalytic potential- the ability to make other things happen
- Ability to provide a sustainable impact in the downtown
- Anticipated community and economic benefits
- Public support

### Renderings, Site Plan, and Graphics –

The following depicts a plan view of proposed improvements to Routes 5 & 20 corridor. Actual design would be finalized once the project is funded.







## Estimated Costs –

The proposed cost estimates include engineering, design, construction and a contingency fund.

DRI Funding Request:	\$2,000,000
City Matching Fund:	\$2,000,000
Total Project Cost:	\$4,000,000

## Funding Sources –

The City of Geneva has committed to matching the DRI funding request.

## Site Ownership/Legal Jurisdiction –

The roadway is currently owned by the New York State Department of Transportation. The City of Geneva is responsible for maintenance of the roadway.

## Regulatory Requirements –

New York State Department of Transportation would need to approve and permit the redesign of Routes 5 & 20.

## Public Support –

Enhancements to Routes 5 & 20 was voted by the public as one of their top 10 priority projects. The enhancements were in the top 5 priority projects for the Local Planning Committee. This project has been a long-standing priority for the city, as they have done numerous feasibility studies, implementation strategies and design workshops for this connection.

Direct meetings have occurred between City representatives and the NYS DOT to confirm DOT's support for this project. DOT is fully supportive of moving towards a new design and configuration for this section of Routes 5 & 20.

## Anticipated Revitalization Benefits –

Implementing the proposed enhancements to Routes 5 & 20 could have a direct impact on increased tourism, increased tourism-related revenue, and increased utilization of the lakefront. As one of the "front doors" to the community, the character of the roadway has a direct impact on how travelers perceive the downtown and their desire to visit, stay, and spend money in the downtown. The project, with an abundance of focus on pedestrian and bicyclist movement, has the ability to increase healthy living activities of residents and visitors.

## Beneficiaries –

The beneficiaries of this project are far ranging. Community residents, seniors, youth, families, residents, small business owners and visitors would all benefit from the implementation of the proposed enhancements to Routes 5 & 20. Families, youth, the disabled and seniors will have the ability to access the lakefront's recreational space in a safer manner. This connection would further facilitate the growth and vibrancy of the City, in turn increasing foot traffic for local business owners and increasing property values.



## Cost-Benefit Analysis –

This project will leverage \$2,000,000 of local investment, resulting in benefits from reduction in accidents, increased business activity, and overall savings of vehicle miles traveled.

Monetized benefits include:

- Improved mobility and ability to access nearby businesses
- Savings in public health costs
- Higher property values associated with a higher quality public realm
- Household savings associated with lower vehicle ownership and usage resulting from transit-friendly and walkable design.

Source: The Economic Benefits of Sustainable Streets, New York City Department of Transportation, 2015

## Jobs Created –

The indirect jobs created as a result of the project would be from the increase, expansion and establishment of businesses and increased tourism spending.

## Timeframe for Implementation and Project Readiness –

Contingent on approvals, the project has the ability to start immediately, beginning with final design and the development of construction documents.

Month 1-6	Preliminary Design
Month 6-10	Final Design & Approvals
Month 10-14	Permitting
Month 14- 24	Construction

## Project Metrics –

The impact on downtown revitalization will be measured through the following metrics:

- Percentage reduction in vehicle/pedestrian accidents
- Percentage increase in property values
- Percentage increase in pedestrian traffic
- User satisfaction
- New businesses established within ½ mile of improvements



## Profiles of Projects Proposed for Other Funding

The following projects were identified by the City of Geneva's Local Planning Committee as important to achieving the vision for the community, but were not selected as priority projects for DRI funding.

### Geneva Visitor and Events Center Expansion

#### Project Title

Expansion of the existing visitor and events center

#### Summary Description

The Geneva Visitor and Events Center, located on Routes 5 & 20 and Seneca Lake, will be converted to a state-of-the-art Finger Lakes tourism hub.

#### Project Partners

The City of Geneva  
Finger Lakes Visitor Connections  
Department of State

#### Strategies

- **Comprehensive Plan Update (2016).** This project will support the Food and Beverage Innovation District concept the City of Geneva has been actively working toward for several years. The Geneva Visitor Center and Events Center will have a Taste NY market that will offer locally made and produced food and beverages.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster and promote the development of new companies. The Geneva Visitor and Events Center allow for space where local business owners can sell their goods. The Taste NY market, located within in Visitor and Events Center will offer locally made and produced goods.

The Geneva Visitor and Events Center expansion also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Create strong gateways and transform civic amenities to drive business attraction, visitors and residential recruitment.

#### Description

The expansion to the Geneva Visitor and Events Center is an initiative geared towards increasing tourism throughout the Finger Lakes Region. The space will have a Taste NY market allowing for locally made and produced food and beverages to be featured and sold, the interior will be transformed into an exhibit space where local historically significant people will be showcased; including George Eastman, Fredrick Douglass, Susan B. Anthony, Elizabeth Cady Stanton, Philip Seymour Hoffman and Abby Wambach. The space will also include an outdoor picnic area with solar-powered electric car-charging stations.

#### Estimated Costs

To be determined

#### Funding Sources

To be determined



## Food Truck Regulations

### Project Title -

Development and integration of food truck policy and regulations

### DRI Funding -

This project is not being proposed for DRI funding.

### Summary Description -

The City of Geneva is comprised of a large number of entrepreneurs interested in beginning their business venture in the food and beverage market. By implementing regulations for food trucks, trailer and cart vending, the development of small business will be encouraged and promoted throughout the City.

### Location –

Not applicable

### Identification of the Responsible Parties -

- The City of Geneva
- The City of Geneva Police Department
- The City of Geneva Fire Department
- New York State Health Department

### Capacity -

The City of Geneva currently administers the existing regulations throughout the City. Implementing food truck regulations will not hinder the City from continuing to enforce their regulations. The City may consider creating a Food Truck Committee, consisting of representatives from the City Police Department, Fire Department, Recreation Advisory Committee, Neighborhood Associations, Downtown Business Improvement District (BID), Ontario County Health Department and the Clerk's Office. The Committee would be tasked with determining viable locations for food truck vending, as well as make recommendations on ways the regulations can be improved.

### Project Partners -

- Department of Public Works
- Recreation Department
- Ontario County Health Collaborative
- Ontario County Health Department

### Strategies -

- **City of Geneva's Comprehensive Plan (2016).** This plan reiterates the importance of the Food and Beverage Innovation District to the city's economic vitality, indicating that the new businesses in this sector – like the potential food truck businesses – should be encouraged and supported.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Regional Destination. This plan notes that downtown Geneva is the primary retail, restaurant, cultural, and entertainment destination for the surrounding region. The proposed project would enhance this reputation by providing additional mobile specialized businesses to attract food and beverage-related tourism and investment.



- **Finger Lakes Food and Beverage Innovation District (2015).** Established by the City Council in 2015, this District is the core of the city's economic development strategy and was established to capitalize on its concentration of craft food and beverage services. The businesses planned for 438 Exchange Street also fall into this sector and will continue to diversify the range of products offered by Geneva's food and beverage industry. The city has also expressed interest in creating a Food Innovation Fund, which would provide capital to entrepreneurial food and beverage businesses.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011):** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. By allowing food trucks to conduct business within the City will encourage businesses to develop, by creating an option for young businesses to test the market without having to put in too much of an upfront investment that a traditional brick and mortar restaurant requires.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. The creation of a regulatory process for food trucks will advance the development of Geneva's Food and Beverage Innovation District by providing jobs and products related to craft beverages and regional cuisine.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Tourism and the Arts. The proposed project will capitalize on this strategy's goal of leveraging and promoting the region's reputation as a food and beverage destination by providing niche beverages in an inviting environment for locals and visitors alike.

Food truck regulations also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Encourage programs that foster the entrepreneurial spirit to attract, maintain and grow a creative workforce.

### Description -

Through various public outreach workshops, the demand for food trucks was extremely prevalent. Allowing food trucks to vend within the City requires the City of Geneva to create, maintain and enforce regulations to ensure that public safety and health is not compromised. The regulations on food trucks is all encompassing and includes regulations for mobile food vending operating on any public or private property.

Implementing the regulations will allow for entrepreneurs to reduce the amount of overhead accrued when starting a business and the level of financial risk. The City of Geneva has a strong food and beverage community. The implementation of food truck regulations will further facilitate the craft food and beverage market to flourish throughout the City of Geneva, benefiting the community as well as increasing tourism in the area.

### Estimated Costs -

\$10,000 (to develop policy and regulations)

### Funding Sources -

- The City of Geneva



## Workforce Development

### Project Title -

Workforce Training to Support Continued Growth of the Food and Beverage Innovation District

### DRI Funding -

This project is not being proposed for DRI funding.

### Summary Description -

A critical element in Geneva's Food and Beverage Innovation District. Moving forward, the workforce development program will allow for access to trained talent. Without a strong, diverse labor pool to pull from, local businesses will struggle to grow. This project will create a workforce training program specifically customized to increase workforce capacity and support the needs of the local food and beverage production sector.

The objective of this project is two-fold. The target population for this program will be unemployed and underemployed low-income residents who are seeking to have their skills and knowledge upgraded. Educational attainment levels in Geneva are extremely low; about a quarter of DRI Study Area residents have not graduated high school.

Our approach will be to work collaboratively with Geneva's low-income population and the local business community to design a program that will meet their needs through existing and/or development of new training programs.

### Location –

Not applicable

### Identification of the Responsible Parties -

- Finger Lakes Works will be responsible for facilitating the needs assessment.
- Development and management may transition to another partner based on ultimate needs of the program.

### Capacity -

Finger Lakes Works has capacity to implement this project.

### Project Partners -

- Finger Lakes Works – Project management, coordination, marketing, outreach.
- Low-income residents – Input into the planning process to customize training to meet their needs.
- Businesses and Entrepreneurs in Food and Beverage – Input into the planning process to customize training to meet their needs.
- Finger Lakes Community College – Training provider, needs assessment assistance.
- Hobart Williams & Smith College – Possibly training provider, needs assessment assistance.
- BOCES – Possible training provider.
- Ontario County Economic Development – Needs assessment assistance through outreach to local business community.
- City of Geneva – Needs assessment assistance through outreach to local business community.



## Strategies -

- **Downtown Revitalization Initiative Application (2016).** The City's application identified eradicating poverty as a major element they would like to see addressed; by creating workforce training programs, residents are given greater opportunity to excel their economic status.
- **Comprehensive Plan Update (2016).** This project will support the Food and Beverage Innovation District concept the City of Geneva has been actively working toward for several years, by creating a citizen population that is well trained and ready for the food and beverage workforce. Workforce development will also ameliorate poverty by advancing upward mobility opportunities and address quality of life issues; all priorities identified in the City's Comprehensive Plan Update.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. Workforce development will ensure that trained employees are available for employment, in turn making Geneva a desirable place for new businesses to establish themselves.

Workforce development also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Coordinate existing workforce development programs and establish broad partnerships to maximize opportunities.

## Description -

Using Geneva's existing workforce training network, this project will result in a customized workforce training program targeted to Geneva's low-income residents that will increase capacity and capabilities of the local labor force's ability to support the growing local food innovation sector.

With a median household income under \$26,000 and extremely low educational attainment levels, a focused, strategic workforce training program has the potential to have transformative effects for residents in the DRI Study Area that take advantage of such a program. A critical element in this initiative will be to hear from the community, from local residents who would participate in the program, what they want to see in a workforce training program. What do they need in order to be able to participate? What times do training need to occur? Where? Hearing from the residents will help program designers to break down barriers to entry.

The approach to this training program will be to fill in gaps in the "career lattice" (opposed to the career ladder) where ultimately students will obtain jobs that connected them to career-related work and position them with skills and knowledge that allows flexibility and choice as they advance through their career. By giving people choice and flexibility in their career path, the intent is to attract and retain more individuals to participate in the program.

The training program will be closely tied to the City of Geneva's Resiliency Center and the Food and Beverage Innovation District. The Resiliency Center aim to help eradicate poverty through workforce development and mental health treatment. The workforce training program will partner with the Resiliency Center in order to conserve resources and help a greater number of residents. The Food and Beverage Innovation District will be a close partner with the workforce development program, as the residents being trained through the program will ultimately be working in the food and beverage employment sector. The Innovation District will supply



employment opportunities for the newly trained residents.

While providing specialized training or incumbent worker training for one or two workers at an individual business is not feasible, aggregating the demand from multiple small (and large) employers and developing training that meets their needs can create enough demand to satisfy training providers while also providing the (sometimes overlooked) services required by small businesses. While the workers may not be a perfect match for all employers, it would reduce the amount of on-the-job training required for these new workers.

Implementation actions:

Needs Assessment – To determine what is needed on the supply and demand side:

- Business Community Working Group – Pull together local and regional businesses and entrepreneurs in the food and beverage sector to have a frank conversation that will identify skills and knowledge needed to fill gaps in the workforce today, and into the future.
- Student Focus Group (Local, Low-Income Residents) – Reach out to local organizations that serve low income populations and design an engagement campaign that the target population will be able to participate in. Listen to their needs, goals, and desires for career opportunity and advancement.
- Resource the conversations – Compile labor market information to identify high-demand and growing industries and sectors and profile the existing workforce to identify gaps.

Program Design- Based on results of the needs assessment, training partners and providers network will collaborate to develop the training program. Define roles and responsibilities of key partners. Test ideas off of the business community and student focus groups. The goal is to provide a clear sequence of educational courses and credentials to meet local needs of employers and students.

- Market the program – Develop a recruitment strategy. Utilize connections and relationships developed through the planning process to market the program to target population.
- Assess and adjust – Be adaptable. Assess the program against performance metrics and adjust as needed.

## Estimated Costs -

Needs Assessment & Program Design: \$50,000

Implementation: To be determined

## Funding Sources -

It is anticipated that once a program is designed, partners engaged as part of the planning process will commit resources to support launch of the program.

Possible alternative funding sources include:

- Department of Labor Workforce Development Grants
- Private donors
- Higher education institutions / partnerships



## Zoning Modifications & Preservation Guidance

### Project Title –

Prepare updates to the City of Geneva’s existing zoning code consistent with recommendations in the Comprehensive Plan (2016), while creating a regulatory guidance document for the historic assets located throughout the City of Geneva.

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description -

The City of Geneva’s Zoning Ordinance would be updated to better serve the needs of the community and integrating form based code regulations. Preservation guidance will also be created as a means of ensuring that City’s tangible historical fabric is preserved.

### Location –

Citywide with historic preservation guidelines established for historic districts

### Identification of the Responsible Parties –

The City of Geneva

### Capacity –

The City of Geneva currently maintains and enforces the City’s existing zoning code. Implementing the revised zoning code will not require the City to change or increase the level of effort they are currently using to enforce their existing code.

### Project Partners –

- The City of Geneva’s Historic Districts Commission
- The City of Geneva’s Public Art Committee

### Strategies –

- **City of Geneva’s Comprehensive Plan (2016).** The City’s Comprehensive Plan specifically identifies an overhaul to the existing zoning code to ensure flexible land use and better design is being implemented within the City.
- **Master Plan (1997).** This plan recognized the need to promote community values through quality regulations for urban design and signs. The proposed zoning ordinance update would ensure that new development and uses are aligned with the City’s vision for the future.

Zoning modifications and preservation guidance also support the following strategy from the City of Geneva’s Downtown Revitalization Initiative:

- Capitalize on infill development opportunities to diversify housing options downtown.
- Promote adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.



## Description –

The City of Geneva's existing Zoning Ordinance was adopted in 1968. The development of an updated ordinance with the integration of a form based code piece would allow the City to better regulate development within the downtown. Updates to the zoning ordinance will:

- Implement contemporary design standards
- Integrate a form-based code in specific areas
- Ensure consistency throughout the code
- A more user and developer friendly code
- Increase the ease of administering
- Reduce the number of variances applied for
- Ensure there is no conflict with state or federal law
- Allow for current residents to have input on the future development of their City by participating in the updating process
- Clarify vague language, to reduce the number of interpretations
- Ensure the code is not overly restrictive or illogical for the current City of Geneva
- Ferment a vision for the future of the City

The creation of preservation guidance will ensure the City's existing tangible historic assets are preserved. The portions of the City of Geneva were listed on the National Register of Historic Places in 2014. The guidelines would include regulations for structures deemed historic by the City, National Registry, or the State, to follow specific guidance when changing the use of the building, rehabilitating, restoring or reconstructing the structure. The historic character of the building will be preserved by enforcing the preservation guidance.

## Estimated Costs -

\$100,000

## Funding Sources -

- The City of Geneva
- Local Waterfront Revitalization Program
- NYSERDA
- CDBG



## Parking Regulations

### Project Title -

The implementation and enforcement of updated parking regulations for downtown Geneva

### DRI Funding -

This project is not being proposed for DRI funding.

### Summary Description -

Implement and enforce parking recommendations that come from an existing analysis currently underway. Ensuring implementation and enforcement occurred will ultimately allow for the City of Geneva to continue its progression towards revitalizing.

### Location –

Not applicable

### Identification of the Responsible Parties -

The City of Geneva

### Capacity –

The City of Geneva currently enforces and manages the City's parking regulations, implementing new regulations would not put further stress on the existing structure.

### Project Partners -

No partners identified

### Strategies -

- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. By ensuring there is ample parking, business and patrons will increase, allowing for economic vitality and an increase in employment opportunities.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. In order for new companies to establish themselves within the City of Geneva, amenities, such as parking need to be readily available. This analysis and regulation update will ensure that the lack of parking supply does not turn interested new businesses away from establishing themselves in the City.

Parking regulations also support the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Ensure the availability of parking within the downtown to support a range of users, including businesses, visitors and residents.



### Description -

The City of Geneva has experienced a resurgence in the downtown. New apartments, businesses and hotels have started to establish themselves within the downtown core. This growth has started to strain the supply of parking. The City has started to undertake a comprehensive planning effort to identify the best way to eliminate downtown parking concerns. The next step would be to implement the recommendations. Ensuring that parking is readily available for residents, shoppers, business owners and tourists is something that will maintain the City of Geneva's trajectory to future growth and revitalization. Implementing the recommended parking regulations will allow for the City to find the solution to the parking supply issue within the downtown core.

### Estimated Costs -

\$100,000

### Funding Sources -

- The City of Geneva



## Marketing Collateral to Support the Food and Beverage District

### Project Title –

Brand Development and Marketing Plan Implementation of the Food and Beverage Innovation District

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

The Brand Development and Marketing Plan will provide key guidance for a successful launch and sustained momentum of the Geneva Food and Beverage Innovation District. Developing a brand for the district is a high level marketing strategy that supports community wide goals and will be the foundation on which all further district development sits. Once the district brand is fully formed, a series of strategic marketing tactics will be implemented to ensure district goals are met and supported for immediate and future success.

### Location –

The following is a list of current asset locations, which may be expanded as projects advance. These addresses are all centrally located in or near the DRI.

- **Geneva Enterprise Development Center – Test Kitchen**

122 North Genesee Street, Geneva, NY 14456

Boasts 200,000 square feet of office and production space including:

- Bookkeeping
- Shared conference room space

- **Cornell Agricultural Experimental Station**

630 W North St, Geneva, NY 14456

Access to expertise and training in all things food including:

- Food Safety
- Labeling o Packaging

- **The Technology Farm**

500 Technology Farm Drive, Geneva 14456

An economic asset that promotes innovation and includes:

- Production services
- Shared lab space
- Shared administrative and office space

- **Finger Lakes Community College - Geneva Campus Center**

63 Pulteney St, Geneva, NY 14456

Home to the world class Viticulture and Wine Center

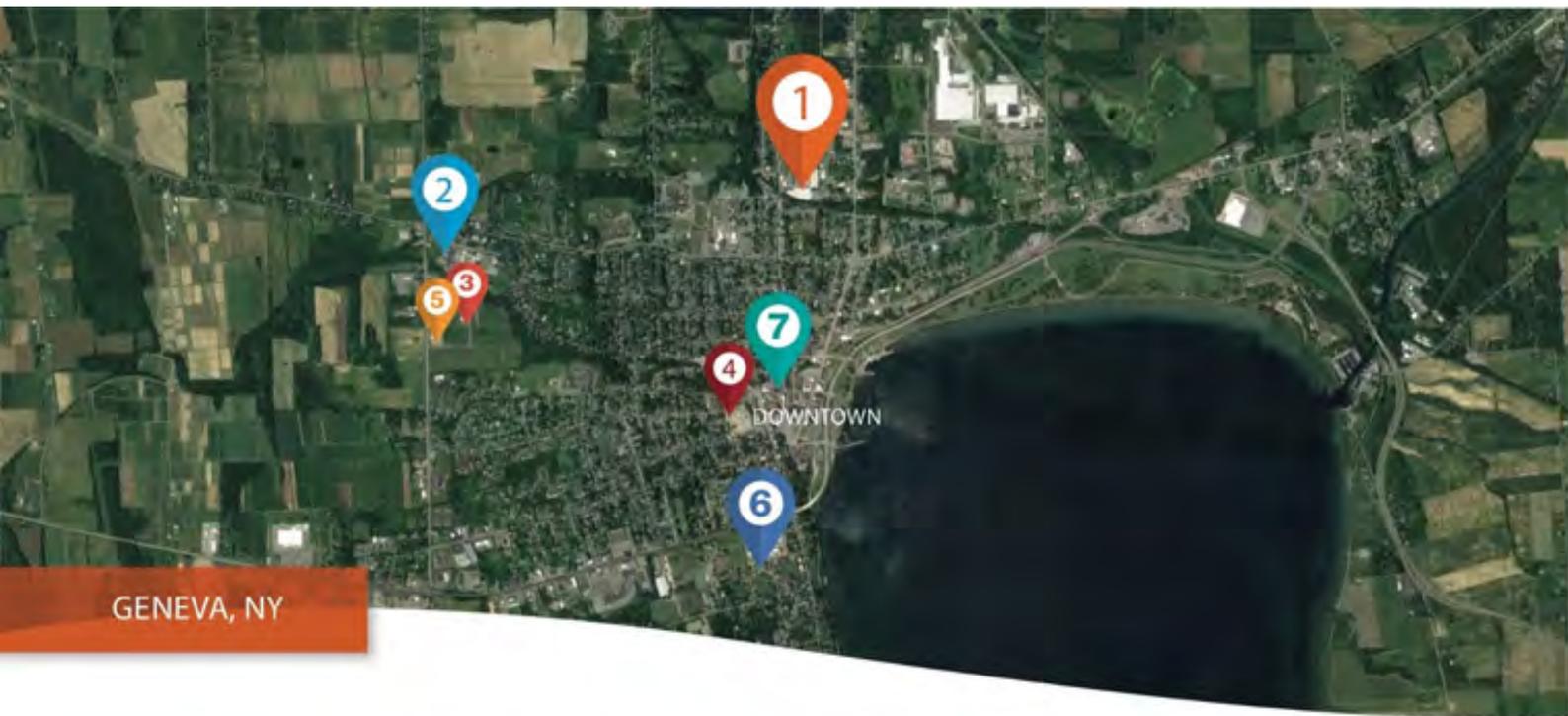
- **Finger Lakes Community College Viticulture and Wine Center**

100 Empire Drive, Geneva, N.Y. 14456



FLCC is home to the FLCC Viticulture and Wine Center, a world-class research and applied skills facility.

- **Hobart and William Smith Colleges**  
- 300 Pulteney St, Geneva, NY 14456  
HWS houses an outstanding entrepreneurialism program
- **Port 100**  
- 100 Castle St, Geneva, NY 14456  
Downtown co-working space that has established a collaborative community where members support one another to grow and succeed.



## FOOD & BEVERAGE *Innovation District*

- 1 **GENEVA ENTERPRISE DEVELOPMENT CENTER** This is the location for the test kitchen known as the Food Innovation center which is a small scale production kitchen rentable by the hour.
- 2 **CORNELL AGRICULTURAL EXPERIMENTAL STATION**
- 3 **THE TECHNOLOGY FARM**
- 4 **FINGER LAKES COMMUNITY COLLEGE (FLCC)**
- 5 **FINGER LAKES COMMUNITY COLLEGE VITICULTURE AND WINE CENTER**
- 6 **HOBART AND WILLIAM SMITH COLLEGE**
- 7 **PORT 100 CO-WORKING COMMUNITY** Port 100 is a collaborative, supportive, and dynamic co-working community comprised of diverse businesses and individuals.

### Identification of the Responsible Parties -

The City of Geneva will take the lead in overseeing the branding and implementation of marketing activities, supported by the Visitors Center and other local tourism and business organizations.



## Capacity -

The City of Geneva has a very strong “uniquely urban” brand that they have built from the ground up. They City also has a strong web presence and will be fully capable of managing and overseeing the branding and implementation of the marketing activities for the Food and Beverage Innovation District.

## Project Partners -

- City of Geneva
- Geneva Visitor Center
- Food and Beverage Innovation District establishments (existing and future)

## Strategies –

- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Regional Destination. This plan notes that downtown Geneva is the primary retail, restaurant, cultural, and entertainment destination for the surrounding region. The proposed project would enhance, market and promote this reputation by providing branding and marketing materials to attract food and beverage-related tourism and investment.
- **City of Geneva’s Comprehensive Plan (2016).** This plan reiterates the importance of the Food and Beverage Innovation District to the city’s economic vitality. The marketing collateral will ensure the livelihood of the district.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Agricultural and Food Processing. This strategy supports the promotion of food processing companies throughout the DRI Study Area. By providing branded and marketing material for the City of Geneva to use will attract more tourist and promote more entrepreneurs to settle their food and beverage business in the City.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Tourism and the Arts. The proposed project will capitalize on this strategy’s goal of leveraging and promoting the region’s reputation as a food and beverage destination by creating a brand for the Food and Beverage Innovation District.

Marketing collateral to support the food and beverage district also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Encourage business growth that leverages the City's unique agricultural setting and prominence in the craft and food beverage sectors.

## Description –

The branding and marketing of the Food & Beverage Innovation District will be the first step in ensuring that the Innovation District is a success both in the immediate and long term. Developing a strong and identifiable brand will not only benefit the Innovation District but it will also enhance the overall community development, helping to establish a strong sense of space and community in downtown Geneva. The Innovation District brand will also assist in defining Geneva as “uniquely urban” by representing shared interests in the building of a dynamic and diverse community. Establishing a brand consists of the following steps and action items. These items are further defined in the marketing plan.

- Brand Identity Development
- Key Messaging
- Website Development
- Collateral Development



Once the branding piece is completed, the marketing plan tactics will begin to roll out. It should be noted that none of the marketing tactics can be addressed without first completing the branding steps listed above.

The marketing tactics were developed to help further the overall goals of the Innovation District and DRI. These items will support the Innovation District, ensuring that the district achieves its set forth goals which aim to bring food and beverage businesses into the district, support and grow new and existing businesses, play a role in driving tourism to the DRI, and support the overarching goals of the DRI by creating a connection within the community through food.

At this point in the process, there are no preexisting challenges or obstacles that should be noted. It should be noted, however, that many of the marketing items will require ongoing maintenance and a dedicated team to keep up with those tactics which require daily, weekly, monthly and quarterly attention.

The following are marketing tactics which have been identified as necessary actionable items for immediate and long-term success of the project. These are further defined in the marketing plan.

- Social Media
- Targeted Email Marketing
- Brand Launch, District Tour and Press Conference
- Collaboration on Tourism Opportunities
- Public Relations Outreach
- Engaging in Paid Advertising Opportunities
- SEO Marketing
- Target List Building
- Ongoing Tours
- Social Media Contests
- Referral Program
- Content Marketing



## Estimated Costs –

The following table identifies the estimated costs associated with each item outlined in the marketing plan. These numbers are based upon what is currently known about the project. As the project is further defined, the budget may be adjusted as needed.

Item	Annual Cost
<b>Building a Brand</b>	
Brand Identity Development	\$ 5,000.00
Key Messaging	\$ 5,000.00
Website Development - Design and Copy Set up	\$ 20,000.00
Website - Maintenance	\$ 6,000.00
Website - Maintenance Blogging	
Collateral Development - Brochure Design	\$ 5,000.00
Collateral Development - Brochure Updates	\$ 2,000.00
Collateral Development - Segmented Brochure Design	\$ 5,000.00
Collateral Development - Segmented Brochure Updates	\$ 2,000.00
Collateral Development - Assets Sell Sheet Design	\$ 5,000.00
Collateral Development - Assets Sell Sheet Updates	\$ 2,000.00
Collateral Development - District Map Design	\$ 5,000.00
Collateral Development - District Map Updates	\$ 2,000.00
Collateral Development - Onboarding Package Setup	\$ 7,000.00
Collateral Development - Onboarding Maintenance	\$ 3,000.00
Social Media - Planning and Setup	\$ 5,000.00
Social Media - Maintenance	\$ 24,000.00



<b>Additional Marketing Tactics</b>	
Email Marketing - List Building	\$ 5,000.00
Email Marketing - Setup	
Email Marketing - Maintenance	\$ 12,000.00
<b>Community Engagement Initiatives</b>	
Brand Launch, District Tour and Press Conference	\$ 5,000.00
Attend Tradeshows and Business Events	\$ 10,000.00
Collaborate on Current Tourism Opportunities	\$ 5,000.00
<b>Future Marketing Tactics - Growing the Brand</b>	
Paid Advertising Opportunities	\$ 20,000.00
Search Engine Optimization	\$ 12,000.00
Target List	\$ 5,000.00
Ongoing Tours	\$ 5,000.00
Public Relations	\$ 10,000.00
Social Media Contest	\$ 5,000.00
Referral Program	\$ 2,000.00
Content Marketing	\$ 2,000.00
<b>Additional Costs</b>	
Printing (Brochure, Segmented Brochure, Sell Sheets, Maps, Onboarding Collateral)	\$ 10,000.00
<b>Total</b>	<b>\$ 211,000.00</b>

## Funding Sources –

- City of Geneva
- Market NY Grant



## 29 Linden Street

### Project Title –

Develop 29 Linden Street to be a viable, functional and thriving businesses that will highlight regional craft beverage and food in a previously dilapidated downtown structure enhancing the streetscape.

### DRI Funding –

This project is not being proposed for DRI funding

### Summary Description –

This project will renovate the property at 29 Linden Street, which presently has been vacant and neglected for 30+ years. Removal of all structurally compromised elements was completed in fall 2016 (including entire 2nd story and roughly 35% of the first floor); with a planned buildout to create a creative, resourceful, and uniquely urban entertainment space while preserving as much of the building known as 29 Linden Street as economically feasible. Buildout entails complete infrastructure (currently no utility connections exist), creating an open air space on the first level with a mezzanine for seasonal use and developing the basement to be usable space as well as a fully operational kitchen. Two planned businesses will occupy and flourish in the rehabilitated space; “29 Linden” and “Bayley’s Alley” under the ownership of 29 L.D. LLC. 29 Linden will be a unique outdoor drinkery with great seasonal, local, and custom beverages along with amazing ambience, offering patrons an incredible experience. Bayley’s Alley, will be a warm and welcoming speak-easy themed bar in the basement showcasing local craft beverage and highlighting regional food.

### Location –

29 Linden Street, Geneva NY

### Identification of the Responsible Parties –

Owner/Manager: 29 L.D. LLC – Calvin Ruthven

Business Partner/Lead Development Engineer/Project Manager: Greg Missick

Contractor: ROCK Environmental.

### Capacity –

29 L.D. LLC – is the legal entity that owns the property known as 29 Linden Street and will be the legal entity which will operate 29 Linden and Bayley’s Alley.

Calvin Ruthven – Ruthven has been a real estate investor since 2003 specifically in Geneva, NY. Ruthven is the owner and broker of Ruthven Realty, a real estate company based in Geneva, NY. Ruthven has various real estate investments in the area including long-term rentals, short-term vacation rental, and “flipping properties”. Ruthven has previous experience working with the facilities department at a SUNY institution involved with multi-million dollar renovations/projects, along with his own personal experience rehabbing dilapidated local properties. Ruthven holds a Bachelor’s degree in Business Administration and a Master’s of Science in Education.



## Project Partners –

- Calvin Ruthven
- Greg Missick
- Rock Environmental

## Strategies –

The goals of this project align with many of the strategies espoused by the Finger Lakes Regional Economic Development Council as well as other local initiatives.

- **City of Geneva’s Comprehensive Plan (2016).** This plan reiterates the importance of the Food and Beverage Innovation District to the city’s economic vitality, indicating that the new businesses in this sector – like those at 29 Linden Street – should be encouraged and supported. The plan also champions Geneva’s strong history of adaptive reuse and proposes actions to facilitate such projects and advise developers on best practices. As an adaptive reuse project, 29 Linden Street aims to retain as much of the existing building as possible while ensuring code compliance.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings, many of which have been vacant or neglected much like the property at 29 Linden Street.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Regional Destination. This plan notes that downtown Geneva is the primary retail, restaurant, cultural, and entertainment destination for the surrounding region. The proposed project would enhance this reputation by providing additional niche businesses to attract food and beverage-related tourism and investment.
- **Finger Lakes Food and Beverage Innovation District (2015).** Established by the City Council in 2015, this District is the core of the city’s economic development strategy and was established to capitalize on its concentration of craft food and beverage services. The businesses planned for 29 Linden Street also fall into this sector and will continue to diversify the range of products offered by Geneva’s food and beverage industry. The city has also expressed interest in creating a Food Innovation Fund, which would provide capital to entrepreneurial food and beverage businesses.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. The rehabilitation of 29 Linden Street will provide a prime location and functional facilities for two new storefronts, each of which will contribute to the economic vitality already extant along Linden Street.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. The planned businesses at 29 Linden Street will advance the development of Geneva’s Food and Beverage Innovation District by providing jobs and products related to craft beverages and regional cuisine.



- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Invest in Community and Industrial Development and Infrastructure. The top priority of this strategy is to strengthen the identity and character of an area through the adaptive reuse of existing buildings. By rehabilitating and renovating the property at 29 Linden Street, rather than opting for complete demolition, this project attempts to retain and reinforce the unique aesthetic and atmosphere created in the Linden Street Entertainment District.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Tourism and the Arts. The proposed project will capitalize on this strategy's goal of leveraging and promoting the region's reputation as a food and beverage destination by providing niche beverages in an inviting environment for locals and visitors alike.

29 Linden Street also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

### Description –

As an alternative to complete demolition of a structure located on a desirable and unique street which Geneva takes pride, a project was identified to creatively determine the best use of the property for future economic development while preserving the ambiance of the important streetscape. Rehabilitation of 29 Linden will undoubtedly contribute to the city's "uniquely urban" identity. When complete the building and business will appeal to locals and tourists alike; with a strong brand identity, positive experiences, focusing on locally sourced product offerings while salvaging portions of the existing building.

The winter of 2015 was hard on 29 Linden Street (a vacant building for 30+ years). The challenged property experienced major failures to the integrity of the building when weight of snow caused the roof to collapse which as a result created significant damage to the entire second level and portions of the first level. Engineers and contractors recommended complete demolition of the brick structure at this time because of the economic feasibility, risk, and uncertainty of the building.

Basic stabilization efforts took place while the future of 29 Linden Street was decided. Making all repairs was not economically feasible, as extensive masonry work would be required. IPD Engineering and Jill Fudo architecture were hired with a mission and goal to preserve as much of the building as possible while maintaining as much of the building as possible to avoid complete demolition. The City of Geneva's Planning Board approved the proposed plans to remove all failed elements of 29 Linden and create a unique beer garden style establishment as well as a speak-easy style establishment in the basement. The property known as 29 Linden would be preserved keeping as much of the wonderful streetscape intact as possible. The strategic removal of all failed elements was completed in the fall of 2016.

Project Initiative/Type: Economic Development

The project will preserve as much of the structurally challenged and neglected building as feasible while creating an appealing and functional space that will become a positive part of the cityscape. Opening a thriving business in the space will have a positive economic impact (employment and support and promote locally produced products) while rehabbing a structure that has been unoccupied for 30+ years.



How Project Advances the Project Selection (Prioritization) Criteria: Specifically Linden Street Geneva has seen much growth and development recently with increased popularity and recognition. The project property is positioned on the center of Linden Street, the property is clearly vacant and in need of significant and timely rehabilitation.

Catalytic/Transformative Nature of the Project: 29 Linden is the only vacant building currently on Linden Street. The property has been vacant and not developed or used for 30+ years. Saving this property/building is imperative to preserve the appeal, interest, charm, and uniqueness of Linden Street. The project as planned will complete the renovation of the property and occupy the space with 2 interesting businesses. Linden Street is becoming known as an “entertainment district” for Geneva receiving both local and national recognition. Developing 29 Linden is imperative to the future success, growth, and popularity of Linden Street.

Identify the Implementation Actions Needed: The property is already owned by 29 L.D. LLC, engineered plans have been drafted, and partial demolition has been completed.

Implementation actions needed:

- Finalize the complete project bid with ROCK Environmental or other contractor.
- Be issued permit to complete the work (preliminary approval received by the City).
- Secure Funding.
- Connect 29 Linden to Utilities (water, electric, gas).

Identify project Challenges/Obstacles:

- Funding.
- Cost and feasibility make building ADA compliant.

Identify maintenance or management arrangements:

- Building owner will maintain and manage property, 29 L.D. LLC.

## Estimated Costs –

Total Already Invested:	\$ 96,879
Total 29 LD LLC Able to Commit:	\$100,000
Revolving Loan Fund (Will Apply):	\$100,000 (Will Only Cover Equipment Costs)
	\$296,879 (Total Outside Investment)
Deficit/Funds Needed:	\$233,821
Total Projected Cost of Project:	\$530,700

## Funding Sources –

Since this project is not being recommended for DRI monies, alternative funding will need to be secured. At present, the property owner is able to commit approximately 20% of the total estimated project costs. Additional funding could be sought from New York State’s Main Street Program, which provides grants specifically for the revitalization of historic downtowns.



## Shuttle Service

### Project Title –

The creation and implementation of a shuttle to key destinations in and around the City.

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

The shuttle will fill gaps the existing public transportation network cannot fill. Details regarding stops and times will be determined following further study.

### Location –

Not applicable

### Identification of the Responsible Parties –

City of Geneva

### Capacity –

The City of Geneva has expressed the need for this shuttle services for City residents and their willingness to manage and facilitate operation of the route.

### Project Partners –

- Regional Transit Service (RTS)

### Strategies –

- **The City of Geneva’s Comprehensive Plan (2016).** The Plan identified poverty eradication as a priority. The creation of this shuttle service will diversify the employment opportunities available to those residents who do not have access to a private vehicle by providing affordable and convenient transportation.
- **Downtown Revitalization Initiative Application (2016).** The shuttle would solve an issue identified in the City of Geneva’s Downtown Revitalization Initiative (DRI) Application of the downtown being a food desert. The shuttle provides food access to surrounding neighborhoods that are currently isolated and do not have the means of obtaining healthy nutritional food options.
- **The North End Brownfield Opportunity Area (2014).** The plan identified one of the most significant findings of the study was that the City’s most economically distressed neighborhoods were miles away from the closest year-round fresh food opportunity. The plan stated that many disadvantaged families were accessing food via gas stations and convenience stores along the city’s entry corridors. The shuttle service will increase access for this neighborhood to the existing grocery stores along the peripheral of the City’s boundary.



The shuttle service also supports the following strategies from the City of Geneva's Downtown Revitalization Initiative:

- Encourage projects that reduce our environmental footprint
- Work with public transportation providers to ensure transportation options are meeting the needs of local residents.

### Description -

The shuttle service will provide access to residents who currently have limited access to existing full-sized grocery stores. The existing public transportation network that runs throughout the City has a number of constraints, including; depending on the time of day a person is planning on going to the local full-sized grocery store located less than 2 miles away, the trip can take a total of four hours. Also, the existing network has a shopping bag limit of two bags per person. This bag limit can hinder a family's access to healthy fresh food. The shuttle will serve the families and individuals that are currently totally reliant of the existing public transportation network.

### Estimated Costs -

\$300,000

### Funding Sources –

- Regional Transit Service (RTS)



## 438 Exchange Street

### Project Title –

The project includes renovations at 438 Exchange Street including apartment for rental, storefront for coffee production and sales, and basement for distribution of health food products.

### DRI Funding –

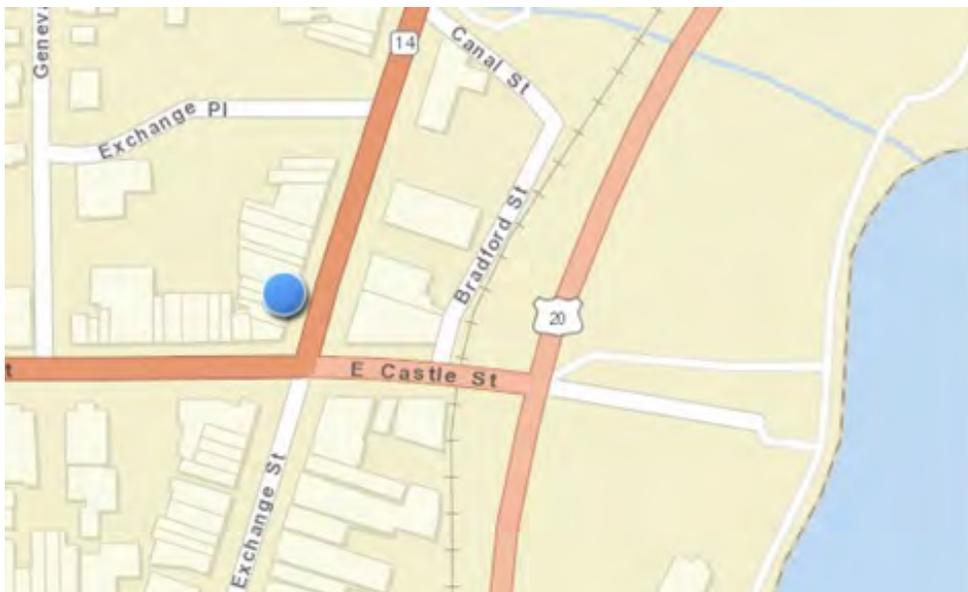
This project is not being proposed for DRI funding.

### Summary Description –

The project at 438 Exchange Street will include renovating a two-floor apartment for short-term rentals in the peak tourism months of May to August and monthly rental for the September to April season. The storefront, which was previously a law office, will be renovated to fit the needs of a coffee roaster, coffee shop and breakfast bistro. Locals that are skilled in cooking, coffee roasting and hospitality will operate the roastery and coffee shop. The basement will be renovated to act as a distribution center for P and J's Nuts R Us (P & J's), which is a successful granola and nut business with production out of Southwest Florida, recently acquired by Jeff Decker. This project will have a positive impact in the Geneva community because it will add industry to the growing interest emphasized by the food and wine industry and will add more housing opportunities to the Historic Downtown District. This project's cohesive parts are interdependent, thus making it a great opportunity for employment, economic growth, collaboration and housing in this perfect location through each project.

### Location –

The location of this project is 438 Exchange Street. The blue dot on map below represents the building in downtown Geneva. It is central in location to the thriving Linden Street, Exchange Street, Castle Street and the lakefront.





## Identification of the Responsible Parties –

The responsible parties to develop and manage this property are the owners of Double Eagle consulting Korp LLC, Josh and Jeff Decker. Both will be in charge of ensuring the longevity and sustainability of the project.

## Capacity –

Jeff Decker is the owner of properties in Geneva, NY, Penfield, NY, and North Port, Florida. He has seen through multiple projects that have succeeded in renovating foreclosed homes into housing rental properties. He has run successful companies including the first Internet service provider to the Finger Lakes. Jeff is a financial backer with vested interest in seeing 438 Exchange through to completion as well as the owner of P and J's Nuts R Us, which will be distributing out of the basement.

Josh Decker is partial owner of a duplex on 39 Lyceum Street, Geneva, has managed tenant housing since 2015 and is a part owner of the proposed building, 438 Exchange, with vested interest in seeing said project through as the main manager and decision maker. Josh is an established part of the local arts scene as he is a musician who has worked on developing a stronger community through arts. He has also played part in developing music and arts culture in Geneva by hosting artists at different local venues. He began managing operations at local brewery, Lake Drum Brewing in 2014 and since has become well-connected in the Finger Lakes food and beverage scene, while also working at Rootstock Cidery and closely with multiple other producers in the area. Josh Decker will be recruiting managers and staff for the employment that will be created within this project.

## Project Partners –

- Josh Decker- part owner of Double Eagle LLC and 438 Exchange Street.
- Double Eagle LLC. Double Eagle LLC includes members Josh Decker and Jeff Decker as property owners and purchasers of 438 Exchange Street. Josh Decker will be the active manager of the projects and main actor in the processes involved with the building and projects.
- Geneva Coffee Roasters LLC. Experienced coffee roasters getting their commercial start in Geneva NY, will operate a coffee roasting facility and coffee shop in the store front with coffee product distribution to local grocers, restaurants and wineries.
- P and J's Nuts R Us- A Southwestern Florida company to use the basement to grow online sales and distribution of healthy granola and nuts to upstate New York. Production of P and J's Nuts will be done in Florida and shipped to Geneva for distribution to the surrounding area.

## Strategies –

The goals of this project align with many of the strategies espoused by the Finger Lakes Regional Economic Development Council as well as other local initiatives.

- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Regional Destination. This plan notes that downtown Geneva is the primary retail, restaurant, cultural, and entertainment destination for the surrounding region. The proposed project would enhance this reputation by providing additional niche businesses to attract food and beverage-related tourism and investment.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings. Adaptively reusing the existing building at 438 Exchange Street will enable the property to capture more of its inherent, yet underutilized potential.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Diversifying Housing



Options. By providing additional housing options for students and faculty at nearby educational institutions, this project attempts to capture some of the economic impact of the residential needs of this demographic. As stated in this strategy, attracting students and faculty to live downtown, rather than on campus, would positively impact the city's economy.

- **City of Geneva's Comprehensive Plan (2016).** This plan reiterates the importance of the Food and Beverage Innovation District to the city's economic vitality, indicating that the new businesses in this sector – like those at 438 Exchange Street – should be encouraged and supported. The plan also champions Geneva's strong history of adaptive reuse and proposes actions to facilitate such projects and advise developers on best practices. As an adaptive reuse project, 438 Exchange Street intends to better utilize the existing building and capture its full economic potential.
- **Finger Lakes Food and Beverage Innovation District (2015).** Established by the City Council in 2015, this District is the core of the city's economic development strategy and was established to capitalize on its concentration of craft food and beverage services. The businesses planned for 438 Exchange Street also fall into this sector and will continue to diversify the range of products offered by Geneva's food and beverage industry. The city has also expressed interest in creating a Food Innovation Fund, which would provide capital to entrepreneurial food and beverage businesses.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Optimize Business Creation, Retention, and Expansion. The proposed project aligns well with the ultimate goal of this strategy, which is to foster the development of new companies. The renovation of 438 Exchange Street will provide a prime location and functional facilities for two new storefronts, each of which will contribute to the economic vitality already extant along Exchange Street.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. The planned businesses at 438 Exchange Street will advance the development of Geneva's Food and Beverage Innovation District by providing jobs and products related to craft beverages and regional cuisine.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Invest in Community and Industrial Development and Infrastructure. The housing component of this project parallels one of the goals of this strategy, which is to increase the availability of affordable and mixed-income housing units – much needed in downtown Geneva.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Agricultural and Food Processing. This strategy supports the expansion of food processing companies throughout the region. By providing a storefront for Geneva Coffee Roasters, this project will enable coffee to be brewed and processed in house, not only creating a unique experience for customers but also accentuating Geneva's specialization in the food and beverage sector.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Tourism and the Arts. The proposed project will capitalize on this strategy's goal of leveraging and promoting the region's reputation as a food and beverage destination by providing niche beverages in an inviting environment for locals and visitors alike



438 Exchange Street also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

## Description –

This project consists of three parts: 1) renovating the apartment for rental, 2) a coffee roastery and bistro in storefront and 3) a distribution and storage facility in the basement.

The apartment will be rented out to those in the academic community for September through May and to visitors on short-term basis from May to September. The two-story apartment will provide downtown housing rentals for visitors and locals, which will in turn increase traffic in the growing food and beverage industry. The project will also play a role in stimulating the growing arts and community culture in Geneva with increased housing within walking distance to downtown. Within the building, two fully furnished apartment floors (second and third floor of building) will appeal to visitors who are looking for a spacious accommodation for short-term rentals in an urban setting. This will help establish a presence of visitors on the north side of Exchange Street; adding a stronger sense of vibrancy, while simultaneously increasing revenue for local businesses.

The large two-story apartment will appeal to HWS professors and NYSAES scientists at Cornell Cooperative Extension, who often are in the market for turn-key living accommodations during fall, winter and spring months. In addition to providing housing for academics, this space will make allow them to be a part of our downtown community. To implement this part of the project, the building will need to be renovated to be in compliance with the city's Certificate of Occupancy regulations. Requirements for the city would include a new roof on all three floors, building a fire escape which would include an entrance/exit to the second floor, repair to the water damaged ceilings and bathroom renovations. Aesthetic improvements will include full renovation of kitchen, adding green space on the roof and other renovations elaborated in estimated cost section of this document. Employment opportunities within the apartment part of this project will include a cleaning staff in between short-term rentals, and a marketing team to target visitors for the summer months.

The building's second project, on the ground floor includes a storefront with needed renovations. It will add economic development to Geneva by filling a previously underutilized storefront with the outfit for a food and beverage business. The storefront will be fully renovated and outfitted for Geneva Coffee Roasters LLC to operate a coffee roaster and breakfast bistro. Geneva is in need for a coffee shop with longer day-time hours for visitors, locals, professionals and academics to find a congregating space within walking distance to downtown. The surrounding businesses that serve coffee in Geneva such as Finger Lakes Gifts and Lounge and Opus Espresso and Food Bar close at 5 PM or 2 PM each day, which would make our coffee shop the only one with extended hours. We stand out as well because coffee is roasted in house. Within the Geneva area, local businesses are using local coffee roasters from Ithaca (Copper Horse Coffee), Penn Yan (Finger Lakes Coffee Roaster), Keuka Lake Coffee Roasters and Watkins Glen Seneca Sunrise Coffee, which shows the interest in supplying from local sources.

The Geneva Coffee Roasters will supply restaurants, bars, cafes, wineries and grocers with fresh, locally roasted coffee with sustainable sourcing of beans. Neighboring health foods store Mother Earth, sources coffee from Dean's Bean's Organic Coffee out of Massachusetts, which Geneva Coffee Roasters could compete with because of quality fresh products and proximity to the health food store. Copper Horse Coffee, out of Ithaca NY supplies at least 4 restaurants in Geneva, and with our quality product we could compete in the restaurant arena and further into institutions such as Hobart and William Smith Colleges, selling wholesale in local grocers and



selling at gift shops on the Seneca Lake Wine Trail. The space will also be open to collaboration with other local businesses, such as having local produce, and artisans work, such as teas and baked goods for sale. The coffee roaster will stand out because of our specialty products such as Geneva roasted coffee sold within the “fresh” period of coffee of under 2 weeks, aging coffee beans in wine and whiskey barrels and selling coffee roasted in house with visibility of the roasting process.

Geneva Coffee Roasters is owned by project leaders Josh Decker and Maggie O’Reilly and will be the first producer of roasted coffee in Geneva, providing fresh coffee for in house consumption and for distribution. This paired with locally sourced light fare prepared by local chefs will have significant appeal to locals and visitors alike as it will offer products that are specific to the area capitalizing on the strong demand for gourmet food and beverage. This project aligns with the current direction that Geneva is heading with high end food and beverage experiences made here and will create employment opportunities, generate more interest in downtown Geneva as a destination location and spread foot traffic further north on Exchange Street. Employment opportunities will include barista positions, cooks, chefs, marketing team, social media staff, coffee roasting apprentices and sales team. The demographic that will be targeted for our storefront will be faculty and students from HWS and FLCC as well as NYSAES. We will also market to visiting tourists staying in Geneva during the peak summer months who are interested in tasting the best products made in the Finger Lakes.

Students, young professionals, small business employees will utilize this space for meetings, lunch breaks, coffee on their commute near 5 and 20 and for the aesthetic appeal. In order to implement this phase of the project we will need to demo the existing space and outfit for the necessary equipment, which will include a gas powered coffee roaster with ventilation system, an espresso machine, and refrigeration as well as kitchen utilities. We will need to build out a new restroom facility as well as make repairs to current electrical and plumbing systems. Requirements will include a build out for a new bathroom, repairs to ceilings, repairs to floors, electrical and plumbing work.

The building’s basement is a finished space and will have multiple functions. One of the three rooms will be utilized as a storage space/office for the storefront business. The other two rooms will be utilized by P and J’s Nuts as storage and distribution. This company hand makes Paleo, vegan, and gluten free health food bars with zero sugar added. Their company has had success in farmers’ markets in Florida and have the capital to expand to another region such as the Finger Lakes. The products will still be made in Florida and shipped up the coast for distribution in the Finger Lakes region. The addition of this company to Geneva’s downtown will provide employment opportunities in marketing, sales, and distribution to the surrounding area. The company encompasses the value of healthier food products and lifestyle initiatives for our community. These health food bars will be sold in house and at local farmers’ markets around the Finger Lakes as well as fitness clubs, yoga studios, and downtown shops. A natural food diet falls in line with the progressive trend that people are taking to make proactive daily decisions to maintain healthier lives and will also introduce a new economic driver into our community. We will need to remodel the existing space in order to accommodate refrigeration equipment such as new flooring, plumbing and electrical work.

### **Estimated Costs –**

Cost estimates were determined by Turn Key Home Inspections (William J Kimball) and contractors Michael and Brett Lambert. The details provided below represent the costs associated with the DRI funding request. Total project costs are included at the bottom of the cost detail.



## Apartment:

Three level rubber roofing (including labor)	\$10,080.00
Blown in Insulation	\$1,858.00
Third floor ceiling repair	\$4,500.00
Second floor tin ceiling repairs	\$2,500.00
Third floor bathroom remodel	\$9,000.00
Fire escape	\$8,000.00
Back entrance to second floor	\$7,500.00
Electrical	\$5,000.00
Kitchen remodel	\$13,000.00
Second floor half bathroom build out	\$3,000.00
Repaint, expose brick	\$3,750.00
<b>Total:</b>	<b>\$68,188.00</b>

## Storefront:

Demolition	\$3,000.00
Bathroom	\$8,000.00
Ceiling tile repair	\$7,000.00
Electrical	\$4,000.00
Coffee roaster	\$29,000.00
Plumbing	\$2,000.00
Coffee maker	\$1,139.00
Coffee grinder	\$810.00
Espresso grinder	\$880.00
Ice machine	\$1,833.00
Espresso machine	\$15,615.00
Undercounted refrigeration unit	\$1,550.00
Bay sink	\$674.85
Salad prep refrigeration	\$1,500.00
Panini press	\$500.00
Consultant fees	\$3,000.00
Marketing and logo design	\$4,000.00
Serving equipment	\$3,000.00
Storage equipment	\$3,500.00
Electric skillet	\$595.00
Chairs	\$5,000.00
Tables	\$5,000.00
Store equipment	\$13,750.00
(cash register, security, ventilation, signage)	
<b>Total:</b>	<b>\$115,346.85</b>

## Basement:

Bathroom	\$8,000.00
Floor	\$4,000.00
Wall demolition and repair	\$3,000.00
Electrical	\$1,500.00
Walk-in cooler	\$5,000.00
<b>Total:</b>	<b>\$21,500.00</b>



Other:	
Building acquisition (closing cost, lawyers)	\$7,000.00
Sales and marketing	\$12,000.00
Computer systems software	\$5,000.00
iPads (10 total)	\$5,000.00
<b>Total:</b>	<b>\$29,000.00</b>
Grand total:	\$234,034.85
Property purchase (applicant financed):	\$125,000.00
Property renovations (applicant cash):	\$100,000.00
<b>Total Project Cost:</b>	<b>\$459,034.85</b>

## Funding Sources –

At present, funding for the project comes from two major sources, one being a loan from Bank of the Finger Lakes and the other being owner’s capital. The loan from Bank of the Finger Lakes will see the most vital hard shell costs through, including the installation of the new roof and the repair of ceiling damages created by leaking water. The loan covers purchase of the building and an additional \$50,000 for the essential repairs. Since this project is not being recommended for DRI monies, alternative funding will need to be secured to cover the renovations and starting costs. Additional funding could be sought from New York State’s Main Street Program, which provides grants specifically for the revitalization of historic downtowns.



## Façade Improvement Fund

### Project Title –

Implement façade improvement fund to support local building improvement projects

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

A number of downtown properties were identified as in need of a range of façade and exterior improvements to make them more attractive to perspective tenants and improve the overall character of the downtown streetscape. The \$300,000 will be used to leverage private investment in such buildings to allow for their continued contributions to the economic vitality of Geneva.

### Location –

Downtown Geneva, within DRI target area. The fund would give preference to properties within a two-block radius of the intersection of Exchange and Castle Streets in Geneva.

### Identification of the Responsible Parties –

The City of Geneva currently oversees Downtown Revitalization Loan programs in Geneva, including the New York Main Street Program.

The Business Improvement District could also serve as the administrator for the DRI Façade Improvement Program, with technical and administrative support provided by the DRI Program Administrator position (if funded). If not funded, the BID could administer all aspects of this proposed program.

### Capacity –

As noted above, the City of Geneva and the BID have a long and successful history of administering and delivering grants to downtown property owners and businesses and would be able to manage this program similar to their oversight of the New York Main Street Program.

### Project Partners –

- Downtown Property Owners
- Business Improvement District

### Strategies –

- **City of Geneva's Comprehensive Plan (2016).** The plan champions Geneva's strong history of adaptive reuse and proposes actions to facilitate such projects and advise developers on best practices. Applicants to the Façade Improvements Fund would better utilize their existing building, in turn, capturing its full economic potential
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings. The façade improvement fund will enable the properties currently underutilized gain access to funds to better their exteriors.



The façade improvement program also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Promote the adaptive reuse of anchor, underutilized buildings in the downtown for mixed use development.

### **Description –**

The DRI Façade Improvement Program will build on recent successes associated with the City's New York Main Street Program. The program will allocate funding to eligible properties/projects to improve deteriorated conditions and blight.

The City and/or BID will create guidelines for the program that would be formally approved by a designated Committee (which may be the existing BID Board), to be charged with reviewing and recommending projects for approval. The City and/or BID will be available to answer questions and review draft applications as appropriate. The Committee will meet to score and rank applications received. Applicants may be asked to appear in person to answer questions of the committee. Applicants will be required to submit evidence of compliance with program guidelines, as finalized and established by the City and/or BID.

Once awarded, property owners will be notified of the amount and conditions of the award and will be given the notice to proceed. A designee of the City will periodically monitor construction activities (together with the City's building inspector) and will collect documentation from the awardee regarding status of improvements.

### **Estimated Costs –**

\$300,000 to be administered by the City to applicants.

### **Funding Sources –**

- New York Main Street Program



## Wayfinding Signage

### Project Title –

Implementation of wayfinding signage throughout the City

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

Analyzing and proposing locations and design options to bolster the assets the City of Geneva has to ensure visitors and residents are able to get to key destinations.

### Location –

Not applicable

### Identification of the Responsible Parties -

The City of Geneva

### Capacity –

The City of Geneva currently enforces and manages the City's wayfinding signage; implementing and maintaining new signage would not put further stress on the existing structure.

### Project Partners –

No partners identified

### Strategies –

- **The City of Geneva's Comprehensive Plan (2016).** The Plan identifies sign improvements as a key initiative that will help improve safety and the appeal of the City.
- **The City's Downtown Revitalization Initiative (DRI) Application (2016).** The Plan identifies a major goal of the DRI funding is to eliminate the visual impacts of blight. Increased signage will beautify the area, while ensure the city's vibrancy continues.
- **Finger Lakes Regional Development Council (2011).** The streetscape improvements align with the Finger Lakes Regional Development Council's key strategy of investing in the community and infrastructure. This project upgrades the City's existing wayfinding network by implementing features that allow for residents and visitors to travel around the City of Geneva.

Wayfinding signage also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Ensure the availability of parking within the downtown to support a range of users, including businesses, visitors and residents.
- Create strong gateways and transform civic amenities to drive business attraction, visitors and residential recruitment.



## Description –

The City of Geneva has been focused on increasing their tourism revenue and foot traffic. In recent years, the City of Geneva was selected by New York Governor Andrew M. Cuomo to have the City's existing Welcome and Events Center, located on Seneca Lake off of Routes 5&20, converted into a converted into a state-of-the-art Finger Lakes tourism hub. The development of clearer wayfinding signage will ensure that the Welcome Center Investment was not done in a silo, but had a catalytic effect on the area. Increased signage may increase the number of tourists traveling through Geneva.

## Estimated Costs -

To be determined

## Funding Sources -

- The City of Geneva
- Consolidated Funding Application (CFA)
- I Love NY Marketing Funds
- Environmental Protection Fund: Local Waterfront Revitalization Program



## Small Business Incubator Fund

### Project Title –

Small Business Incubator Revolving Loan Fund to Promote Innovation Acceleration

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

Access to capital was identified as a hurdle for many small and medium sized businesses in the food and beverage production industry. This project will create a revolving loan fund dedicated to support small businesses and entrepreneurs in the DRI Study Area within the food and beverage production sector. The purpose of this fund will be to provide qualifying businesses access to capital resources that they would otherwise not be able to secure from traditional lending institutions.

### Location –

Available to eligible businesses within the Downtown DRI that are related to food and beverage industry.

### Identification of the Responsible Parties –

Geneva's Local Development Corporation has a history of successfully supporting economic development and neighborhood revitalization efforts in the City. The LDC could be responsible for funding oversight and administration, including the selection of applications.

### Capacity -

Geneva's Local Development Corporation has a history of successfully supporting economic development and neighborhood revitalization efforts in the City. The agency has developed a number of programs to support small business development, including the business plan competition, "Race for the Space" and the live local campaign "Live Where You Work." The LDC has capacity and expertise to manage this project.

### Project Partners –

- Local Development Corporation – Management of fund.
- Local Lending Institutions and Business Leaders – May be asked on occasion to review applications and offer insight.

### Strategies –

- **City of Geneva's Comprehensive Plan (2016).** This plan reiterates the importance of the Food and Beverage Innovation District to the city's economic vitality, indicating that the new businesses in this sector should be encouraged and supported. The small business incubator fund will alleviate some of the obstacles entrepreneurs experience when they start out on their business ventures.
- **Finger Lakes Food and Beverage Innovation District (2015).** Established by the City Council in 2015, this District is the core of the city's economic development strategy and was established to capitalize on its concentration of craft food and beverage services. The small business incubator fund will allow for continued diversification of the range of products offered by Geneva's food and beverage industry. This project was



described specifically in this plan as the Food Innovation Fund. The City expressed interest in creating a Food Innovation Fund as a means of providing capital to entrepreneurial food and beverage businesses; the small business incubator fund aligns perfectly with the City's interest.

- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Align Workforce Development Efforts with Sector Needs. This strategy emphasizes the importance of providing employment opportunities in emerging industries. The planned small business incubator fund will advance the development of Geneva's Food and Beverage Innovation District by providing jobs and products related to craft beverages and regional cuisine.
- **Finger Lakes Regional Economic Development Council Strategic Plan (2011).** Invest in Community and Industrial Development and Infrastructure. The top priority of this strategy is to strengthen the identity and character of an area through the small incubator fund. By providing a competitive means for entrepreneurs to seek funding to further their business endeavor allows for these entrepreneurs to reinvent in their community.

The small business incubator fund also supports the following strategies from the City of Geneva's Downtown Revitalization Initiative:

- Expand support for new and small business development.
- Encourage programs that foster the entrepreneurial spirit to attract, maintain and grow a creative workforce.

## Description -

Access to capital is often the single biggest hurdle for entrepreneurs, small businesses, and mid-sized businesses when they look to take their business to the "next level". Small, short-term loans are especially difficult to secure as most lending institutions see these type of early-stage investments as too risky. This program is designed to close that funding gap and provide early-stage access to capital that can be used to access new markets, test products, and other types of investments that are viewed as too risky by traditional lending institutions. The intent is to provide funding for companies at critical stages in the development lifecycle- such as when a product is nearing commercial viability – in order to accelerate the development process.

Companies can spend years trying to secure enough capital to reach the next stage in their growth. Access to this type of funding will be transformative for the businesses in the DRI. It will concentrate and accelerate innovation and, in turn, leverage additional private sector investment.

To implement the project, the Local Development Corporation will form a committee to oversee the Food Innovation District Revolving Loan Fund. The committee would create application guidelines and solicit applications from businesses and entrepreneurs in the food and beverage production industry located in the DRI Study Area.

The committee will meet regularly to score and rank applications received. Because of the technical nature of the projects seeking funding, the committee may invite technical experts from appropriate industry sectors to review applications.

Once awarded, applicants will be notified of the amount and conditions of the award and will be given notice to proceed. The LDC will periodically check-in with the business to ensure funds are being utilized appropriately. These check-ins will also provide an opportunity to connect the new/expanding businesses with any technical assistance they may need. Final guidelines will be drafted should this request be identified as a priority initiative.



## Estimated Costs -

\$500,000

## Funding Sources -

- Empire State Development Business Incubator and Innovation Hot Spot Program
- Homes and Community Renewal: Community Development Block Grant Small Business Programs



## City Square

### Project Title –

Construct a new public space (City Square) in the heart of downtown

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

The project includes the design and construction of a new public space on an existing city-owned parking lot across from the Smith Opera House. Potential programming for the park includes a stage for local performers, shade trees, open grass, walkways, pedestrian amenities, as well as the possibility of incorporating public art.

### Location –

The proposed City Square is located on an existing parking lot, bound by Seneca Street to the north, Scott LaFaro Drive to the east, and Ontario County Department of Motor Vehicles to west. As depicted on the map below, the northern portion of the parking lot is the proposed location for the park.



### Identification of the Responsible Parties –

The City of Geneva would oversee the design and program identification process. Once constructed the park would be maintained by the City of Geneva Department of Public Works.

### Capacity –

The Department of Public Works maintains all public facilities in the City of Geneva, including public parks and recreation areas.



## Project Partners –

While the Department of Public Works will be responsible for ongoing maintenance, programming will be the responsibility of the Recreation Department, which publishes a seasonal newsletter detailing recreational events and activities at local parks. The City could also seek guidance and feedback from extant parks-related committees such as the Recreation Advisory Board. Likewise, since the proposed park is across from the Smith Opera House, the City could consider a public-private partnership with the Smith, thereby allowing park programming to include musical and theatrical events.

## Strategies –

The City of Geneva's Comprehensive Plan (2016) identified improving green space and streetscapes as a priority. The Comprehensive Plan suggests making connections between amenities. With the Smith Opera House directly across the street, significant synergies and complementary programming could be established between the two spaces.

The objectives of the proposed park also align with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report identifies recreational assets as integral components to the region's overall tourism market. The report also specifically identifies Geneva's civic amenities, like its sixty-acre lakefront park, as attractions for all target populations.
- **City of Geneva Economic Development Strategy (2011).** This report prioritized tourism as one of the City's most important objectives. Year-round, City-sponsored, tourism-oriented programming at the park could draw regional visitors to the downtown area.
- **Lakefront/Downtown Development Plan (2010).** This plan recognizes the importance of parks, open space, and recreational opportunities to the community's overall quality of life. The report suggested that the City investigate the feasibility of micro and pocket parks in order to provide spaces for people to congregate downtown.
- **Geneva Business Improvement District Downtown Business Development Strategy (2008).** This initiative recommended streetscape and land use improvements in downtown, with the ultimate goal of creating an aesthetically-pleasing and welcoming sense of place.
- **Master Plan (1997).** This plan emphasized the need to improve existing parks and expand recreational programming, both of which are intentions of the proposed park.
- **Local Waterfront Revitalization Program (1997).** This report detailed the importance of recreational opportunities.

City square also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Increase opportunities to enjoy open space and recreate within the downtown core.



## Description –

The City Square project includes the design, programming and construction of a new public park across the street from the Smith Opera House on an existing, City owned parking lot. Potential programming in the park may include a stage for local performers, shade trees, and a space for public art. The outdoor stage would complement the Smith Opera House and also provide a venue for various performance groups in the City in warm weather months, which has been identified as a need in the community. The Smith Opera House is a well utilized historic theater that is a recognized local and regional cultural asset.

Residents also noted there are limited spaces in the downtown for informal gathering and respite, particularly for families and those seeking a location to stop and relax within downtown outside of an existing business. This proposed public space would help to fill identified gaps in the downtown with respect to making it a welcoming and desirable place for all residents and visitors. The development of the park will encourage residents to interact and build a sense of community amongst each other. The City of Geneva has a very diverse community with mixed demographics. Creating a space where the public can gather for free allows for people with differing constraints to interact.

The development of City Square is a public improvement project that supports the following Project Selection Criteria:

- Alignment with DRI strategic goals for the downtown
- Ability to provide a sustainable impact in the downtown
- Project readiness and anticipated timeframe for implementation

## Renderings, Site Plan, and Graphics –

The following is a representative graphic of a potential site plan layout of City Square.





### Estimated Costs –

\$1,500,000

### Funding Sources –

- New York State's Park Grant Program
- City of Geneva
- Environmental Protection Fund: Local Waterfront Revitalization Program



## Public Beach

### Project Title –

Public Beach Feasibility Study and Construction

### DRI Funding –

This project is not being proposed for DRI funding.

### Summary Description –

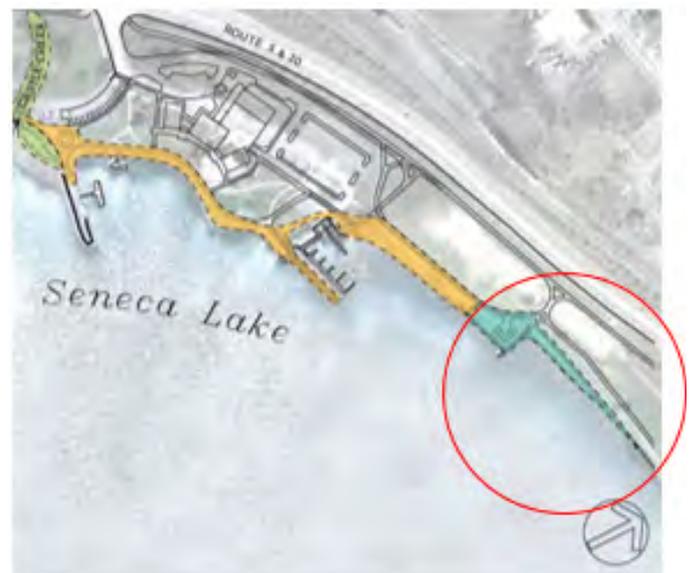
This project is in two phases.

Phase 1 includes a feasibility study in order to better understand the existing constraints of, determine the most appropriate location for, and identify opportunities to develop a public beach along Geneva's Seneca Lake shoreline. As has been previously recommended by the 2009 Lakefront/Downtown Development Plan, a waterfront improvement study would need to be undertaken to investigate the fiscal and logistical feasibility of shoreline infrastructure development including that of the proposed swimming beach. The study would include technical, environmental, and financial criteria in order to determine whether to advise the City to move forward with beach enhancements in anticipation of significant benefits or to prevent the City from inappropriately investing in an unviable project. Phase 1 would evaluate long-term maintenance and operations.

Based on the outcomes of the Phase 1 study, Phase 2 would include site preparation and construction of the public beach.

### Location –

The location of this beach has been a question of ongoing consideration as noted in previous plans. The Lakefront/Downtown Development Plan originally located the beach south of Long Pier. After construction cost analysis and design conversations with the City, the 2012 Waterfront Infrastructure Feasibility Study moved the location north, adjacent to the existing beach along the historic Sea Wall. The feasibility study (phase 1) would determine the most appropriate location for the beach based upon water quality, construction costs, and various other factors.



### Identification of the Responsible Parties –

In order to complete the feasibility study, the City of Geneva would need to hire consultants with expertise in the areas of design and engineering, similar to the firms the City has previously worked with on lakefront-related plans. Once planning and construction are completed, the City of Geneva would be responsible for programming and promotion of the public beach while the Department of Public Works would be responsible for ongoing maintenance and operation (unless otherwise determined through the Phase 1 planning).



## Capacity –

The City of Geneva has the capacity to oversee the feasibility and planning (Phase 1).

Understanding of long-term capacity needs would be identified and resolved as a result of the Phase 1 process.

## Project Partners –

As with any public plan, community feedback and guidance will be integral to the development of the beach plan, informing elements such as its location and design. The City's previously-convened Lakefront Development Committee could also advise on beach development. Additionally, the City should leverage its existing relationship with New York State as initiated under the Local Waterfront Revitalization Program in order to seek environmental and technical guidance. Nevertheless, the City will need to maintain an ongoing relationship with the State such that it can annually monitor and evaluate the beach, if implemented, under the LWRP.

## Strategies –

The City of Geneva has a long history of lakefront planning, extending as far back as the City's 1958 Master Plan. Furthermore, the City has previously conducted feasibility studies for lakefront developments, similar to the study proposed by this project. The investigation into the feasibility of the beach and its potential future development align with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Geneva Comprehensive Plan (2016).** The plan included the lakefront as one of its top priorities, indicating that the City should provide attractive amenities – like a public beach – to draw residents and visitors alike. The plan also recommends that the City continue pursuing activities under the Local Waterfront Revitalization Program (LWRP).
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report specifically advocates the “continued development of civic amenities on the Seneca Lake shoreline.”
- **Waterfront Infrastructure Feasibility Study (2012).** In conjunction with the State, the City identified opportunities for phasing and associated costs for the recommendations included in the Lakefront/Downtown Development Plan. Beach enhancements were identified as Phase V improvements. By 2017, Phases II and III will be completed.
- **Finger Lakes Regional Economic Development Strategic Plan (2011).** This plan emphasizes the region's scenic beauty and recreational attractions, and claims that it is a top lake vacation destination. As such, the plan asserts that the region's natural offerings should be leveraged as tourism opportunities.
- **Lakefront Visioning Sessions (2001 & 2004).** These public workshops enabled the community to reach a greater consensus regarding which proposals and land uses were most appropriate for potential lakefront development.
- **Lakefront/Downtown Development Plan (2009).** Informed by extensive public participation, this report details a cohesive set of policy recommendations for guiding future development along the lakefront. A public swimming beach received overwhelming support during community focus groups and was identified as a possible strategy to “enhance the user experience and viability of the lakefront.” The plan recommended that a waterfront improvements study be conducted prior to the implementation of the proposed beach.



- **Geneva’s Magnificent Waterfront Master Plan (1998).** Using the LWRP as a foundation, this plan made visionary recommendations for land uses and spatial connections along the waterfront.
- **City Master Plan (1997).** This plan identified the lakefront as a thematic area around which community goals are concentrated.
- **Local Waterfront Revitalization Program (1997).** As an ancillary report to the Master Plan, the Local Waterfront Revitalization Program provides guidance for developing along the waterfront in accordance with State policies. The plan reflects community consensus and provides a clear direction and vision for future development. The plan also enables the City to receive State funding to advance the preliminary preparation, refinement, and implementation of its strategies.

The public beach also supports the following strategies from the City of Geneva's Downtown Revitalization Initiative:

- Enhance the Seneca Lake lakefront through projects that connect residents with the water.

## Description –

Phase 1, the proposed feasibility study, would investigate the technical, environmental, and financial viability of a public beach along the Seneca Lake waterfront. This study should be completed prior to advancing any construction projects in order to ensure that assumed benefits outweigh any potential fiscal or physical costs. If recommended by the feasibility study, the lakefront beach enhancements would improve access to and provide additional amenities along the naturally occurring gravel sand beach near the historic Sea Wall. Coupled together with the marina development DRI proposal, beach enhancements would further revitalize Geneva’s underutilized waterfront, providing continual benefit to the public, City, and region. The public has long-desired beach enhancements, providing overwhelming support for the prospect of a swimming beach through previously undertaken plans. Though public support exists, a consensus on the location and logistical feasibility of the beach has not yet been reached. Conducting a comprehensive feasibility study would dispel some of this uncertainty, ultimately determining the most appropriate location and the best practices for long-term maintenance and operation of the beach.

The project advances the following DRI selection criteria:

- Alignment with existing local plans, including a large number of lakefront-specific plans as discussed above
- Alignment with ongoing activities, such as the new lakefront Visitors Center and Ramada Inn, existing boat tours and water adventures, improvements to boat docks and waterfront walkways, as well as ongoing community and investor interest in the area
- Ability to provide a sustainable impact to downtown, particularly when considered in tandem with other DRI priority initiatives such as the proposed marina
- Potential to leverage other funds, in addition to DRI funding, the City could request funding from New York State’s Local Waterfront Revitalization Program
- Transformative impact, such as making better use of the lakefront which is currently underutilized and enabling the City to brand itself as a true waterfront destination
- Public support, as exemplified by long-standing interest in developing the lakefront and a history of public desire for a beach
- Need for DRI funds
- Project readiness, to date, preliminary environmental analyses and draft designs have been produced



for the beach, meaning that implementation and construction would be dependent on the proposed comprehensive feasibility study

- Site control, the lakefront is owned by the City of Geneva, meaning that whichever site is ultimately chosen for beach enhancements would fall under the jurisdiction of the City
- Capacity and commitment from City, as exemplified by the variety of lakefront-specific plans undertaken by the City and its existing partnership with the State under the LWRP

### **Estimated Costs –**

The estimated consulting costs associated with the preparation of the feasibility study are \$150,000, which is consistent with the costs incurred by the City to produce previous studies of similar breadths.

Cost estimates for a public beach would be confirmed during the feasibility study but are estimated to be in the range of \$1,500,000.

### **Funding Sources –**

- Environmental Protection Fund: Local Waterfront Revitalization Program



## 435 Exchange Street

### Project Title –

Adaptive reuse of the historic Noah’s Ark Building, converting 34,600 square feet of vacant upper story space into market rate apartments to meet growing demand for quality housing in Geneva’s downtown core

### DRI Funding –

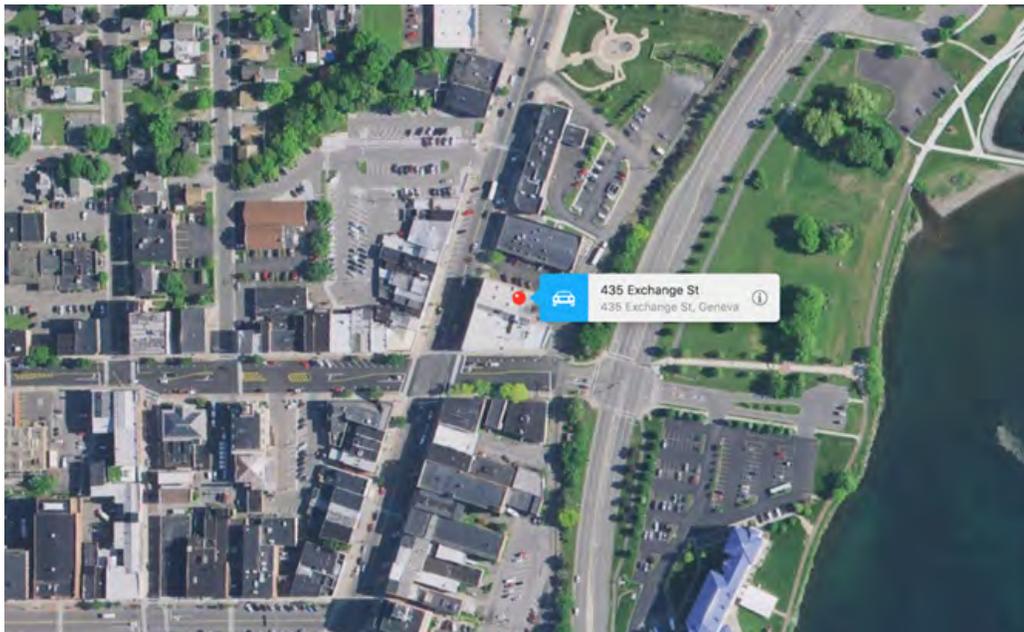
This project is not being proposed for DRI funding.

### Summary Description –

The project will include an elevator to gain access to 4 stories of residential housing. The utility upgrades will include an upgrade in electrical service, water to the building and sprinklers for safety of the residents. Fire separation between tenants and renovation of common areas will make this a safe place for all residents. The balance of the project will be the renovation of the apartments.

### Location –

The Noah’s Ark adaptive reuse project is located at 435 Exchange Street.



### Identification of the Responsible Parties –

Owner: Stivers Downtown Properties (Bob and Donna Stivers)

Contractor: Stivers Enterprises, Inc.

Architect: Art of Architecture



## Capacity –

Bob and Donna Stivers, aka Stivers Downtown Properties, own and operate 15 buildings, residential and commercial in Geneva's downtown. This entity has trained staff and has been operating for over 25 years with utmost success. Stivers Enterprises has completed many state funded projects through the City of Geneva using programs such as NY Main Street, CDBG, Façade Improvement Program, Restore New York and several independently funded projects. The following are total building renovations, which have been successfully completed by Stivers Enterprises.

- 471 Exchange St- (4) Market rate apartments and (2) storefronts and façade- NYMS funding
- 425 Exchange St- (4) Market rate apartments and (2) storefronts and façade with SHPO approval
- 494 Exchange St- (4) Market rate apartments and (1) storefront and façade with SHPO approval
- 498 Exchange St- (4) Market rate apartments and facade with SHPO approval
- 361 S Main St aka Civic Center- (5) Market rate apartments with SHPO approval and Restore NY funding
- 22 Castle St- Storefront/office space and major façade improvements with SHPO approval and Restore NY funding
- Façade Improvements 505 Exchange St- 291 Main St.

Stivers Rentals manages approximately 150 residential units and 25 stores. The firm has a downtown office just one block from this project. The firm has been operating for 25 years.

## Project Partners –

- Stivers Downtown Properties, owner
- Stivers Enterprises, general contractor
- Stivers Rentals, operating entity
- City of Geneva – Governing municipality
- Bank of the Finger Lakes, financial lending institution
- New York State- DRI Funding
- Art of Architecture, architect
- Jason McCormick, structural engineering firm
- AAC, environmental contractor
- Dennis Benjamin, attorney
- Miscellaneous subcontractors – as needed
- Colleges, Hospital, Ag Station, Community- Tenants

## Strategies –

- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Diversifying Housing Options. By providing additional housing options for students and faculty at nearby educational institutions, this project attempts to capture some of the economic impact of the residential needs of this demographic. As stated in this strategy, attracting students and faculty to live downtown, rather than on campus, would positively impact the city's economy.
- **Finger Lakes Regional Economic Development Council Progress Report (2016).** Building Redevelopment. The plan highlights the many opportunities for redeveloping and revitalizing downtown buildings. Adaptively reusing the existing building at 435 Exchange Street will enable the property to capture more of its inherent, yet underutilized potential.



- **City of Geneva’s Comprehensive Plan (2016).** The plan champions Geneva’s strong history of adaptive reuse and proposes actions to facilitate such projects and advise developers on best practices. As an adaptive reuse project, 435 Exchange Street intends to better utilize the existing building and capture its full economic potential.

435 Exchange also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Encourage upper story residential uses and other niche housing projects to better serve the City's diverse community.

## Description –

The Noah’s Ark Project is a housing project that meets the needs of residents who wish to live in the downtown. It is in line with the local zoning ordinance and the City Comprehensive Plan. The property is owned by the Stivers. This project is ready to start construction upon closing of lender and DRI financing. DRI leveraging is a 3:1 private to State funding ratio, and will be a major contribution to Geneva and this initiative. The financials for the project have been analyzed and the project has been deemed economically feasible using the DRI for GAP funding. The starting of this project would be a catalyst to all projects under the DRI. It would give credibility to the program and would transform an anchor building that the community would see.

## Estimated Costs –

Architect/ Engineer	\$100,000
Apartment Construction	\$1,850,000
Fire separation	\$100,000
Sprinklers	\$150,000
Utility Upgrades	\$200,000
Elevator	\$260,000
Common Areas	\$140,000
<b>Total Project Cost</b>	<b>\$2,800,000</b>

## Funding Sources –

- New York Main Street Program



## Bicentennial Park

### Project Title –

Design and construct enhancements to Bicentennial Park

### DRI Funding –

This project is not being recommended for DRI funding.

### Summary Description –

The project includes the design, programming and construction of enhancements to Bicentennial Park include clearing of the site to improve visibility, new pavers and pedestrian amenities, construction of permanent and temporary structures, lighting and formal space for gatherings and special events.

### Location –

Bicentennial Park is located at the intersection of Lake Street and Exchange Street.



### Identification of the Responsible Parties –

The City of Geneva is responsible for overseeing the design of park and recreation facilities, as well as the maintenance and operations.

### Capacity –

The Department of Public Works maintains all public facilities in the City of Geneva, including public parks and recreation areas. The Department of Public Works currently maintains the park and will continue to, without interruption, in association with new design or programming.



## Project Partners –

While the Department of Public Works will be responsible for ongoing maintenance, programming will be the responsibility of the Recreation Department, which publishes a seasonal newsletter detailing recreational events and activities at local parks. The City could also seek guidance and feedback from existing parks-related committees such as the Recreation Advisory Board.

## Strategies –

The proposed project supports the Regional Economic Development Council's strategies of investing in the community and infrastructure. Enhancements to Bicentennial Park will create space for the community in the downtown that is functional, usable, visible and creates a strong connection between the lakefront and downtown.

The City's Downtown Revitalization Initiative Application discusses the Geneva's ongoing goal of leveraging its existing assets. Bicentennial Park, as it exists now is not considered a local asset. With the proposed enhancements, Bicentennial Park has the potential to add to the city's existing recreational offerings.

The proposed park enhancements also align with long-standing goals and visions of the community as identified in the following plans and initiatives:

- **Finger Lakes Regional Economic Development Council Progress Report (2016).** This report identifies recreational assets as integral components to the region's overall tourism market. The report also specifically identifies Geneva's civic amenities, like its sixty-acre lakefront park, as attractions for all target populations.
- **Geneva Comprehensive Plan (2016).** This plan notes that Geneva's recreational assets are important to the community and suggests that parks could be used to better connect neighborhoods.
- **City of Geneva Economic Development Strategy (2011).** This report prioritized tourism as one of the City's most important objectives. Year-round, City-sponsored, tourism-oriented programming at the enhanced park could draw regional visitors to the area.
- **Lakefront/Downtown Connectivity Study (2010).** This plan recommended improvements to the pedestrian experience and a "road diet" along Routes 5 & 20. Considering Bicentennial Park's location adjacent to Routes 5 & 20, the proposed enhancements could compound pedestrian-friendly improvements along this arterial, drawing foot-traffic to and from the lakefront.
- **Lakefront/Downtown Development Plan (2010).** This plan recognizes the importance of parks, open space, and recreational opportunities to the community's overall quality of life. Bicentennial Park was identified as a key viewshed to be maintained between the lakefront and downtown. Similarly, the plan recommended pedestrian linkages between parks and downtown.
- **Master Plan (1997).** This plan emphasized the need to improve existing parks and expand recreational programming, both of which are intentions of the proposed park enhancements.
- **Local Waterfront Revitalization Program (1997).** This report detailed the importance of recreational opportunities, especially those that efficiently connect the lakefront and downtown. With its prime location between Seneca Lake and downtown Geneva, enhancements to Bicentennial Park could encourage and facilitate pedestrian movement between these locations.



Bicentennial Park also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Increase opportunities to enjoy open space and recreate within the downtown area.

### Description –

The project includes the planning, design, programming and construction of improvements to Bicentennial Park. Specific design elements would be defined in the design phase but may include the removal of earth to level the site to street level, installation of new pavers to create a more defined walkway, installing structures, installing pedestrian amenities and formalizing usable space for a variety of functions and gatherings. The existing park space includes a berm that divides the park and makes it difficult to program. Stakeholders and residents have expressed that the current configuration and programming in the park makes it difficult to use and hinders visibility to and from the space.

Enhancements to Bicentennial Park is a public improvement project that supports the following Project Selection Criteria:

- Alignment with DRI strategic goals for the downtown
- Ability to provide a sustainable impact in the downtown
- Project readiness and anticipated timeframe for implementation

### Renderings, Site Plan, and Graphics –

The rendering represents potential end use conditions on the site based on programming recommended through the DRI process.





## Estimated Costs –

\$2,000,000

## Funding Sources –

- City of Geneva
- Environmental Protection Fund Municipal Parks Grant
- Environmental Protection Fund: Local Waterfront Revitalization Implementation



## Downtown Public Market

### Project Title –

The planning and development of a public market

### DRI Funding –

This project is not being recommended for DRI funding.

### Summary Description –

The proposed project consists of two phases.

Phase 1 includes a feasibility study to evaluate sites and locations for the public market, identify programming, evaluate organizational structure and partners and complete preliminary, conceptual design. As envisioned the public market would have multiple functions including a commercial kitchen for small restaurant vendors, restaurant vendor space, food vendor space and possible food and workforce training space.

Based on the outcome of the Phase 1 study, Phase 2 would include site preparation and construction of a year-round farmers' market on a site located within the DRI study area.

### Location –

A specific location will be determined after Phase 1 planning and feasibility studies have been completed.

### Identification of the Responsible Parties –

Responsible parties will be identified following the Phase I, planning and analysis.

### Capacity –

Understanding of long-term capacity needs would be identified and resolved as a result of the Phase 1 process.

### Project Partners –

Potential partners may include FoodLink. Further understanding the capacity and need for partners will be identified and resolved as a result of the Phase 1 process.

### Strategies –

- **The Comprehensive Plan Update (2016).** The public market aligns with the 2016 Comprehensive Plan by supporting the economic advancement and downtown priorities. The public market will provide upward mobility opportunities and address the quality of life issues by providing access to healthy food options and opportunities for entrepreneurs to increase their market potential. The public market also supports the initiative of making the downtown into a critical mass, by building on the strong revitalization work and cultivating the quality of public spaces, and business activity. The public market will help solidify downtown Geneva into one of the region's most vibrant economic and cultural centers.
- **Downtown Revitalization Initiative Application (2016).** The public market would solve an issue identified in the City of Geneva's Downtown Revitalization Initiative (DRI) Application of the downtown being a food desert. The market provides food access to surrounding neighborhoods that are currently isolated and do not have the means of obtaining healthy nutritional food options.



- **Finger Lakes Regional Economic Development Council (REDC) (2016).** This project aligns with the Finger Lakes Regional Economic Development Council (REDC) strategies by facilitating job creation, reducing the cost of living, and reducing poverty. The public market would increase the number of available jobs within the downtown, by creating a space for entrepreneurs to sell their products. Geneva residents would have priority for leasing vendor space and employment in the market. The public market would support the REDC strategy of reducing the cost of living by providing the community an alternative to the existing supermarket that is not only, far away, but also, out of the price range of a large percentage of the community. The REDC's strategy of reducing poverty would also be addressed with the public market project by reducing the major contributing factor of sustained poverty, the lack of access to healthy food alternatives. The public market would give healthy food access to communities that are currently using local gas stations as their primary source for groceries. Lack of access to healthy foods often results in poor health conditions; for the economically disadvantaged residents, further inhibiting their ability to sustain employment and hindering the likelihood of excelling above the poverty line.
- **The North End Brownfield Opportunity Area (2014).** The plan identified one of the most significant findings of the study was that the City's most economically distressed neighborhoods were miles away from the closest year-round fresh food opportunity. The plan stated that many disadvantaged families were accessing food via gas stations and convenience stores along the city's entry corridors. The recommendation of the plan was to develop a grocery store in close proximity to these underserved neighborhoods. The public market would fulfill this recommendation by creating access to local, fresh foods, in close proximity to economically distressed neighborhoods.

The public market also supports the following strategy from the City of Geneva's Downtown Revitalization Initiative:

- Encourage business growth that leverages the City's unique agricultural setting and predominance in the craft food and beverage sectors.
- Ensure local organizations and agencies are being supported in their efforts to provide needed good and services to residents
- Encourage business growth that leverages the City's unique agricultural setting and prominence in the craft food and beverage sectors.

## Description –

Phase 1, the proposed feasibility study, would investigate the existing constraints associated with a downtown market, demand and feasibility for success, as well as the determination of the preferred site and programming. The study would include technical and financial criteria in order to determine whether to advise the City to move forward with the public market in anticipation of significant benefits, or to prevent the City from inappropriately furthering an unviable project. This study should be completed prior to advancing any construction projects in order to ensure that assumed benefits outweigh any potential fiscal or physical costs. The public market would provide a wide variety of produce, meat, fish, bakery and dairy products, and other raw and prepared food, brought to a public market in the City by farmers, growers, producers and chefs. The Public Market will capitalize on the City of Geneva's unique location by maintaining an environment that recognizes and celebrates the diversity of the citizens and fosters their interaction.



As a means of ensuring the public market fills the existing gap of access to healthy food options for low and moderate income residents, the public market has the goal of running a program that will allow market shoppers to use SNAP (Supplemental Nutrition Assistance Program), WIC (Women, Infant and Children's Program), FMNP (Farmers Market Nutrition Program), Senior FMNP, to offset the cost of healthy food options. By accepting SNAP, recipients are given the purchasing power to eat healthy, fresh and local. A challenge would be finding an entity responsible for managing the program. Similar to the Rochester public market whose SNAP program is sponsored and managed by a non-for profit (Friends of the Rochester Public Market) the Geneva public market would have to define an entity willing to take on this role. The Geneva public market is drawing from a number of local and national models, including the Rochester public market, in Rochester, NY and the Penn Street Market, in Reading, PA.

This public market supports a number of Prioritization Criteria for project selection, including;

- Alignment with existing local and regional plans
- Catalytic potential- the ability to make other things happen
- Market demand and economic feasibility
- Ability to provide a sustainable impact in the downtown
- Anticipated community and economic benefits
- Estimated job growth and retention
- Employment and workforce development potential
- Public support
- Transformative potential- elements that fundamentally change the downtown and how it is perceived

The public market fits into a number of different project categories including, business development, public amenities, as well as a market. The project facilities business development as the kitchen and restaurant stalls act as an incubator space for entrepreneurs to start their business. The Public Market will offer a wide range of food options as well as, act as a space for the public to gather.

## Renderings, Site Plan, and Graphics –

The renderings below are conceptual graphics depicting one potential location for the Geneva Public Market which is proximate to downtown, residential neighborhoods to the north, the lakefront and Bicentennial Park, which could create an outdoor spillover space for the market during warm weather months.







## Estimated Costs –

As noted above, cost estimates were prepared based on a conceptual plan developed by Bergmann Associates considering the site indicated in the above rendering and the reuse of an existing 7,000 SF building. Costs for the project of Phase 2 would need to be adjusted depending on final site, reuse of an existing building versus new construction and management and operational costs.

Phase 1:	\$200,00
Phase 2:	\$2,000,000
Total Project Cost:	\$2,200,000

## Funding Sources –

Phase 1: The requested \$200,000 estimated costs of completing the feasibility study could be funded through the Consolidated Funding Application (CFA). The Empire State Development (ESD) has a Market New York grant that fund projects that support and strengthen the area's tourism market and attract visitors to New York State.

The New York Healthy Food & Healthy Communities Fund (HF/HC) is a potential funding source. While the HF/HC program is not currently funded, the 2016-2017 Enacted Budget stipulated that the Downtown Revitalization Initiative may fund projects that are consistent with the Healthy Foods/Healthy Communities Initiative.

The public market is consistent with the goals and strategies of the HF/HC initiative of supporting innovative alternatives to traditional grocery stores by meeting the need of food access where the market does not exist of a supermarket/grocery store. The neighborhoods directly to the north of the DRI study area, known as North End neighborhood, was identified by the Brownfield Opportunity Area (BOA) plan done in 2014, as being under served.



# Summary Table

Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date	Anticipated Completion	Jobs Created
PROJECTS RECOMMENDED FOR DRI FUNDING						
Routes 5 & 20 Improvements	City of Geneva	\$4,000,000	DRI, City of Geneva	2018	2020	0 permanent
General Adaptive Reuse Fund	City of Geneva	\$1,200,000	DRI	Within 1 month of funding	2019	0, TBD indirect
Dove Block	Dove Block Restoration Group Inc.	\$3,000,000	DRI, Private Equity	Q3, 2017	2018	6 - 10
Streetscape Enhancements	City of Geneva	\$3,000,000	DRI, City of Geneva	Within 3 months of funding	2018	0 permanent
Downtown Broadband Infrastructure	Access Ontario	\$150,000	DRI	Q3, 2017	2018	0 permanent
Smith Opera House Enhancements	The Smith Center for the Arts	\$740,800	DRI, CFA, Local Match	Immediate	2017	0 permanent
Marina Development	City of Geneva	\$1,500,000	DRI, City of Geneva	2018	2020	8 - 20
499 Exchange Street - Twisted Rail Brewery	John McMullen, Ian Boni, Tactical Construction Co.	\$778,000	DRI, Private Equity	Immediate	2017	Up to 15 permanent
Lake Tunnel Solar Village	SmallGrid LLC, QwickSolar LLC	\$3,300,000	DRI, Private Equity	Q4, 2017	2019	Up to 8 permanent + indirect (30)
20 East Castle Street - Patent Block	CSR	\$1,953,971	DRI, Private Equity	Q3, 2017	2018	Up to 12 permanent
5-Point Intersection - Enhancements	City of Geneva	\$1,300,000	DRI, City of Geneva	Q3, 2017	2018	0 permanent
Exchange Commons	Massa Development LLC, Massa Construction	\$ 5,000,000	DRI, Private Equity	2018	2020	22 permanent
Tunnel Enhancements	City of Geneva	\$1,000,000	DRI, City of Geneva	2018	2019	0 permanent
Public Art Program	City of Geneva	\$200,000	DRI	Within 1 month of funding	2018	0 permanent
Gateway Sign	City of Geneva	\$200,000	DRI, City of Geneva	Q2, 2017	2017	0 permanent
Downtown Resiliency Center	Family Counseling Services of the Finger Lakes	\$1,024,000	DRI, FCSC	Within 3 months of funding	2018	2+ permanent
Dove Block- Tribute Project	Arthur Dove Tribute Group Inc.	\$1,500,000	DRI, Private Equity, Donations	2018	2021	2 – 4 permanent



Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date	Anticipated Completion	Jobs Created
Community Arts Fund	City of Geneva	\$200,000	DRI	Within 3 months of funding	2018	0 permanent
PROJECTS NOT RECOMMENDED FOR DRI FUNDING						
Geneva Visitor and Events Center Expansion	City of Geneva	TBD	State of NY	TBD	2018	TBD
Food Truck Regulations	City of Geneva	\$10,000	City of Geneva	Immediate	2018	0
Workforce Development	City of Geneva	\$200,000	City of Geneva, Department of Labor, Private donors, higher education institutions/partnerships	Immediate	Ongoing	Contingent on the number of students
Zoning Modifications & Preservation Guidance	City of Geneva	\$100,000	City of Geneva, NYSERDA, CDBG	Immediate	2018	0
Parking Regulations	City of Geneva	TBD	City of Geneva	Immediate	2018	1
Marketing Collateral to Support the Food and Beverage District	City of Geneva	\$211,000	City of Geneva, Market NY Grant	Q4	2018	1
29 Linden Street	29 L.D. LLC	\$530,700	NY Main Street Grant	Immediate	2018	3
Shuttle Service	City of Geneva	\$300,000	Regional Transit Service (RTS)	Immediate	2018	1
438 Exchange Street	Double eagle Consulting Krop LLC	\$459,035	NY Main Street Grant	Immediate	2018	4
Façade Improvement Fund	City of Geneva	\$500,000	NY Main Street Program	Immediate	Ongoing	0
Wayfinding Signage	City of Geneva	TBD	Consolidated Funding Applications, Market NY Grant, EPF LWRP	Immediate	2018	0
Small Business Incubator Fund	City of Geneva's Local Development Corporation	\$500,000	NY Main Street Program	Immediate	Ongoing	0
City Square	City of Geneva	\$1,500,000	EPF LWRP, City of Geneva, NYS Park Grant	2019	2020	0
Public Beach	City of Geneva	\$1,500,000	EPF LWRP, City of Geneva	2019	2022	2
435 Exchange Street	Stivers Downtown Properties, Stivers Enterprises Inc., Art of Architecture	\$ 2,800,000	NY Main Street Program	2018	2019	0
Bicentennial Park	City of Geneva	\$2,000,000	EPF LWRP, City of Geneva, NYS Park Grant	2018	2019	0
Downtown Public Market	City of Geneva	\$2,200,000	Market NY Grants, Consolidated Funding Applications, NY Healthy Food & Healthy Communities Fund	2017- Planning/feasibility 2018- construction	2020	5