



# HORNELL, NEW YORK STRATEGIC INVESTMENT PLAN

## SOUTHERN TIER REGION

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DOWNTOWN REVITALIZATION INITIATIVE  
DECEMBER 2020



**Downtown  
Revitalization  
Initiative**

# LOCAL PLANNING COMMITTEE

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## CO-CHAIRS

**John Buckley.** City of Hornell, Mayor

**Shawn Hogan.** Hornell Industrial Agency

## MEMBERS

**John Carbone.** The Main Place

**Nancy Countryman.** HUNT Real Estate ERA

**Christian Kull.** SUNY Corning Community College

**Ed Flaitz.** Ed's Computers

**Joseph Greenthal.** Brandy's Cup of Joe

**Brett Hunter.** Hornell Community Arts Center

**Dr. Ismail Mehr.** St. James Hospital / UR Medicine

**Jeremy Palotti.** Hornell City School District

**Michelle Pogue.** Hornell Partners for Growth

**Katherine Shults.** Soho Clothing Exchange

**Shawn Valentine.** St. James Hospital / UR Medicine

## MUNICIPAL AND STATE STAFF

**Donna Howell.** NYS Empire State Development

**Carly Norton.** NYS Southern Tier Regional Representative

**Patricia O'Reilly.** NYS Homes and Community Renewal

**Philip Remy.** NYS Southern Tier Regional Representative

**Heather Reynolds.** City of Hornell

**Omar Sandars.** NYS Empire State Development

**Julie Sweet.** NYS Department of State



This document was developed by the Hornell Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team: Bergmann Associates with support from Camoin Associates, STC Design, Stuart Alexander and Associates, and Sustainable Planning Design, LLC. Unless otherwise noted, all images in this report were supplied by the Consulting Team.

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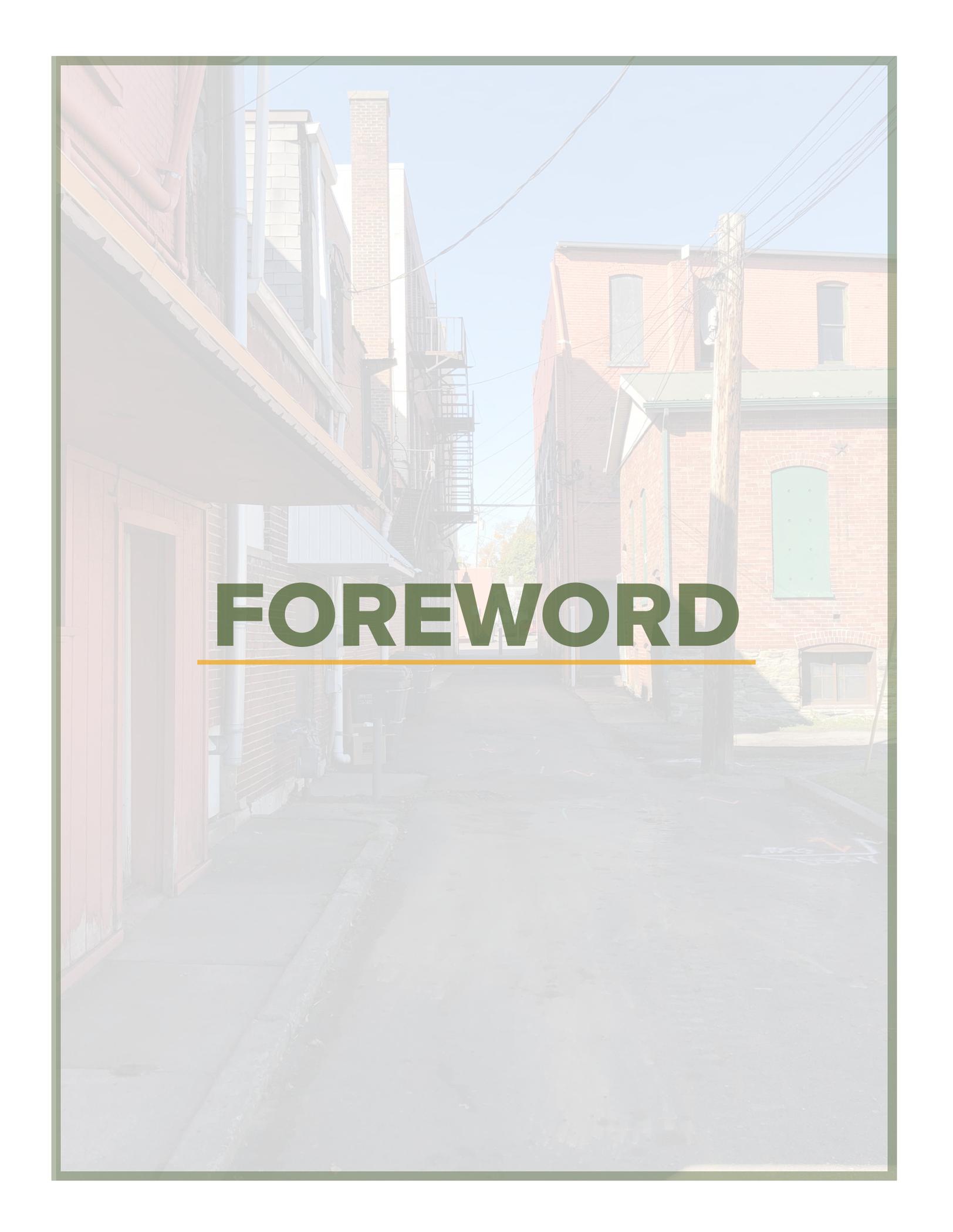
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# FOREWORD

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# FOREWORD

Downtowns define our cities and regions. With their energy and diversity as well as their artistic, cultural and historical assets, vibrant downtowns serve as anchors and catalysts for local and regional growth. These enduring qualities attract businesses, jobs, residents and visitors, and provide the critical infrastructure and diverse tax base necessary for broader and more inclusive growth.

Despite their tremendous value to our society and economy, downtowns suffered decades of disinvestment, economic decline and community malaise with the advent of sprawl and de-industrialization. But people and businesses once again recognize and appreciate what downtowns have to offer. And with that, downtowns are beginning to revamp and re-invent themselves, in many cases using their proud heritage not as a whimsical look backward to a bygone era, but as a catalyst for a brighter future. Yes, downtowns and cities are on the comeback trail, but obstacles remain and the DRI serves as that critical launch pad.

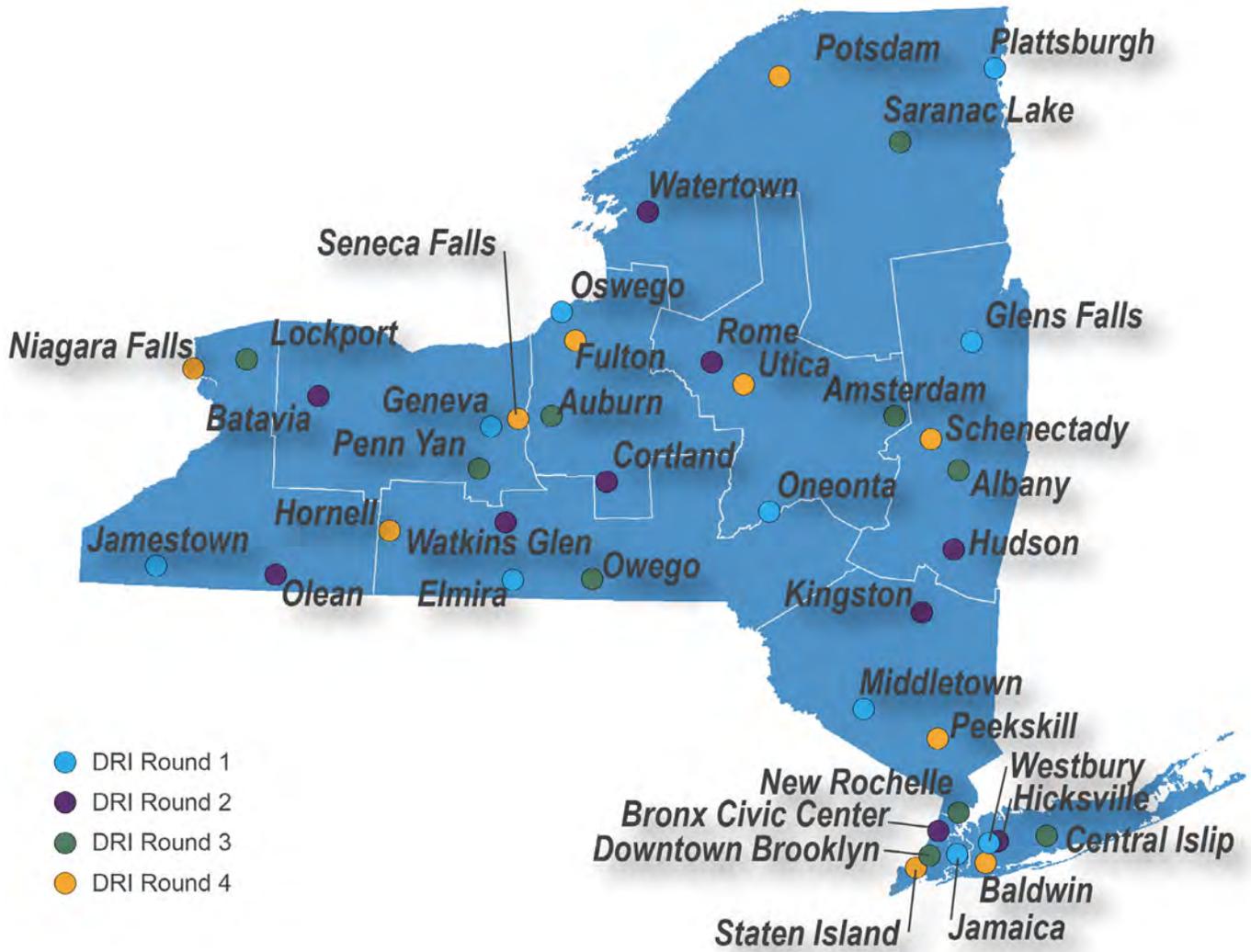
Recognizing both the potential and the challenges of our urban centers, Governor Andrew Cuomo launched a major new initiative in 2016 – the Downtown Revitalization Initiative (DRI). Through the DRI, the Governor moved to aggressively accelerate and expand the revitalization of downtowns and neighborhood centers to serve as centers of activity and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative plan-to-act strategy that couples strategic planning with immediate implementation.

In the first four years of the DRI, the State has committed \$400 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business, job creation, greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils select ten downtowns to receive \$10 million each to refine a vision and strategy for revitalization and to implement projects that show the greatest potential to improve the economic and social vitality of their downtown areas. The projects realized through DRI grant funds in turn catalyze multi-fold additional investments and projects, which creates the momentum and progress necessary to sustain a long-term successful revitalization effort. The excitement and community pride generated by the DRI are clear and palpable.

## DRI ROUND FOUR COMMUNITIES

REGION	COMMUNITY
Western New York	Niagara Falls
Finger Lakes	Seneca Falls
Central New York	Fulton
Southern Tier	Hornell
Mohawk Valley	Utica
North Country	Potsdam
Capital Region	Schenectady
Mid-Hudson	Peekskill
New York City	Staten Island
Long Island	Baldwin, Town of Hempstead

# DOWNTOWN REVITALIZATION INITIATIVE (DRI) ROUND 1 - 4 COMMUNITIES



The ten communities selected in round four of the DRI are confronting a serious challenge—the COVID-19 pandemic. But in uncertain times, one thing is certain—cities are resilient; they adapt to change, even in a crisis like this. And the DRI is proving to be resilient and adaptable, too.

In the face of COVID-19, round four DRI communities have effectively pivoted to examine the immediate impacts of the pandemic and expand their downtown strategic investment plans to respond to this new challenge through the recommendation of projects that will support recovery and resiliency, especially for the small businesses that represent the heart of our downtowns. The ten round four communities demonstrated a true commitment to realizing their community visions for vibrant and robust downtowns, even in the midst of NY PAUSE. Indeed, each of the ten communities pursued innovative strategies to engage local stakeholders and successfully identify viable and impactful revitalization projects in safe and effective ways.

The DRI process involves a combination of community-based strategic planning, inter-agency project support and leveraging of outside investments. The process starts with a community-based Strategic Investment Plan that sets the path for successful downtown revitalization—a clear vision for the downtown; goals and strategies to accomplish the vision; and catalytic projects identified in the plan.

The strategic planning process is led by Secretary of State Rossana Rosado and facilitated by staff from the Department of State's Office of Planning, Development and Community Infrastructure, with the assistance of NYS Homes and Community Renewal and Empire State Development. This collaborative multi-agency effort mobilizes the expertise, technical assistance and project management skills of State agencies alongside those of a team of consultants to support a Local Planning Committee (LPC) in each DRI to develop a community-based vision, goals and strategies for downtown revitalization.



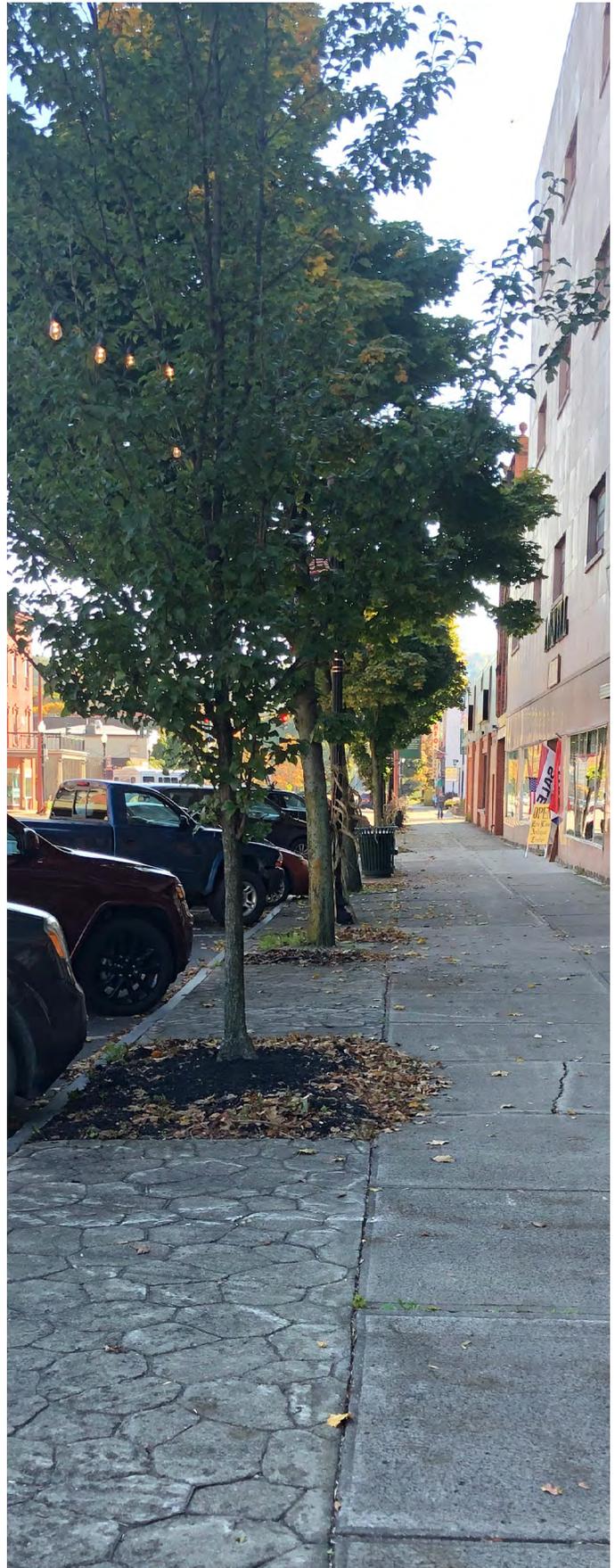
Central to the Strategic Investment Plans are the slate of viable, transformative and catalytic projects identified by each LPC that will help realize the community's vision for revitalization of its downtown. Of the projects included in the plans, those that are ready to go and show the greatest potential to contribute to revitalization, especially when knitted together with other projects, are awarded DRI funding.

The DRI is much more than a one-off \$10 million grant. Firstly, the projects are not selected in a vacuum, rather, they are synergistic and catalytic—that is, they work in concert to create a whole that is greater than the sum of its parts. Secondly, the positive momentum created by the DRI generates exponential effects that leverage additional public and private investments that, in turn, create a self-perpetuating cycle of revitalization.

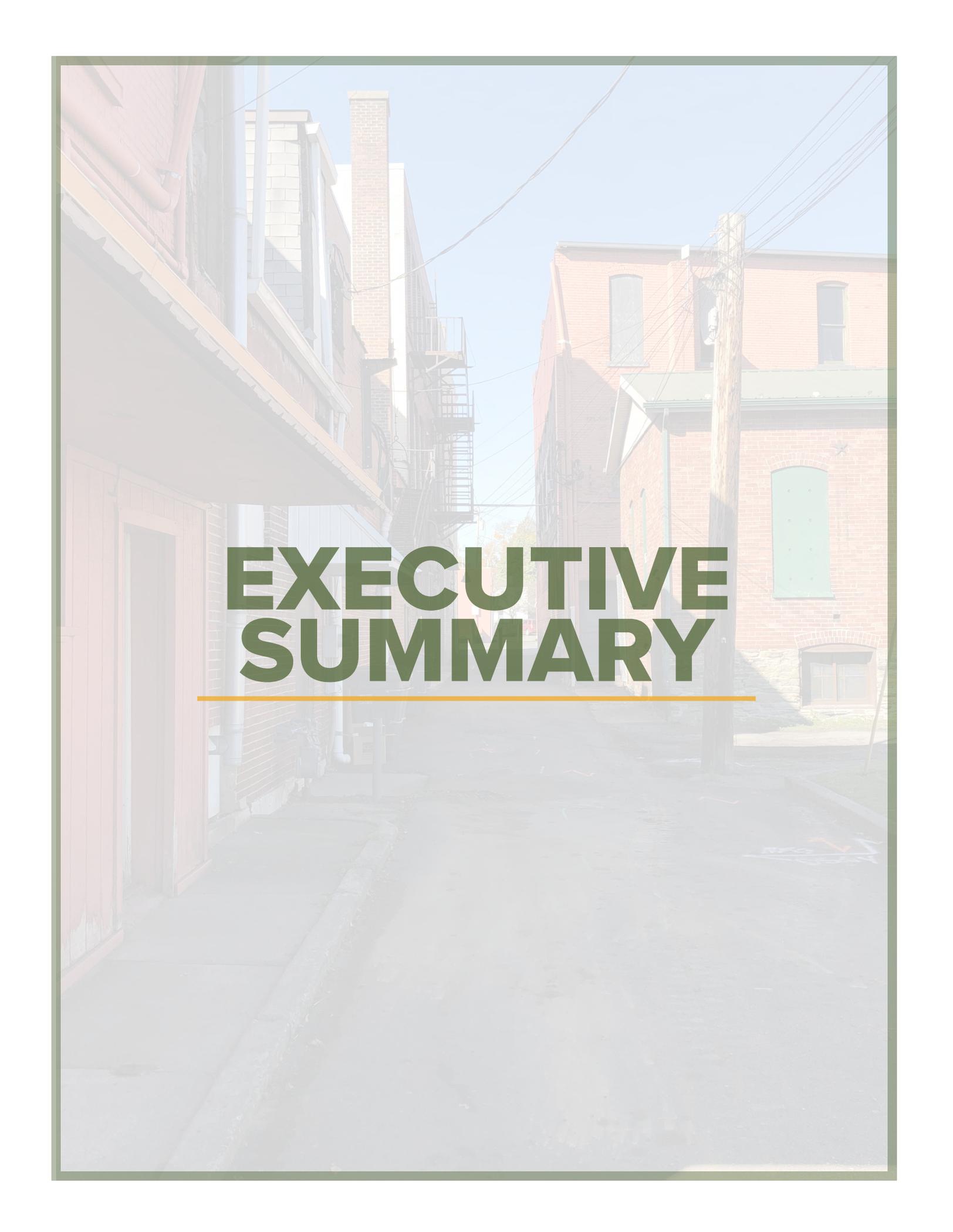
We often hear the phrase “live, work and play” to describe city life, but we need to move beyond that limited characterization. Downtowns are so much more than that; they are a place to connect, eat, shop, drink, learn, absorb, innovate, observe and interact—they serve as a spark to human inventiveness and social entrepreneurship. Downtowns also offer public gathering spaces that allow people of all ages, incomes and backgrounds to interact safely and comfortably to appreciate the diversity of city life.

There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. And we do just that - the DRI treats and respects each downtown as its own special place—which is the hallmark of what we call “placemaking.”

The DRI has launched a renaissance in downtown redevelopment. With bottom-up leadership and top-down assistance from the State, deep participation from within the community and collaborative partnerships with public and private investors, the DRI is truly paying dividends by not just transforming the existing community, but also by creating new and yet-to-be-discovered opportunities for generations to come.



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# **EXECUTIVE SUMMARY**

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# INTRODUCTION

In October 2019, the City of Hornell was selected as the Southern Tier recipient of the Round IV \$10 million Downtown Revitalization Initiative (DRI) award. The DRI is a statewide initiative that provides funding for transformative projects designed to enhance local economies and catalyze city centers into vibrant neighborhoods. Recent public and private investment, local planning efforts, and capital infrastructure projects have enhanced downtown Hornell's commercial center, providing a strong foundation for investment. This Strategic Investment Plan identifies projects that have the potential to generate positive momentum and leverage recent investments.

## HORNELL DRI AREA

The City of Hornell is located on the Southern border of Steuben County, surrounded by the Town of Hornellsville. Located 55 miles south of Rochester, Hornell is also conveniently situated within two hours of Buffalo, Elmira and Binghamton. The DRI Study Area's proximity to other upstate metropolitan areas, its convenient access to major transportation corridors, as well as its location within the Finger Lakes region, makes it ripe for revitalization.

The DRI Study Area was recently designated as a Federal Opportunity Zone and includes the Hornell Downtown Business Improvement District and a Neighborhood Overlay that encompasses a proposed historic district. The DRI Area is home to numerous governmental, cultural, historic and educational resources - including Hornell City Hall, the Former Hornell Post Office and St. Ann's Federation Building. The DRI Study Area is located within 12 miles of higher educational institutions including Alfred State College, Alfred University, New York State College of Ceramics, and SUNY Empire State College. The Study Area focuses on the historic City Center, an area with remarkable resources and the greatest potential for revitalization.





# CHALLENGES + OPPORTUNITIES

## CHALLENGES

- UPPER FLOOR BUILDING VACANCIES
- LACK OF UPDATED BUILDING DESIGN GUIDELINES
- DRI AREA CONSIDERED "DISTRESSED"
- LACK OF PUBLIC GATHERING SPACES AND GREEN SPACES
- LIMITED OUTDOOR SEATING AND COMMON AREA SPACES
- LIMITED WAYFINDING SIGNAGE / GATEWAYS
- LACK OF VISIBLE SENSE OF CONTINUITY
- LACK OF HOUSING OPTIONS WITHIN DOWNTOWN
- LACK OF SKILLED WORKFORCE / JOB TRAINING OPPORTUNITIES

## FUTURE OPPORTUNITY

- COMPACT, SAFE, AND WALKABLE DOWNTOWN WITH ENHANCED PUBLIC TRANSIT OPPORTUNITIES
- MAJOR ANCHOR INSTITUTIONS AND EMPLOYERS LOCATED IN OR NEAR THE DRI AREA
- NATURAL, CULTURAL, AND HISTORIC ASSETS
- AVAILABLE SPACE FOR RETAIL AND HOUSING INVESTMENTS
- DEDICATED BUSINESS AND PROPERTY OWNERS
- IMPENDING POPULATION GROWTH WITHIN THE CITY
- IMPENDING JOB GROWTH WITH ANCHOR INSTITUTIONS
- INTACT HISTORIC BUILDING STOCK
- UNDERUTILIZED SECOND FLOOR SPACES
- EMERGING ARTS AND RECREATION SECTORS

# PUBLIC INVOLVEMENT

Public involvement not only engages the community and encourages a sense of ownership of the planning process, but it also helps to bring various perspectives to the table. Throughout the DRI Planning process, various feedback opportunities were implemented. Key elements of these opportunities are summarized below:



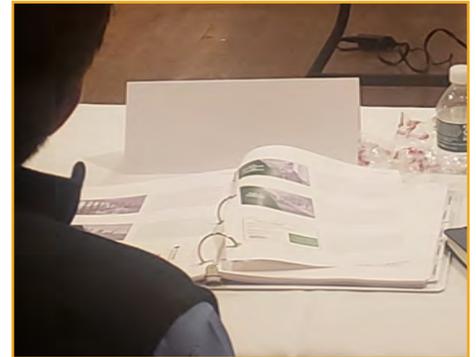
## LOCAL PLANNING COMMITTEE (LPC)

The LPC is an advisory group comprised of local stakeholders who are responsible for overseeing the development of Hornell's Strategic Investment Plan. The LPC met seven times to discuss and resolve public feedback, provide guidance to the project team, and review proposed projects.



## PUBLIC WORKSHOPS

Three public meetings were held throughout the DRI planning process. Each of these public meetings were utilized to engage the community and provide insight to the project team. Community members' local knowledge is invaluable, and helps to provide tailored recommendations and implementation strategies.



## STAKEHOLDER MEETINGS

Dozens of stakeholder meetings were held throughout the DRI planning process. The purpose of these meetings was to identify potential applicants and projects, and to directly answer any questions stakeholders may have.



## OPEN CALL FOR PROJECTS

An Open Call for Project Proposals was developed to solicit additional projects for inclusion in this Strategic Investment Plan. Twenty-one projects were received through the Open Call, ranging from small scale facade improvements to new construction projects.



## ONLINE ENGAGEMENT

A project-specific website was created to provide the community with unlimited access to background on the DRI planning process, meeting notifications, as well as LPC and public workshop meeting materials. The website also provided a forum for community members to submit feedback or ask questions.

# HORNELL DRI VISION STATEMENT

The community vision was conceived through an extensive visioning process with both the public and Local Planning Committee members. The visioning process allowed for community members to imagine the City's future, and is intended to be both ambitious and illustrative. By creating an ideal image of downtown Hornell, the community can utilize the DRI-funded projects as a platform to realize this vision.



**“ DOWNTOWN HORNELL SERVES AS THE REGIONAL CENTER OF ACTIVITY IN THE SOUTHERN TIER. IT IS A FULL SERVICE HUB THAT LEVERAGES ITS COMPACT, WALKABLE DESIGN TO ATTRACT A RANGE OF BUSINESSES AND RESIDENTS BY OFFERING DIVERSE HOUSING OPTIONS, A FULLY UTILIZED HISTORIC BUILDING STOCK, EDUCATIONAL AND EMPLOYMENT OPPORTUNITIES AND A RANGE OF COMMUNITY AND SOCIAL AMENITIES. THE CLOSE-KNIT COMMUNITY BENEFITS FROM A UNIQUE BLEND OF CULTURAL, ARTISTIC AND RECREATIONAL SPACES DESIGNED TO PROVIDE A WELCOMING AND ATTRACTIVE ENVIRONMENT. ”**

# HORNELL DRI GOALS + STRATEGIES



## CITY LIVING

**GOAL 1: INCREASE THE NUMBER OF RESIDENTIAL OPTIONS IN THE DOWNTOWN CORE TO MEET THE NEEDS OF THE LARGER COMMUNITY.**

- **STRATEGY 1.** Encourage the development of market rate housing to fill gaps in the existing market.
- **STRATEGY 2.** Facilitate the conversion of upper story building space into unique residential offerings.
- **STRATEGY 3.** Provide high quality short-term housing options that meet the needs of our diverse community.
- **STRATEGY 4.** Support increased entertainment and business investments in the downtown to catalyze additional residential growth.



## VIBRANCY

**GOAL 2: ESTABLISH DOWNTOWN AS A VIBRANT CENTER FOR BUSINESS, ENTREPRENEURSHIP, WORKING, AND LEARNING.**

- **STRATEGY 1.** Partner with established educational institutions to provide opportunities for students of all ages, levels and backgrounds in the downtown.
- **STRATEGY 2.** Expand workforce development opportunities.
- **STRATEGY 3.** Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.
- **STRATEGY 4.** Promote diversity of downtown activities to include options for all ages, including families.



## PRESERVATION

**GOAL 3: PRESERVE THE CITY'S HISTORIC CHARACTER THROUGH THE REVITALIZATION OF VACANT AND UNDERUTILIZED BUILDING**

- STRATEGY 1.** Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.
- STRATEGY 2.** Support investment in upper stories of downtown buildings.
- STRATEGY 3.** Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.



## PUBLIC REALM

**GOAL 4: PROVIDE A WALKABLE AND PEDESTRIAN FRIENDLY ENVIRONMENT AND ENHANCE PUBLIC SPACES IN THE DOWNTOWN TO ENCOURAGE YEAR-ROUND ACTIVITY.**

- STRATEGY 1.** Activate and enhance alleyways throughout the downtown core.
- STRATEGY 2.** Provide a range of unique, sustainable multi-modal amenities that meet the needs of residents and visitors.
- STRATEGY 3.** Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.
- STRATEGY 4.** Establish unique gateways that help to draw people into the downtown core from surrounding destinations within the City.
- STRATEGY 5.** Create public gathering spaces that allow for year-round programming and entertainment.

# PROPOSED PROJECTS

## LEARNING + TRAINING CENTER



Renovation of the 1st and 2nd floors of the former Rockwell Department Store to create a learning and training center, anchored by Alfred State College.

Total Project Cost: \$ 5,000,000  
**DRI Funding: \$ 4,000,000**

## LANDMAN BUILDING



Renovation of the Landman Building to create a mixed-use development that includes commercial/retail, residential units, a rooftop terrace, and community gathering space.

Total Project Cost: \$ 3,000,000  
**DRI Funding: \$ 1,500,000**

## STREETSCAPE ENHANCEMENTS



Implementation of various streetscape enhancements along Main Street and Broadway Mall.

Total Project Cost: \$ 2,800,000  
**DRI Funding: \$ 2,800,000**

## ALLEYWAY IMPROVEMENTS



Enhancements to pedestrian alleyways to create unique and functional connections between the street, public spaces and parking areas.

Total Project Cost: \$ 1,200,000  
**DRI Funding: \$ 1,200,000**

## UNION SQUARE



Creation of a downtown park space to allow for flexible programming and special events.

Total Project Cost:     \$ 765,000  
**DRI Funding:**           **\$ 765,000**

## 121 MAIN STREET BUILDOUT



Conversion of underutilized commercial space into a Class A office to support the expansion of a local banking institution.

Total Project Cost:     \$ 1,510,000  
**DRI Funding:**           **\$ 580,000**

## DOWNTOWN GRANT FUND



Implementation of a small grant fund to assist downtown property owners with small projects to improve existing buildings and sites.

Total Project Cost:     \$ 1,500,000  
**DRI Funding:**           **\$ 750,000**

## PARKING LOT ENHANCEMENTS



Installation of landscaping and curbing treatments to improve visual character and calm vehicular traffic through an existing public parking lot.

Total Project Cost:     \$ 575,000  
**DRI Funding:**           **\$ 575,000**

## STEM ACADEMY



Construction of a new 2,900 SF building to house a state-of-the-art STEM education facility, associated with St. Ann's Academy.

Total Project Cost: \$ 565,000  
**DRI Funding: \$ 423,750**

## BURDETT BUILDING



Renovation of the Burdett Building, including facade improvements, first floor entry enhancements, and the addition of 3 apartments on the second level.

Total Project Cost: \$ 600,000  
**DRI Funding: \$ 300,000**

## CROSSROADS PROFESSIONAL BUILDING



Renovation of the existing Crossroads Professional Building to facilitate expanded dental access and enhance adjacent site with public connectivity improvements.

Total Project Cost: \$ 700,000  
**DRI Funding: \$ 420,000**

## OLD POST OFFICE



Rehabilitation of 12,800 SF of the vacant building into a flexible, multi-use space for public and private events.

Total Project Cost: \$ 528,682  
**DRI Funding: \$ 264,340**

### 38-40 BROADWAY MALL



Renovation of the existing rear facade, as well as buildout of 7,500 SF of currently vacant retail space on rear of mixed use building.

Total Project Cost: \$ 500,700  
**DRI Funding: \$ 250,350**

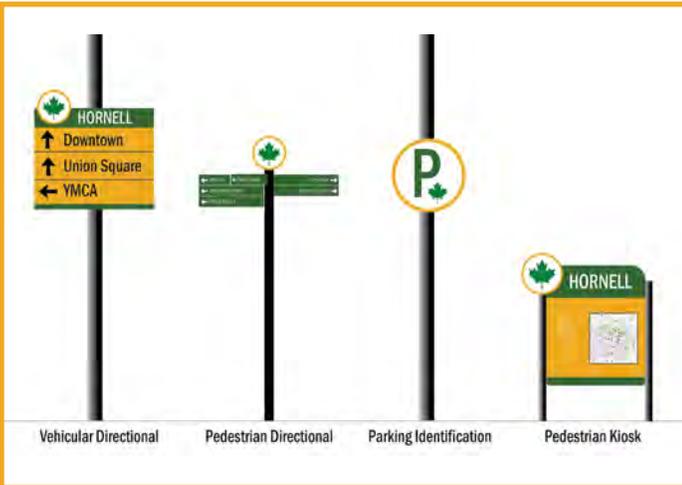
### HORNELL COMMUNITY ARTS CENTER



Implementation of various interior and exterior building enhancements, including facade improvements, a new entry, landscaping, signage, and ADA compliant restrooms.

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

### DOWNTOWN WAYFINDING + PUBLIC ART



Implementation of a comprehensive wayfinding system and public art installations to enhance the wayfinding experience.

Total Project Cost: \$ 250,000  
**DRI Funding: \$ 250,000**

### 34 BROADWAY MALL



Redesign of existing interior space to accommodate a state-of-the-art eye care facility, while enhancing existing facade.

Total Project Cost: \$ 574,375  
**DRI Funding: \$ 143,690**

## 200-204 MAIN STREET



Implementation of facade improvements and interior renovations to create an additional 1 bedroom rental dwelling unit.

Total Project Cost: \$ 210,740  
**DRI Funding: \$ 105,370**

## CHURCH STREET SUITES



Adaptive reuse of a vacant building to create 6 residential units for short and extended long-term housing, filling a gap in the housing market.

Total Project Cost: \$ 246,200  
**DRI Funding: \$ 98,480**

## 37 CENTER STREET



Implementation of landscaping, lighting, building signage, facade enhancements, and parking lot improvements to an existing fitness center.

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

## 198 MAIN STREET



Rehabilitation of the existing 4,904 SF building to create three housing units and enhance exterior conditions, including porch replacement and brick repointing.

Total Project Cost: \$ 165,000  
**DRI Funding: \$ 82,500**

## THE WAREHOUSE



Enhancements to the existing building and site to allow for a year-round entertainment and event space, including new building HVAC system and site fencing.

Total Project Cost:     \$ 104,000  
**DRI Funding:**         **\$ 52,000**

## DOWNTOWN DESIGN GUIDELINES



Development of building and site standards to ensure high quality rehab and new construction projects are consistent with desired downtown character.

Total Project Cost:     \$ 50,000  
**DRI Funding:**         **\$ 50,000**

# MANAGEMENT + IMPLEMENTATION

The management and implementation of recommended DRI projects will be facilitated as described below:

## PUBLIC PROJECTS

The City of Hornell will be responsible for the coordination, management and implementation of the nine public projects proposed for DRI funding. The Mayor and City Planning Department will work directly with other Departments, including the Department of Public Works and Hornell Code Enforcement Office. Other public organizations that have been identified as partners include Hornell Partners for Growth and Hornell Industrial Agency (IDA).

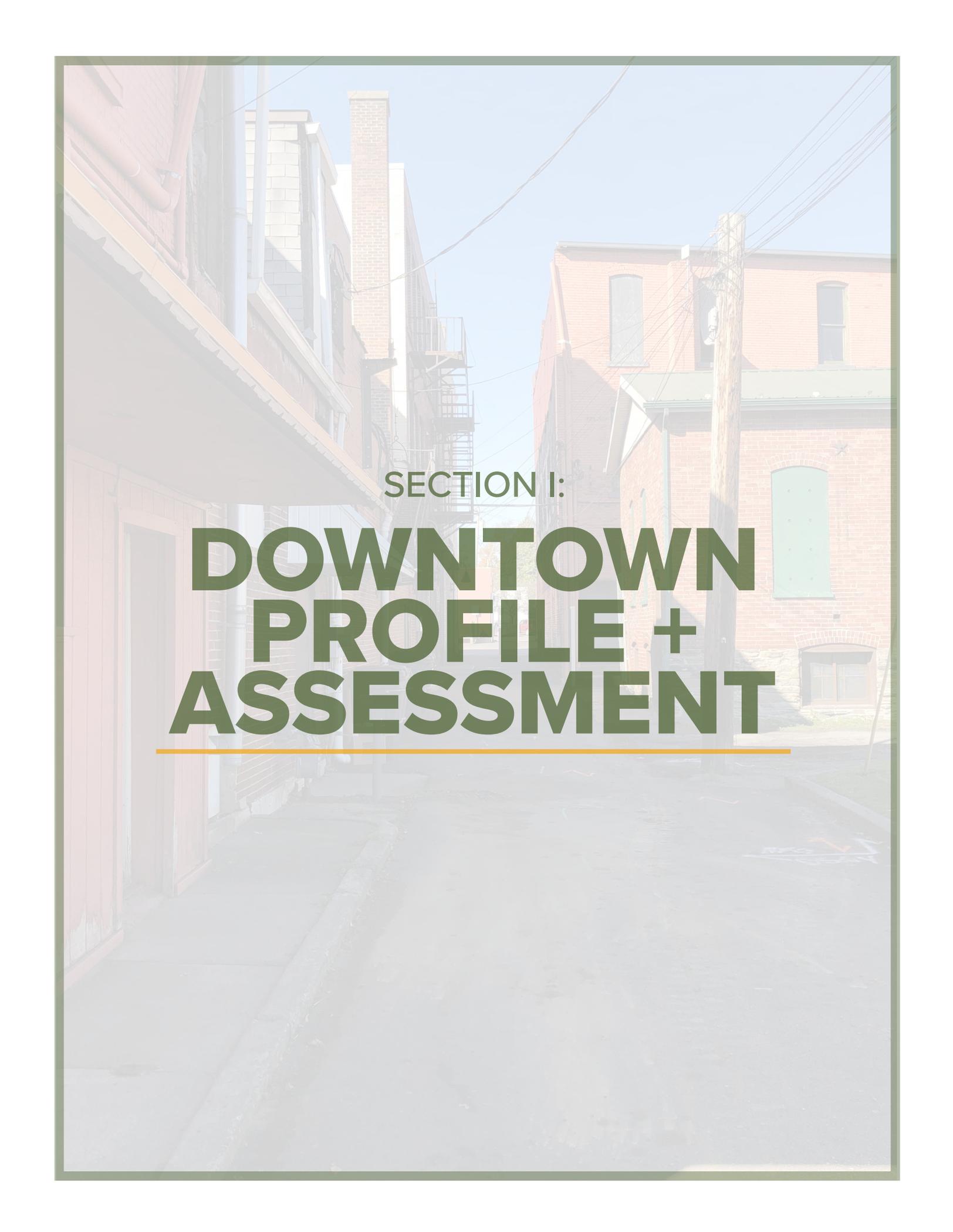
## PRIVATE AND NOT-FOR-PROFIT PROJECTS

Projects that involve new development, renovation, or re-adaptation of existing privately-owned buildings or sites will be managed by the individual project sponsor. Fourteen of the proposed DRI projects occur on private property.

State agencies, such as Empire State Development, Homes and Community Renewal, and the Department of State will contract directly with project sponsors. All private development projects will be required to comply with local development regulations and obtain any required local or state permits and approvals. The City of Hornell may provide support and assistance with the facilitation of privately owned projects.

PROJECT NAME	SPONSOR TYPE	START DATE	END DATE
Establish a Learning and Training Center	Public	Fall 2020	Summer 2021
Establish Design Guidelines	Public	Fall 2020	Spring 2021
Implement a Downtown Grant Fund	Public	Fall 2020	Varies
Implement a Downtown Wayfinding System and Public Art	Public	Fall 2020	Summer 2021
Implement Enhancements to Pedestrian Alleyways	Public	Fall 2020	Spring 2022
Implement Streetscape Enhancements	Public	Fall 2020	Spring 2022
Implement Traffic Calming Measures to Public Parking Facility	Public	Fall 2020	Fall 2021
Redevelop an Underutilized Parcel to Create a Four Season Public Park	Public	Fall 2020	Summer 2021
Transform the Hornell Community Arts Center	Public	Fall 2020	Spring 2022
Continue Rehabilitation of the St. Ann's Federation Building	Private	Fall 2020	Summer 2021
Convert a House into Church Street Suites	Private	Fall 2020	Fall 2021
Enhance and Upgrade 198 Main Street	Private	Fall 2020	Fall 2021
Enhance the Mixed-use Building at 200-204 Main Street	Private	Fall 2020	Summer 2021
Enhance the Warehouse	Private	Fall 2020	Summer 2021
Renovate 121 Main Street	Private	Fall 2020	Fall 2021
Rehabilitate the Exterior of a Downtown Fitness Center	Private	Fall 2020	Fall 2021
Reimagine Hornell's Post Office Building	Private	Fall 2020	Winter 2020
Renovate Allegany Eye Associates	Private	Fall 2020	Summer 2021
Renovate and Expand the Crossroads Professional Building	Private	Fall 2020	Fall 2021
Renovate the Burdett Building	Private	Fall 2020	Fall 2021
Transform the Landman Building	Private	Fall 2020	Spring 2021
Develop a STEM Academy	Not-for-Profit	Fall 2020	Summer 2021

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SECTION I:

# **DOWNTOWN PROFILE + ASSESSMENT**

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## SECTION I.1

# DRI STUDY AREA

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In October 2019, the City of Hornell was selected as the Southern Tier recipient of the Round IV \$10 million Downtown Revitalization Initiative (DRI) award. The DRI is a statewide initiative that provides funding for transformative projects designed to enhance local economies and serve as catalysts for additional investment. Recent public and private investment, local planning efforts, and capital infrastructure projects have enhanced downtown Hornell's commercial center, providing a strong foundation for investment. This Strategic Investment Plan identifies projects that have the potential to generate positive momentum and leverage recent investments.

## DRI BOUNDARY

The DRI Study Area was recently designated as a Federal Opportunity Zone and includes the Hornell Downtown Business Improvement District, and a Neighborhood Overlay that encompasses a proposed historic district. The DRI area is home to numerous governmental, cultural, historic and educational resources - including Hornell City Hall, the Former Hornell Post Office and St. Ann's Federation Building. The DRI Study Area is located within 20 miles of higher educational institutions including Alfred State College, Alfred University, New York State College of Ceramics, and SUNY Empire State College. The Study Area focuses on the historic City Center, an area with remarkable resources and the greatest potential for revitalization.



*\*See page I-3 for detailed boundary map.*



# HORNELL DRI AREA BOUNDARY

## REGIONAL CONTEXT

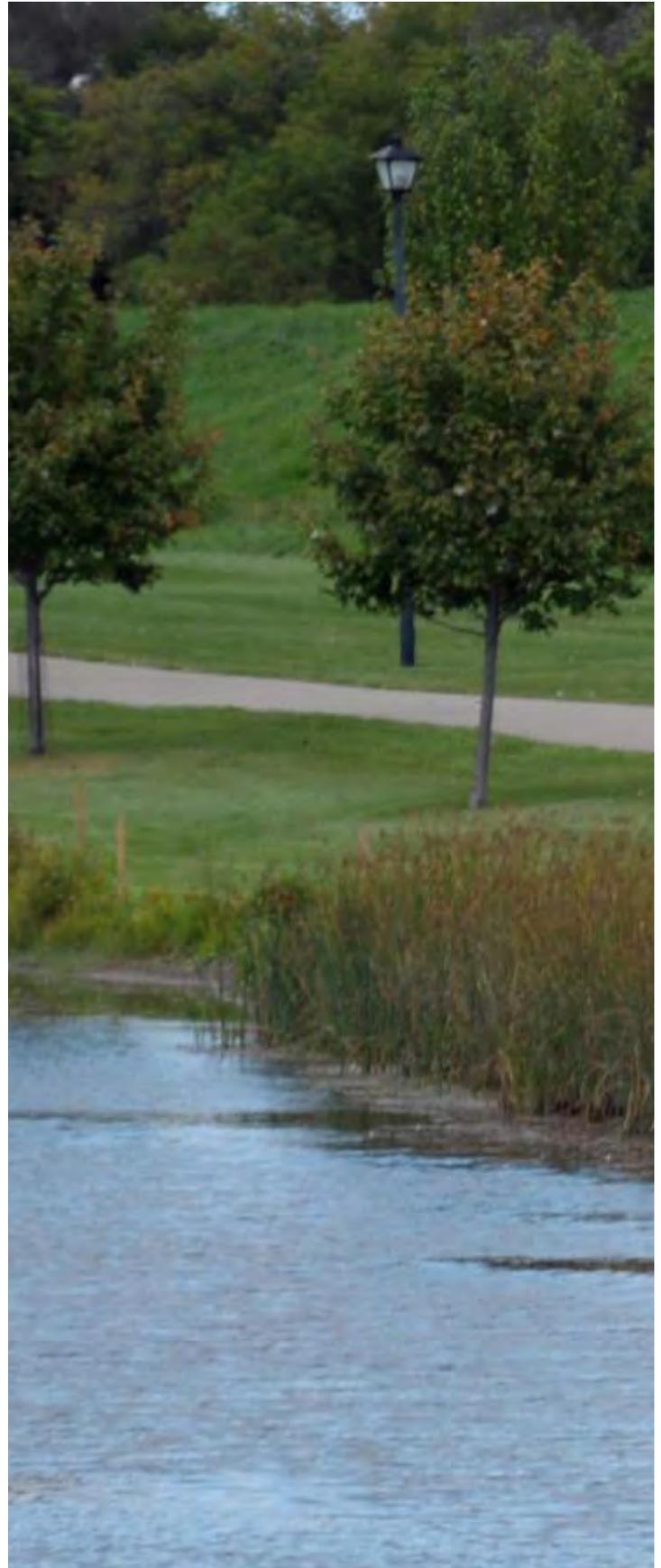
The City of Hornell is located on the Southern border of Steuben County surrounded by the Town of Hornellsville. Located 55 miles south of Rochester, Hornell is also conveniently situated within two hours of Buffalo, Elmira and Binghamton. Hornell is home to the stunningly green Canisteo Valley. The City's urban core intersects NYS Route 36 that runs north-south across Main Street and NYS Route 21, making it easily accessible for both residents and visitors from adjacent communities.

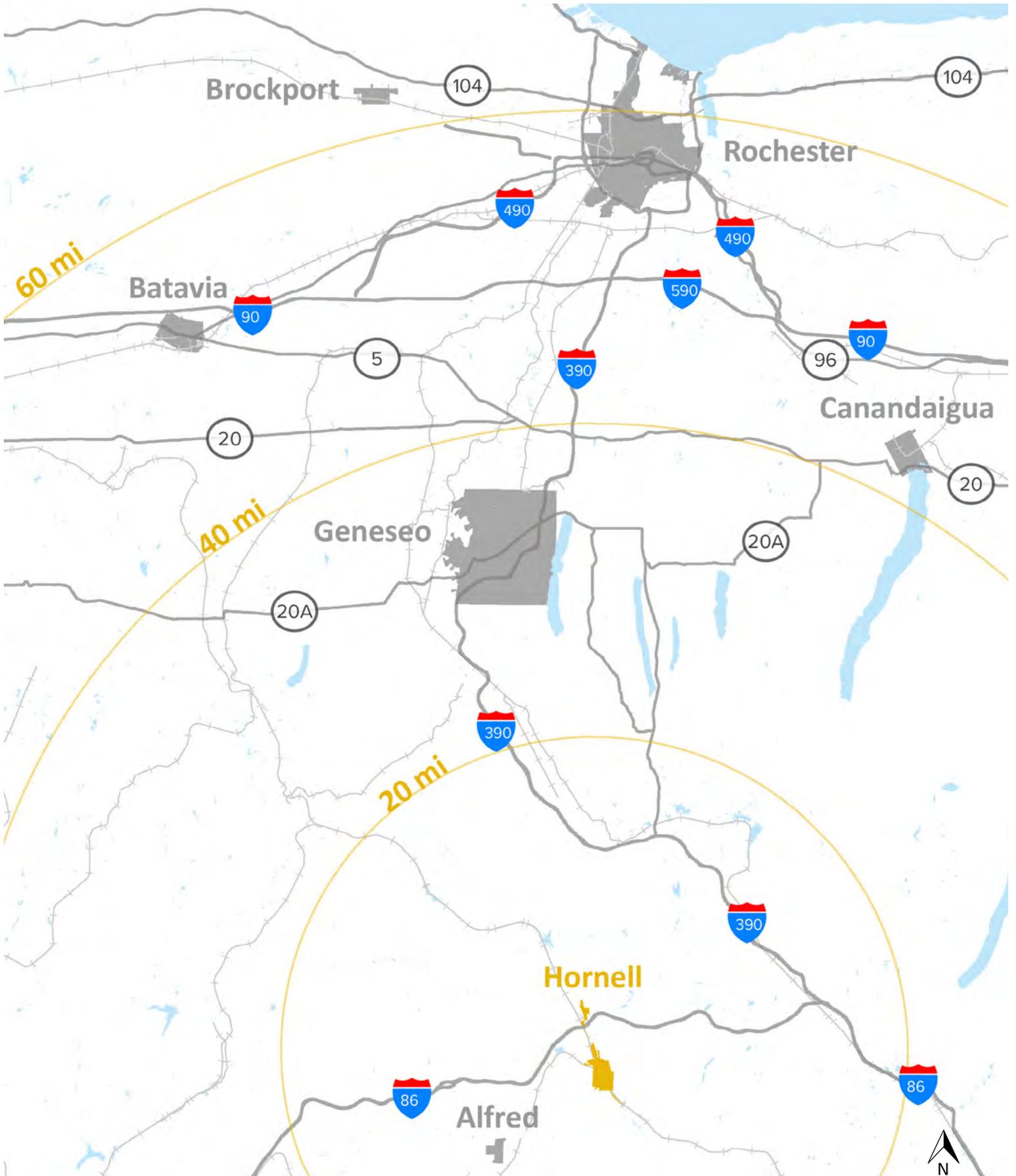
The DRI Study Area's proximity to other upstate metropolitan areas, its convenient access to major transportation corridors, as well as its location within the Finger Lakes Wine Region, are strengths that will continue to help retain and attract residents and visitors.

### The Maple City

Known locally as "The Maple City" for its abundance of Maple Trees, the City of Hornell was once a major hub for the New York and Erie railroad that connected the Great Lakes to the Atlantic for over 120 years.

Founded in 1790, the City of Hornell has a rich history as the commercial center for neighboring communities within a 30-mile radius. While the City has remnants of its historical architecture, many assets including the former Union Park, were demolished in the 1970s due to Urban Renewal.





# REGIONAL CONTEXT



## SECTION I.2

# RELATED PLANNING EFFORTS + PROJECTS

Recent and on-going planning efforts have helped to lay the foundation for the Hornell DRI. Strategies within these recent plans focus on downtown revitalization and how to leverage existing local and regional assets. Hornell's DRI planning process utilizes these past plans as blueprints for the future, ensuring proposed projects leverage and advance the City's priorities.

### The Maple City Vision

Hornell's Comprehensive Plan identified seven mission statements, with two of those directly aligning with the DRI:

- Enhance the character of Hornell as a “full service” small type community with a balanced, self-sustaining mix of industrial, commercial, educational and residential areas and communities.
- Return the downtown area as a gathering place, marketplace, service center and heart of the community.

# RECENT PLANNING EFFORTS

## RELATED PLANNING EFFORTS HORNELL DOWNTOWN DEVELOPMENT MASTER PLAN (1991)

This Plan set out to establish a series of goals and strategies specific to downtown revitalization. The primary goals of the plan included:

- Increase quality of life for residents
- Attract new jobs and businesses, while retaining and expanding currently existing services
- Improve cultural, educational, and recreational opportunities in the region, and provide a sustainable, efficient, competitive community well prepared for the future

## CITY OF HORNELL COMPREHENSIVE PLAN (2002)

This plan was the first Comprehensive Plan endorsed by the City's Common Council since the 1960s. Sustainability and economic progression are at the core of its established mission statement. Specific goals in this plan that relate to the DRI include:

- Coordinating plans between Hornell, Hornell IDA and the Town of Hornellsville to help attract new business opportunities
- Creating primary labor market job opportunities
- Encouraging residents to participate in social and physical activities
- Developing downtown Hornell as a center for arts and entertainment
- Encouraging new development to emphasize pedestrians and protect neighborhood character
- Improving streetscapes to reflect City and neighborhood character
- Creating a more welcoming environment and experience for visitors
- Developing more civic and educational programs for residents
- Leveraging the Canisteo Valley as an economic asset
- Adopting policies that address building design guidelines



**CITY HALL** (IMAGE CREDIT: FREETHOUGHTTRAIL.COM)

# RECENT INVESTMENT

The culmination of private and public investment in and near the downtown core has spurred momentum in the City. Within the past 10 years, numerous projects focused on downtown revitalization have been implemented, representing a total investment exceeding \$96 million. These recently completed projects and the catalytic efforts of entrepreneurs and downtown businesses provide a solid foundation for the implementation of DRI projects.

## Recent Investments in Hornell's Downtown

PROJECT	INVESTMENT	DESCRIPTION
St. James Hospital	\$64,000,000	Construction of new hospital
Fairlawn Apartment Community	\$8,000,000	Development of 60 new townhouses
Hornell YMCA	\$8,000,000	Construction of new facility
St. Ann's Federation Building	\$4,300,000	Rehabilitation of mixed-use historic structure
Seneca Street Station	\$2,600,000	Remodel of 22 housing units
Public Infrastructure	\$2,400,000	Upgrade of City infrastructure
Peebles Department Store	\$2,000,000	Expansion of building
Strobel's Supply Expansion	\$ 1,130,000 (CFA GRANT)	Expansion of existing 30,000 sq. ft facility and equipment purchase
City of Hornell Sanitary Sewer Collection System Improvements	\$745,500 (CFA GRANT)	Sewer improvements to the sanitary sewer collection system
City of Hornell Water Pollution Control Improvements	\$600,000	Various structural improvements, including rehabilitation of a clarifier, and installation of an automation system.
City of Hornell Sanitary Sewer Rehabilitation	\$585,000	Rehabilitation of 1,600 ft of a 21- inch sanitary sewer trunk line on Elm Street and Broadway
City of Hornell Water Pollution Control Plant Improvements	\$562,800	Water pollution control improvements designed to benefit low to moderate income households
City of Hornell Housing Rehabilitation Program	\$400,000 (CFA GRANT)	Housing rehabilitate program for owner-occupants of single family homes
The Warehouse	\$400,000	Transformation of nightclub to event space
Spotlight Theater	\$250,000	Renovation and reopening of movie theater
Broadway Union	\$90,000	Rehabilitation of building to include arts incubator
City of Hornell Wastewater Engineering Study	\$30,000 (CFA GRANT)	Engineering report to evaluate upgrades to the City's wastewater treatment plant
<b>TOTAL INVESTMENTS IN DOWNTOWN HORNELL</b>	<b>\$96,092,800</b>	

# SOUTHERN TIER REDC

## RELATIONSHIP TO THE REDC

Governor Cuomo established ten Regional Economic Development Councils (REDCs) across New York State, empowering local officials to advance community revitalization. The REDCs are public-private partnerships that include private sector experts, local leaders and stakeholders from business, academia, local government, and non-profit organizations.

The Southern Tier REDC serves eight counties and has worked to secure over \$351 million in State funding for the region since 2011. These funds have supported over 600 projects, generating more than \$1.8 billion in private investments, while retaining and creating more than 25,000 jobs. The Southern Tier REDC nominated the City of Hornell as the region's DRI community in Round 4 based on the City's application that showcased project readiness, a diverse amount of recent public and private investments in the downtown, and continuous improvement over the past rounds of DRI applications. One of the City's projects, the expansion of Strobel Supply Corporation in Shawmill Industrial Park, was identified as a priority in the Southern Tier REDC 2017-18 Progress Report. This \$1.3 million project supports the regional priority to invest in the advanced manufacturing industry.

## The Southern Tier is Soaring!

"Building on a strong foundation of target industries, higher education institutions, the nonprofit sector, and government agencies, the Southern Tier will take a collaborative, regional approach to attract talent and investment for the development of industry clusters, especially advanced manufacturing, healthcare, food and agriculture, and tourism"

- Southern Tier REDC Vision Statement

## ALIGNMENT WITH REDC GOALS

In 2015, the Southern Tier REDC was awarded \$500 million from Empire State Development (ESD) as part of Governor Cuomo's Upstate Revitalization Initiative, which focuses on promoting economic growth in Upstate New York. As a result of this initiative, the Southern Tier REDC Upstate Revitalization Initiative (URI) Plan was developed. The URI acts as a roadmap for investment, utilizing four priority investment areas. The City of Hornell's DRI is aligned with three of these investment areas, including:



Invest in the Advanced Manufacturing Industry



Transform the Food and Agriculture Industry



Promote the Southern Tier's Innovative Culture



**STROBELS SUPPLY** (IMAGE CREDIT: EVENING TRIBUNE)



## SECTION I.3

# SOCIO-ECONOMIC CHARACTERISTICS

Socio-Economic characteristics provide relevant social and economic insights to better understand a community's demographics. These characteristics include key population trends, age characteristics, and other factors that are critical to presenting specific guidance for redevelopment and revitalization.

### What are Demographics?

Demographics are comprised of statistical data related to the population of a community and particular groups within it. In order to develop effective and inclusive guidelines and actions for a community, it is essential to comprehend the demographic characteristics of the area.

# DRI POPULATION TRENDS

## CURRENT POPULATION AND TRENDS

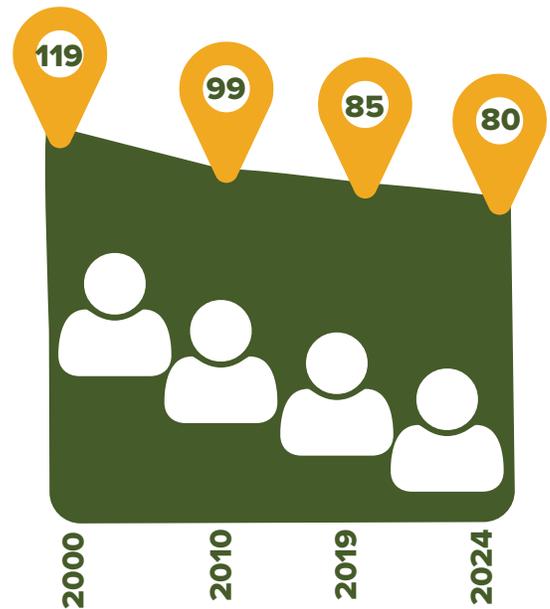
Eight-five residents live within the DRI area, representing approximately 1% of Hornell's total population of 8,416 residents. Since 2000, the population in the DRI area has declined by 34 people (29%) while the population of the City of Hornell has declined by 663 people (7%). During the same period, Steuben County's population declined by just over 1%. From 2019–2024, it is projected that the population of the DRI area, the City of Hornell, and Steuben County will continue to decline at annual rates of -1.21%, -0.58%, and -0.55%, respectively.

**POPULATION RATES OVER THE LAST 20 YEARS IN THE DRI AND CITY OF HORNELL HAVE CONTINUED TO SLOWLY DECLINE. PROJECTS IMPLEMENTED AS PART OF THIS DRI HAVE THE POTENTIAL TO REVERSE THE DOWNWARD TREND.**



## 2019 POPULATION

Data Source: ESRI forecasts based on 2010 U.S. Census

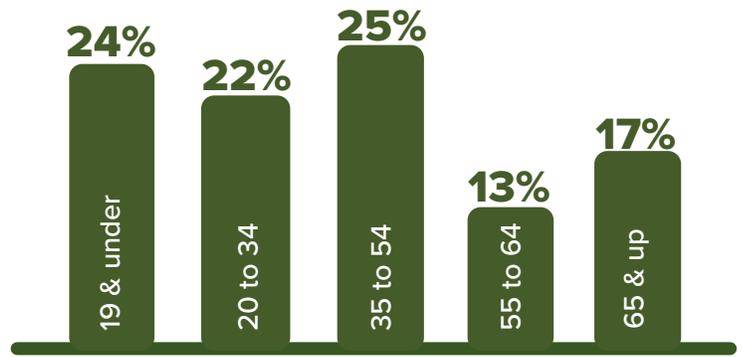


## DRI AREA POPULATION TRENDS

Data Source: ESRI forecasts based on 2010 U.S. Census

## AGE

Age distribution provides insights on the services that may be needed within a community. Hornell DRI residents under the age of 55 are fairly evenly distributed in terms of age. The largest age cohort in ranges between 35 to 54, and then 19 and under and 20-34. The higher percentage of residents falling in these cohort indicates that there may be a large number of young families in the City. The DRI has a median age of 38, which is comparable to the City with a median age of 37.



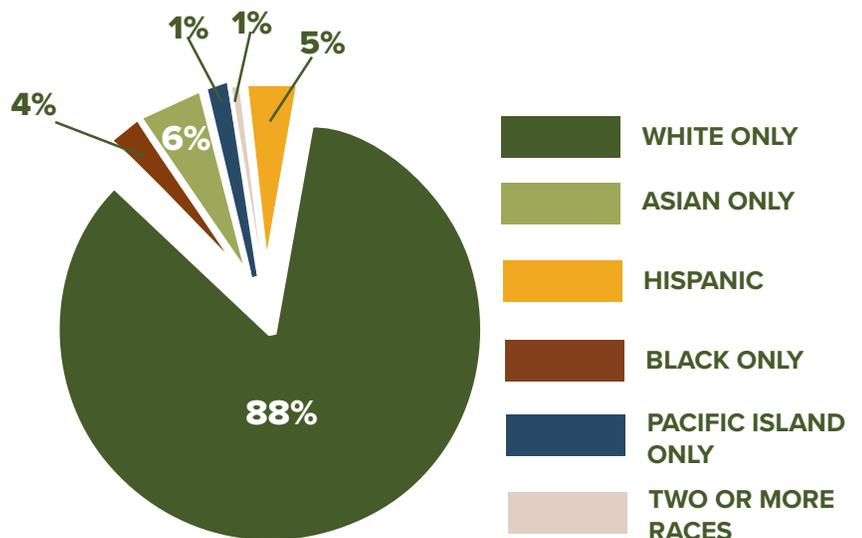
### 2019 DRI AGE DISTRIBUTION

Data Source: ESRI Business Analyst

**THE DRI AIMS TO INCREASE THE POPULATION IN DOWNTOWN HORNELL BY PROVIDING A VARIETY OF HOUSING AND PROGRAMMING FOR ALL AGE COHORTS.**

## RACE + ETHNICITY

Racial and ethnic composition of an area indicates community diversity. Approximately 88% of the DRI residents identify as White Only. Other races within the DRI area include Asian Alone (6%), Hispanic Origin (5%), Black Only (4%), Pacific Island Only (1%), and Two or More Races (1%). The DRI area is slightly more diverse compared to the City, which has 93% of resident identifying as White Only.



### 2019 DRI RACIAL MAKE-UP

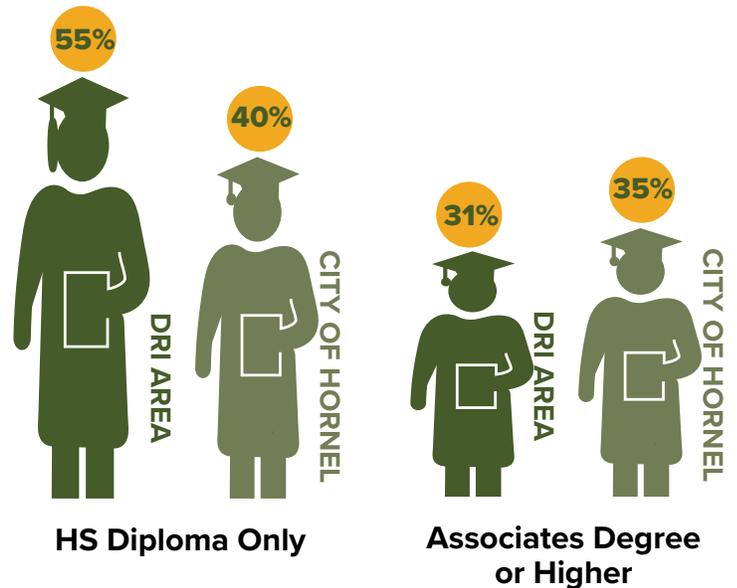
Data Source: ESRI Business Analyst

**POPULATION DIVERSITY CAN CONTRIBUTE TO A CITY'S ABILITY TO ATTRACT AND RETAIN A WIDE RANGE OF RESIDENTS. THE DRI AIMS TO ATTRACT AND INCREASE SERVICES TO FOSTER A DIVERSE AND VIBRANT DOWNTOWN.**

## EDUCATION ATTAINMENT

Overall educational attainment levels are slightly higher in the DRI area when compared to the City of Hornell. Nearly 99% of DRI residents have a High School Diploma or higher, compared to 90% of City residents. While DRI residents have higher education attainment levels overall, slightly more residents in the City hold advanced degrees. 31% of DRI residents hold an Associates Degree or higher, compared to 35% of City residents.

EDUCATION ATTAINMENT CAN BE INDICATIVE OF THE TYPES OF EMPLOYMENT OPPORTUNITIES AVAILABLE WITH THE COMMUNITY. ATTRACTING AND RETAINING YOUNG TALENT IS A GOAL IDENTIFIED BY THE SOUTHERN TIER REDC.



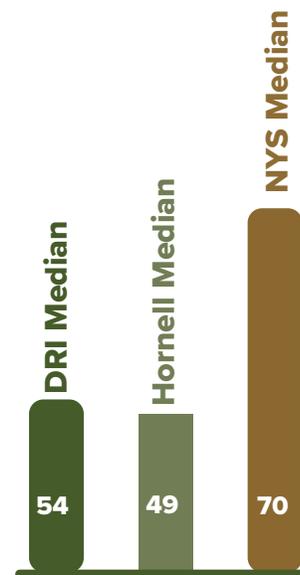
### 2019 EDUCATIONAL ATTAINMENT

Data Source: ESRI Business Analyst

## CRIME

Total crime rates for the DRI area, City of Hornell and New York State were compared using the Crime Index. The Crime index is a measurement of relative risk of crime occurring. Values above 100 indicate the area as an above average level of risk, and levels below 100 indicate the area has a below average risk compared to the United States. According to the Crime Index report, the DRI area has an index of 54. This is slightly higher than both the County and City, which have crime indexes of 47 and 49, respectively. New York State's crime index is 70, indicating that the DRI area, County and City are safer than the median for the State.

CRIME RATES IN THE DRI AND CITY OF HORNELL ARE CONSIDERABLY LOWER THAN THE NEW YORK STATE MEDIAN, INDICATING THAT HORNELL IS A GENERALLY SAFE AREA WHEN COMPARED STATEWIDE, WHICH COULD BE ATTRACTIVE TO FUTURE RESIDENTS AND FAMILIES.



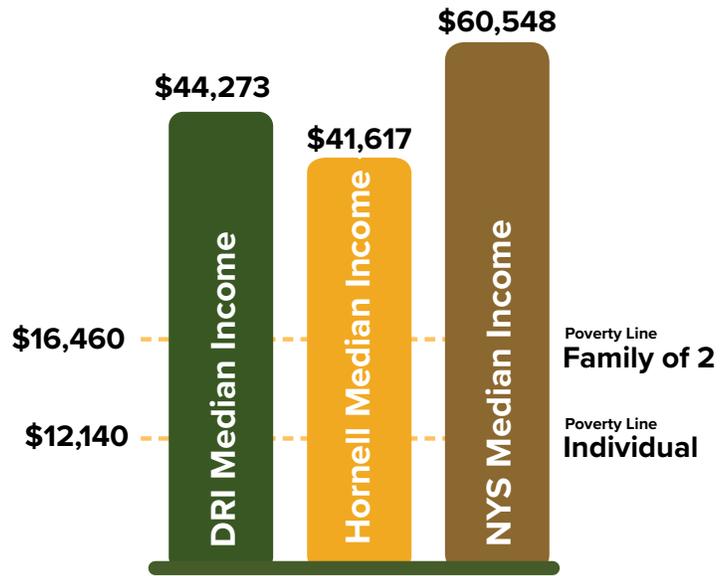
### 2019 TOTAL CRIME INDEX

(per 1,000 residents)

Data Source: ESRI Business Analyst

## INCOME

Income is a key economic indicator in measuring the general well-being of a population and can indicate economic growth or decline. The median household income in the DRI area is just over \$44,000 and looking into the year 2024, household incomes in the DRI area are projected to increase to \$47,163. Related to household income, the Federal Poverty Level (FPL) is a measure of income used to determine eligibility for certain federal and state programs and benefits. Both the DRI and City of Hornell have median income levels well above the poverty line.



**WHILE THE DRI AREA'S MEDIAN HOUSEHOLD INCOME IS ABOVE THE FEDERAL POVERTY LINE, IT IS LOWER THAN THE NYS MEDIAN INCOME, INDICATING THERE IS AN OPPORTUNITY FOR INCREASED DIVERSITY IN EMPLOYMENT AS WELL AS EDUCATION OPPORTUNITIES.**

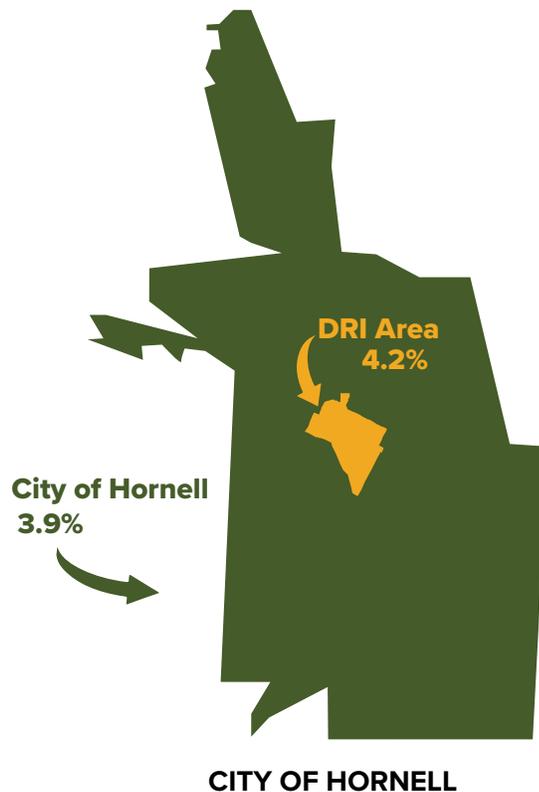
## 2019 INCOME + POVERTY LEVELS

Data Source: ESRI Business Analyst

## EMPLOYMENT

There are approximately 112 businesses and 1,237 employees in the DRI area. Within the City of Hornell, there are 376 businesses and 7,060 employees. The largest employment sectors in the City include manufacturing, nursing and healthcare, grocery and retail stores and Higher Education/Schools and Instruction. Unemployment rates are fairly low in the DRI area and City of Hornell, 4.2% and 3.9% respectively. This is consistent with trends at the state and national level.

**INVESTMENT FROM THE DRI WILL ACT AS A CATALYST TO ATTRACT MORE EMPLOYERS AND EMPLOYEES TO THE AREA.**



## 2019 UNEMPLOYMENT RATES

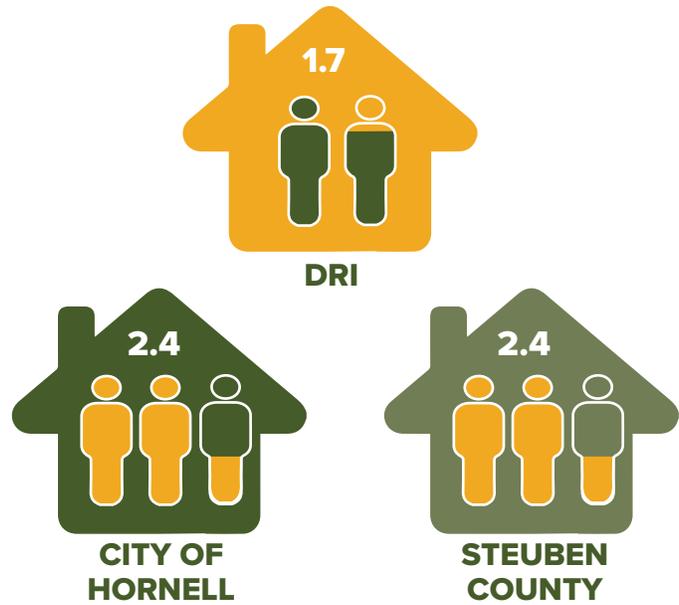
Data Source: ESRI Business Analyst

# DRI HOUSING TRENDS

## HOUSEHOLD SIZE

The average household size (people per household) is calculated by dividing the total population by the number of households. The DRI area has an average household size of 1.7 people, which is relatively small when compared to the City and the county of 2.4 people. Household size data for the DRI indicates more single family households and few families reside within the DRI boundary.

THE AVERAGE HOUSEHOLD SIZE IN THE DRI INDICATES MORE SINGLE ADULTS THAN FAMILIES RESIDE IN THE STUDY AREA. DRI INVESTMENT AIMS TO ATTRACT MORE FAMILIES THROUGH IMPROVED HOUSING OPTIONS, PROGRAMMING, ACTIVITIES, AND EMPLOYMENT OPPORTUNITIES; SUCH AS ALSTOM TRANSPORTATION WHO FORECASTS A PROJECTED GROWTH OF 900 EMPLOYEES IN HORNELL.

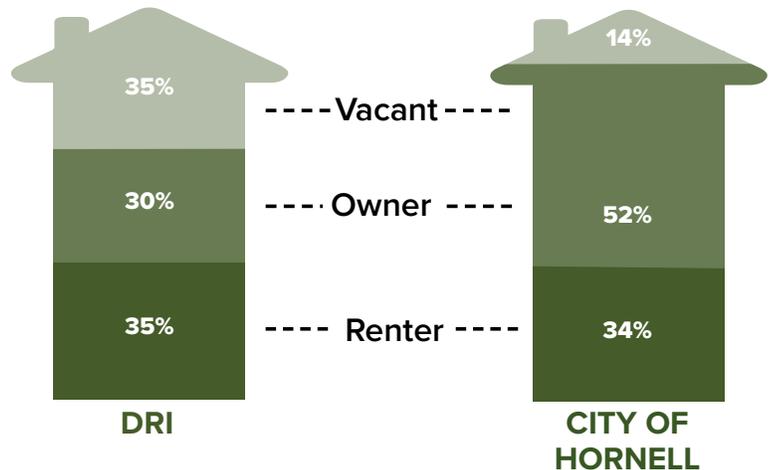


### 2019 AVERAGE HOUSEHOLD SIZE

Data Source: ESRI Business Analyst

## HOUSING TENURE

Within the DRI area, 35% of the housing stock is renter-occupied, which is only slightly higher than the City as a whole (34%). Only 30% of the DRI housing stock is owner-occupied, compared to 52% in the City of Hornell. Vacancy rates in the DRI area are double those in the City of Hornell, with rates of 35% and 14%, respectively. Compared to Steuben County, both renter-occupied units and the vacancy rate are nearly the same at (19%) and (20%), respectively. Steuben County has significantly more owner-occupied housing units at 61%.



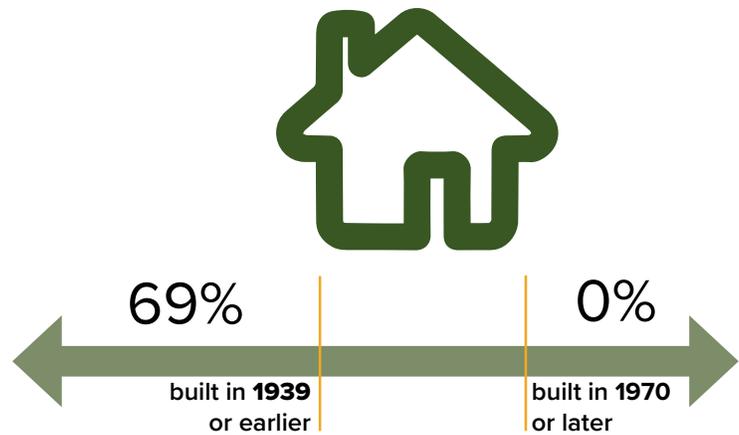
### 2019 OCCUPANCY RATES

Data Source: ESRI Business Analyst

PROJECTED TRENDS SHOW AN OVERALL DECLINE IN OCCUPIED UNITS AND INCREASE IN VACANT UNITS WITHIN THE DRI AREA. THIS DATA COULD INDICATE A LACK OF MARKET-READY, UPDATED RESIDENTIAL UNITS IN THE DRI. THIS GAP CAN BE ADDRESSED THROUGH DRI INVESTMENT.

## AGE OF HOUSING STOCK

More than half of the housing units in the DRI area were built in 1939 or earlier, while no housing was built between 1970-2017. The City of Hornell has a comparable housing stock with over 69% of the houses being built in 1939 or earlier. While both the DRI area and the City of Hornell have an abundance of historical homes and buildings, this type of housing tends to be more expensive to maintain, often requires extensive maintenance and upkeep, and may contain environmental hazards, such as lead and asbestos.



**THE DRI PROJECTS AIM TO PRESERVE THE HISTORICAL CHARACTER OF THE COMMUNITY, WHILE ALSO PROVIDING NEW, MODERN AMENITIES AND HOUSING STOCK.**

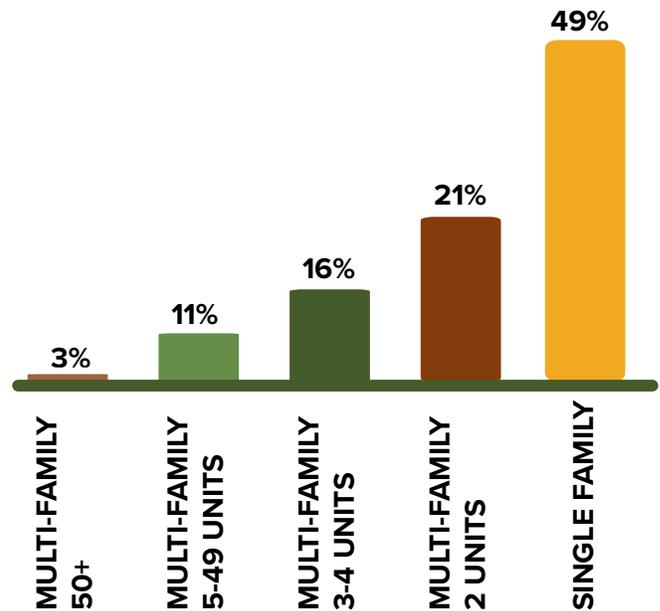
## AGE OF HOUSING STOCK IN THE DRI AREA

Data Source: U.S. Census ACS 2013-2017

## HOUSING TYPE

Just over half of the housing units in the DRI area are multi-family structures. This is typical of downtown areas, where there is a higher concentration of businesses and rental units. Housing units in the City and Steuben County are predominantly single family structures.

**THERE ARE A SIGNIFICANT NUMBER OF RENTERS IN THE DRI AREA. DRI PROJECTS AIM TO UTILIZE EXISTING VACANT SPACE, INCLUDING UPPER STORIES, TO DIVERSIFY MULTI-FAMILY HOUSING OPTIONS AND INCREASE DENSITY AND POPULATION IN THE DOWNTOWN AREA.**



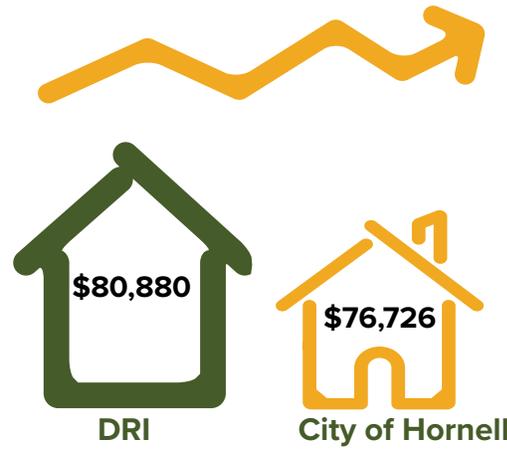
## HOUSING TYPES IN THE DRI AREA

Data Source: U.S. Census ACS 2013-2017

## HOME VALUES

The median home value in the DRI area is \$80,882, which is higher than the City's medium home value of \$76,726. Median home values are expected to increase both in the DRI area and the City of Hornell, based on projected trends.

HOUSING PRICES IN THE CITY AND DRI AREA CONTRIBUTE TO THE REGION'S AFFORDABLE STANDARD OF LIVING. THE DRI AIMS TO LEVERAGE THIS AFFORDABILITY TO ATTRACT MORE PEOPLE TO THE AREA.



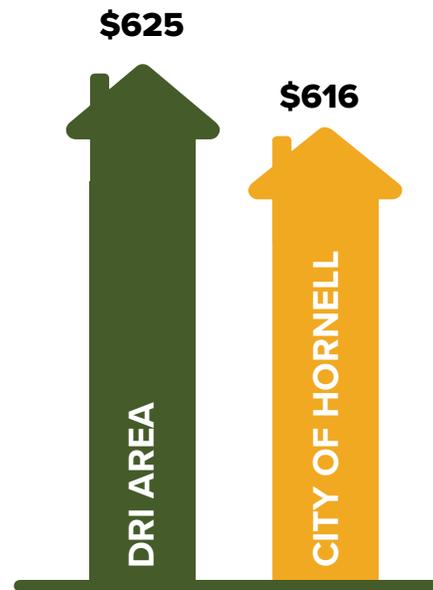
### 2019 MEDIAN HOME VALUE

Data Source: ESRI Business Analyst

## RENTAL RATES

Rental housing rates in the DRI area are low, with a median gross rental rate of \$625. This is comparable to the City and County, with rates of \$616 and \$691, respectively. The majority of rental prices in the DRI area fall between \$550 and \$599 (37%), and \$900-999 (22%). While the gross rental rates vary between \$500 and \$1,249, there is an opportunity to provide more diversified rental housing options.

DEMAND FOR DIFFERENT TYPES OF HOUSING MAY CREATE NEW TRENDS IN RENTAL RATES, WHILE STILL MAINTAINING A COMPARABLE, AFFORDABLE COST OF LIVING.



### AVERAGE MONTHLY RENTAL RATE

Data Source: U.S. Census ACS 2013-2017



## SECTION I.4

# REGULATORY + LAND USE CHARACTERISTICS

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Understanding and evaluating the land use attributes of the DRI area helps to identify how redevelopment opportunities best fit into the existing built environment. Existing land use patterns inform the compatibility of future development, while zoning regulates the land uses permitted in a given location.

Hornell has a vibrant downtown, with a diversity of commercial, mixed-use, residential, community services, and recreational uses concentrated within the DRI area. This existing mix of uses, along with a zoning code that requires future development to be consistent with the City's vision for downtown revitalization, provides a strong foundation for the DRI to further enhance downtown's services and attractiveness.

# ZONING

Lands uses within the City of Hornell are regulated through the City of Hornell Zoning Code. This zoning code encompasses seven zoning districts, with two districts located within the Hornell DRI. Three parcels are zoned Local Business (B-1), and the largest and most predominant district within the DRI Area is the General Business District (B-2). Zoning districts for two-family residential (R-2) and light industrial (I-1) lie just outside of the DRI boundary. The following describes the goals for each of the zoning districts in the DRI Area.

## Local Business (B-1)

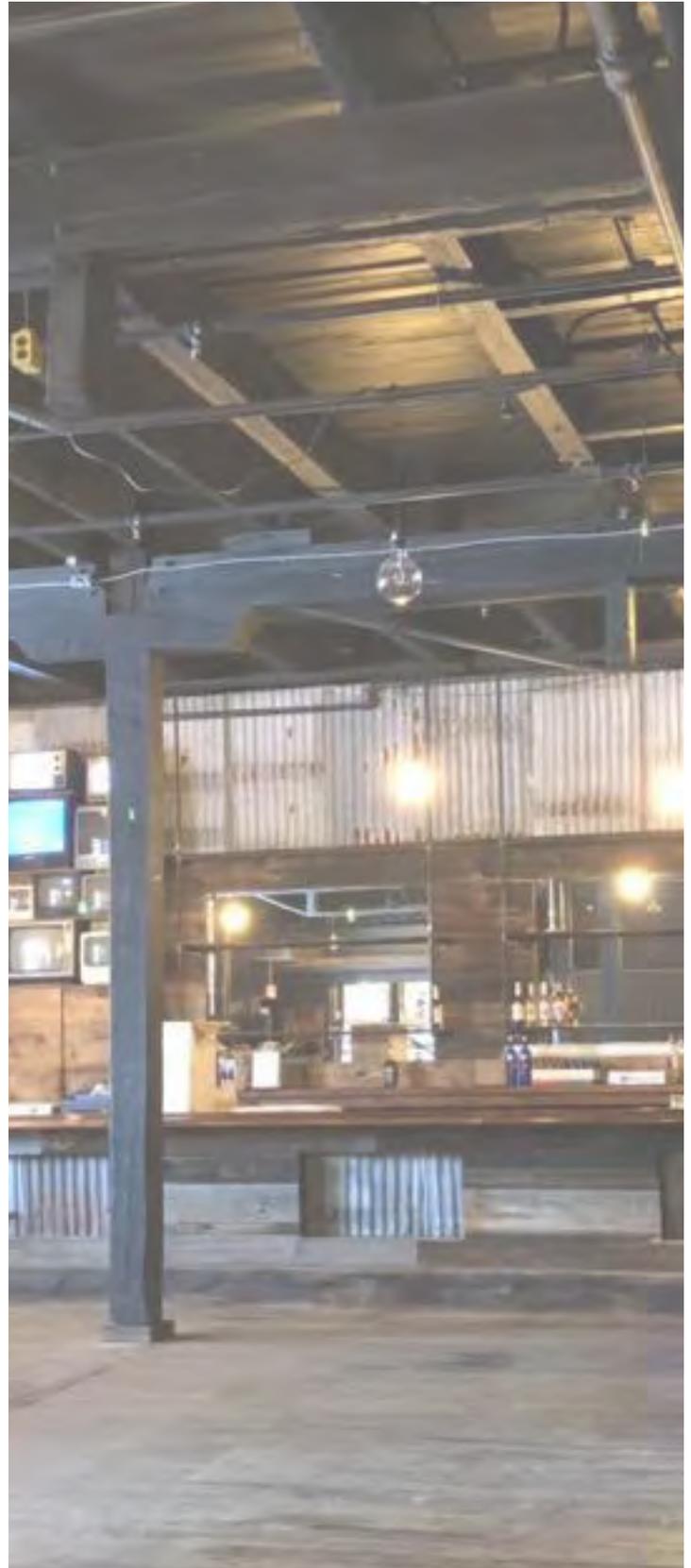
This district is intended to delineate areas appropriate for stores and shops that serve the needs for convenience goods and services in the immediate neighborhood, and do not attract a large volume of traffic.

## General Business (B-2)

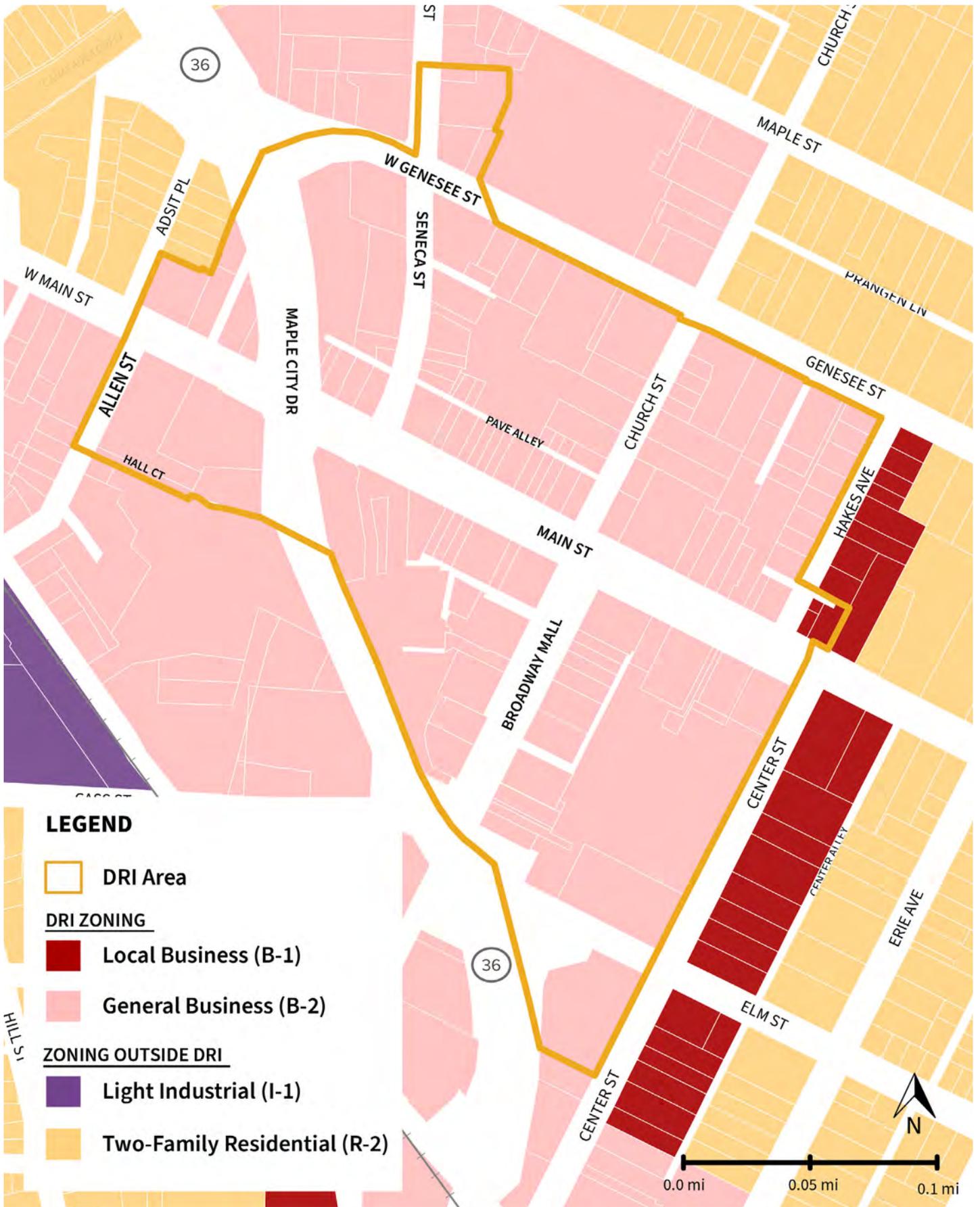
This district is similar to B-1, except that it is intended for businesses that may attract both local and regional visitors. These businesses may require larger land area, be open in the evenings and generate large volumes of traffic.

## What is Zoning?

Zoning is the regulatory tool by which municipalities control of the physical development of land and the uses appropriate for each property. Typical zones include residential, commercial, industrial, and recreational. Zoning can also be utilized to regulate building and streetscape design.



**INTERIOR OF THE WAREHOUSE**  
(IMAGE CREDIT: THE WAREHOUSE)



# ZONING

# LAND USE

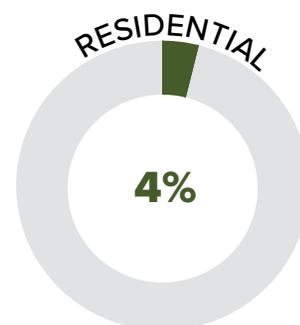
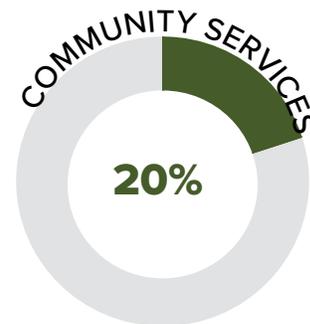
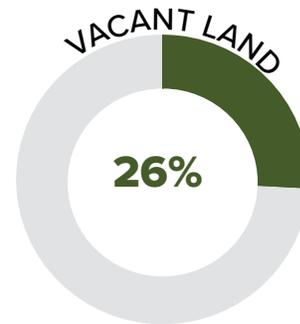
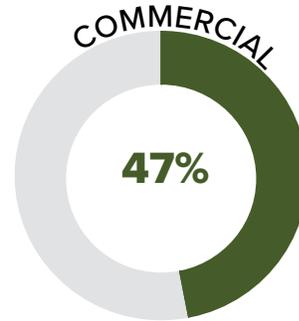
Understanding land use patterns is important when determining whether a proposed project is compatible with the existing community fabric. Land uses in the DRI area are predominately commercial, comprising approximately 47% of the total acreage. Many of the buildings within the DRI area are multi-story, mixed-use structures, with businesses located at street level and residential apartments or office spaces in the upper stories.

Based on NYS real property type classification codes, just over 25% of land in the DRI area is considered vacant, indicating opportunities for infill development. Much of the land currently classified as vacant is utilized as off-street parking, which is integral to downtown's success. This includes the municipal lots adjacent to Pave Alley and the YMCA.

Hornell City Hall, numerous churches, and other community support services account for 20% of the total land area.

Residential land uses comprise approximately 4% of the DRI land area, while recreation and entertainment account for 2%.

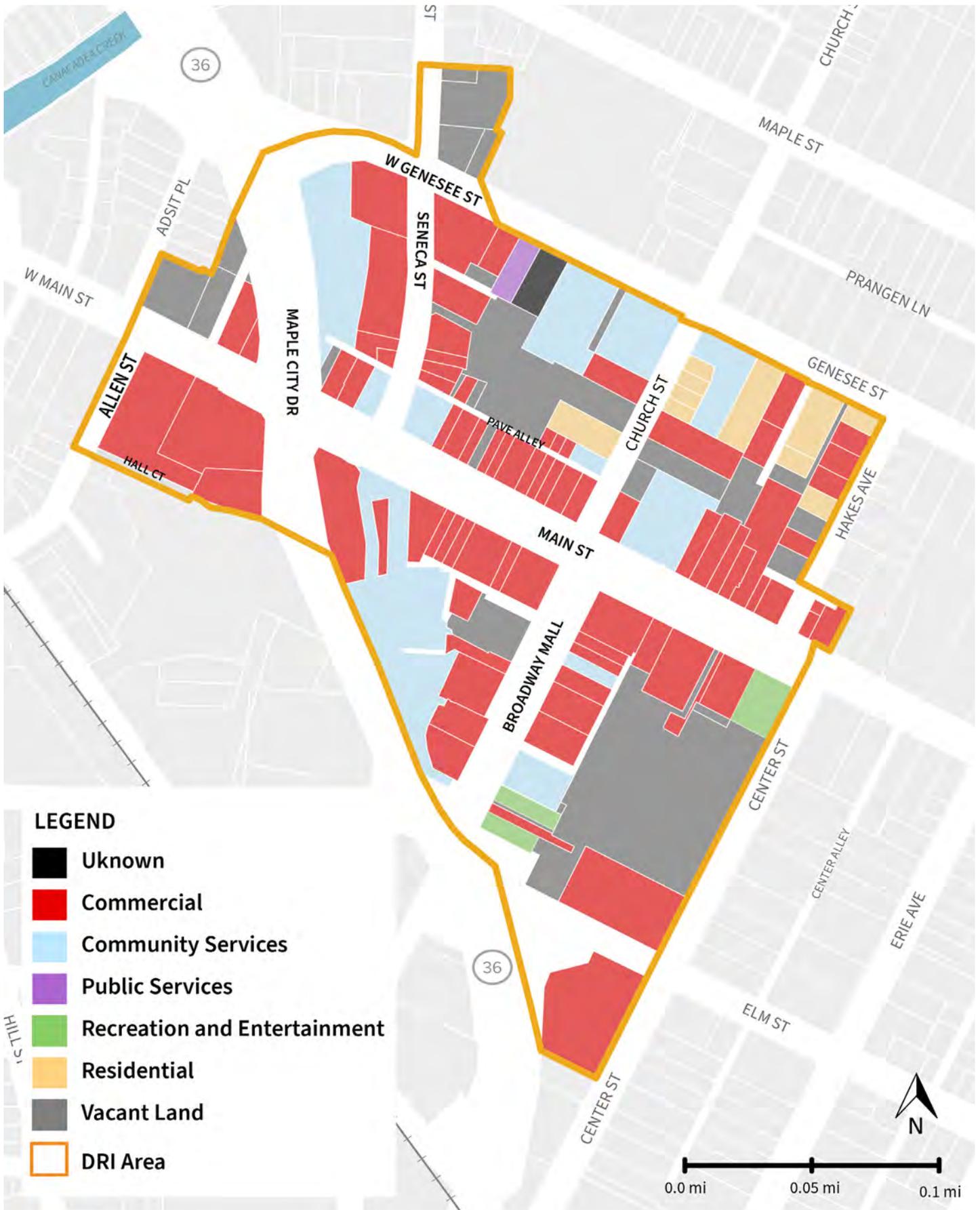
## PREDOMINANT LAND USES IN THE HORNELL DRI AREA



### What is Land Use Planning?

Land use planning is a tool used to regulate the use of land in order to efficiently utilize a community's resources, as well as promote sustainable social and environmental development. Common goals of land use planning include:

- minimizing urban sprawl
- reducing transportation costs and impacts
- preventing land use conflicts



# LAND USE

# VACANT + UNDERUTILIZED LAND

Within the DRI area, approximately 26% of its acreage has a property type class identified as vacant. These sites include various alleyways, parking lots, and vacant land. In addition to these sites, there are a number of sites that have been identified as underutilized, including vacant and partially vacant buildings. Many buildings in the downtown include uses on the lower level, with upper levels largely unoccupied. While vacant and underutilized sites can contribute to a sense of decline, they also represent a unique opportunity for redevelopment and revitalization.

Recognizing the importance of redefining underutilized buildings or land, the City of Hornell identified six sites for redevelopment in its DRI application that are currently vacant or underutilized, with additional buildings identified through the development of this Strategic Investment Plan.



**17 SENECA STREET**



**50 SENECA STREET**



**24 CHURCH STREET**



**83-93 MAIN STREET**



# VACANT AND UNDERUTILIZED LAND

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## SECTION I.5

# TRANSPORTATION

Accessible and functional transportation networks are essential components for a thriving downtown. The relationship between the street sidewalks and public realm is important for creating an attractive sense of place that encourages walkability and connectivity.

Understanding the existing transportation networks in the Hornell DRI provides a basis for potential public infrastructure investments.

### What is a Streetscape?

The streetscape refers to the public space within and along street corridors and includes the entire public realm between property lines - the streets, sidewalks, and landscaped areas. The streetscape is where people engage in daily activities and is an important component of a community's identity, mobility, sociability, aesthetic quality, economic activity, and social cohesion. A successful streetscape is vibrant, lively, accessible, safe, and encourages people to explore.

# STREET NETWORKS

The DRI Area's street network is made up of local, collector and arterial roads. Maple City Drive carries the highest volume of traffic, also known as Annual Average Daily Traffic (AADT).

On average, Maple City Drive (NYS Route 36) sees between 11,521 and 13,815 cars a day. Maple City Drive links to Main Street, which is the primary east-west roadway through downtown, with volumes close to 10,000 AADT near Maple City Drive and lower volumes to the east and west.

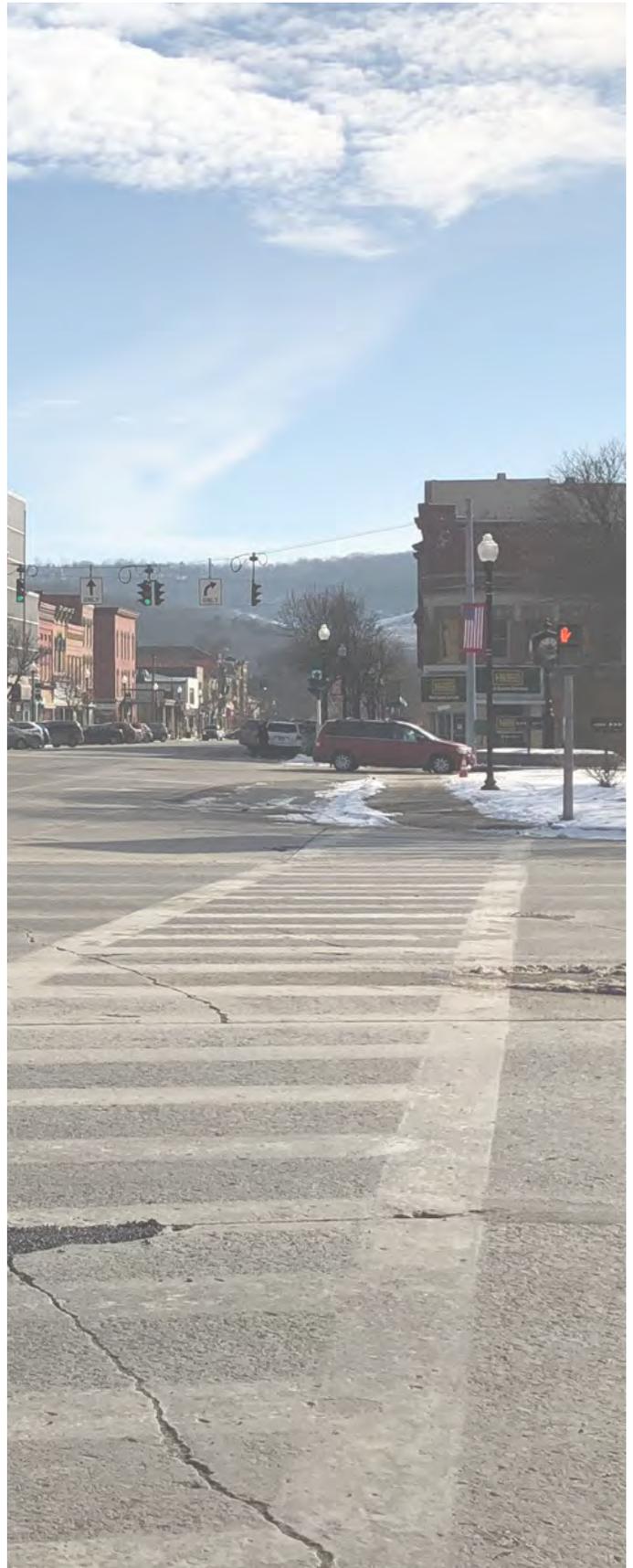
## Roadway Classifications

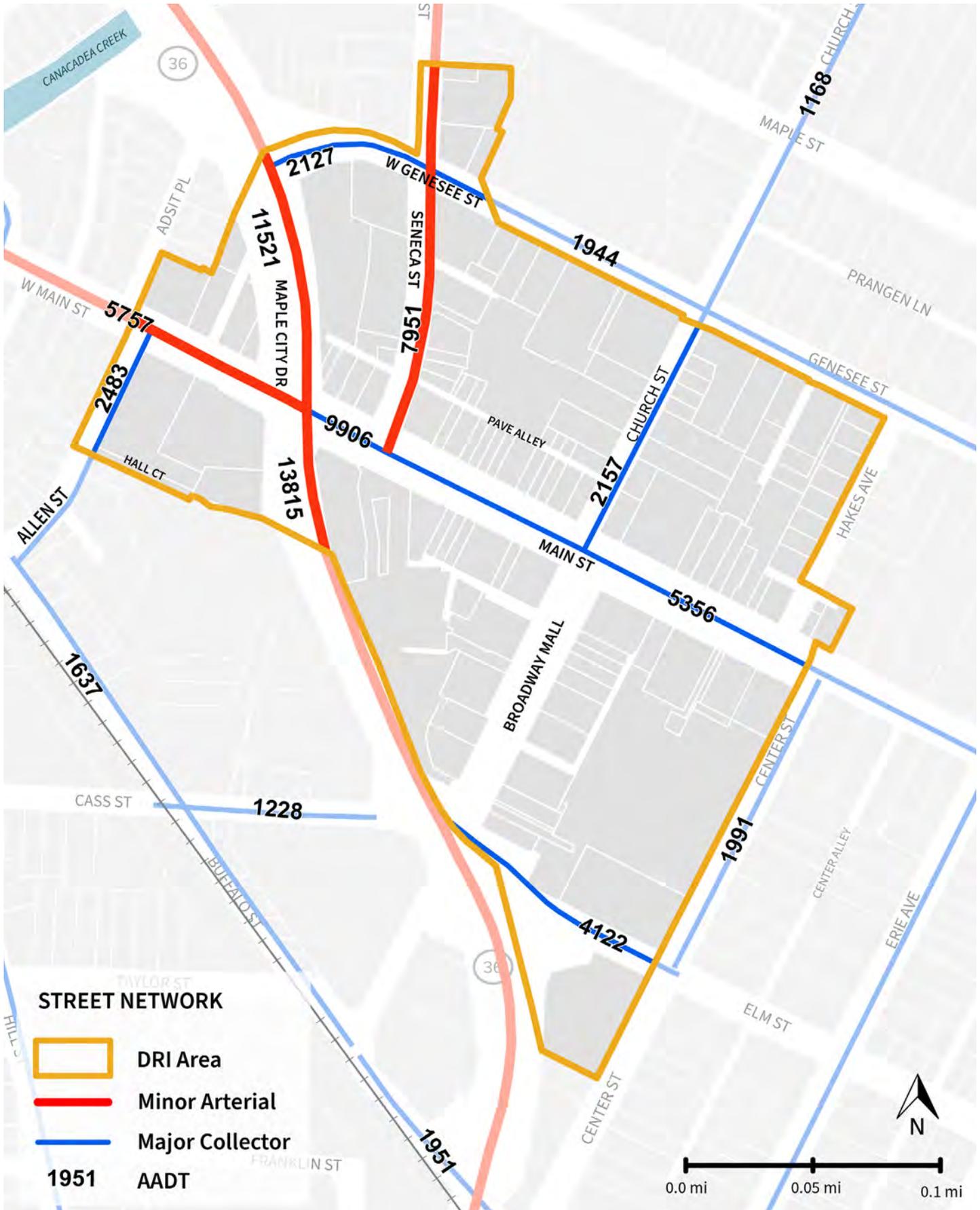
The U.S. Federal Highway Administration (FHWA) classifies roadways into three categories based on speed of travel and level of accessibility.

**ARTERIAL ROADS.** These roads are designed for long-distance travel, with high rates of speed and limited access from neighboring roads.

**COLLECTOR ROADS.** These roads provide connections between arterial and local roads, with more access but lower speeds than arterial roads.

**LOCAL ROADS.** These roads are designed for high accessibility, and are low speed. Local roads are the most common type of road, followed by collector roads.





# STREET NETWORKS

# PUBLIC TRANSIT

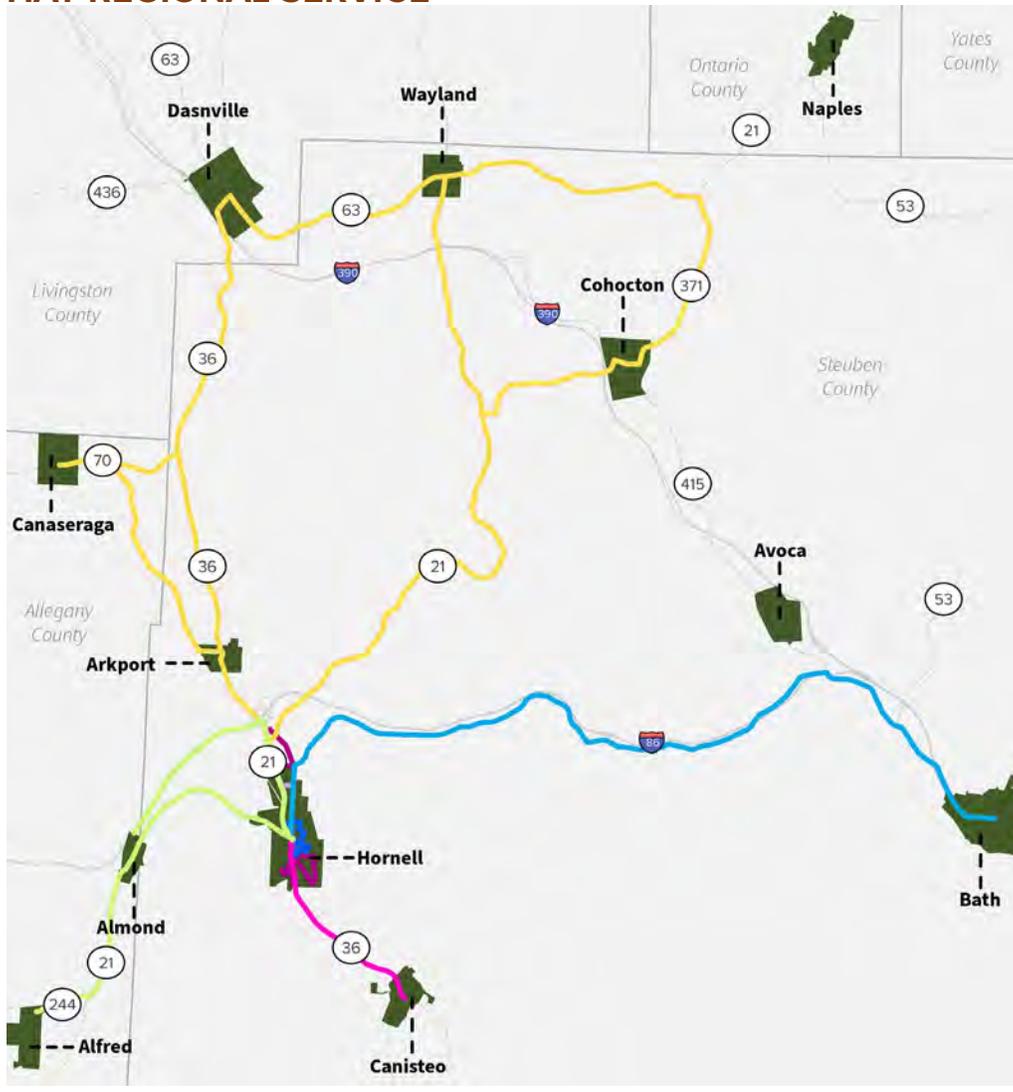
Public transportation is an important asset in the City of Hornell and allows for a variety of users to access the downtown and its surrounding areas. The City of Hornell sponsors and services Hornell Area Transit (HAT), which provides affordable public transportation to surrounding municipalities, including: Alfred, Almond, Bath, Canaseraga, Canisteo, Cohocton, Wayland and Dansville. These buses provide year-round, climate controlled transportation to and from the downtown. The buses are wheelchair accessible and many have bicycle racks.

HAT provides "Inner City" service for the entire City of Hornell, with three designated routes servicing the north, south and central areas. There are a total of seven routes within the public transit system that connect to and from the DRI area.



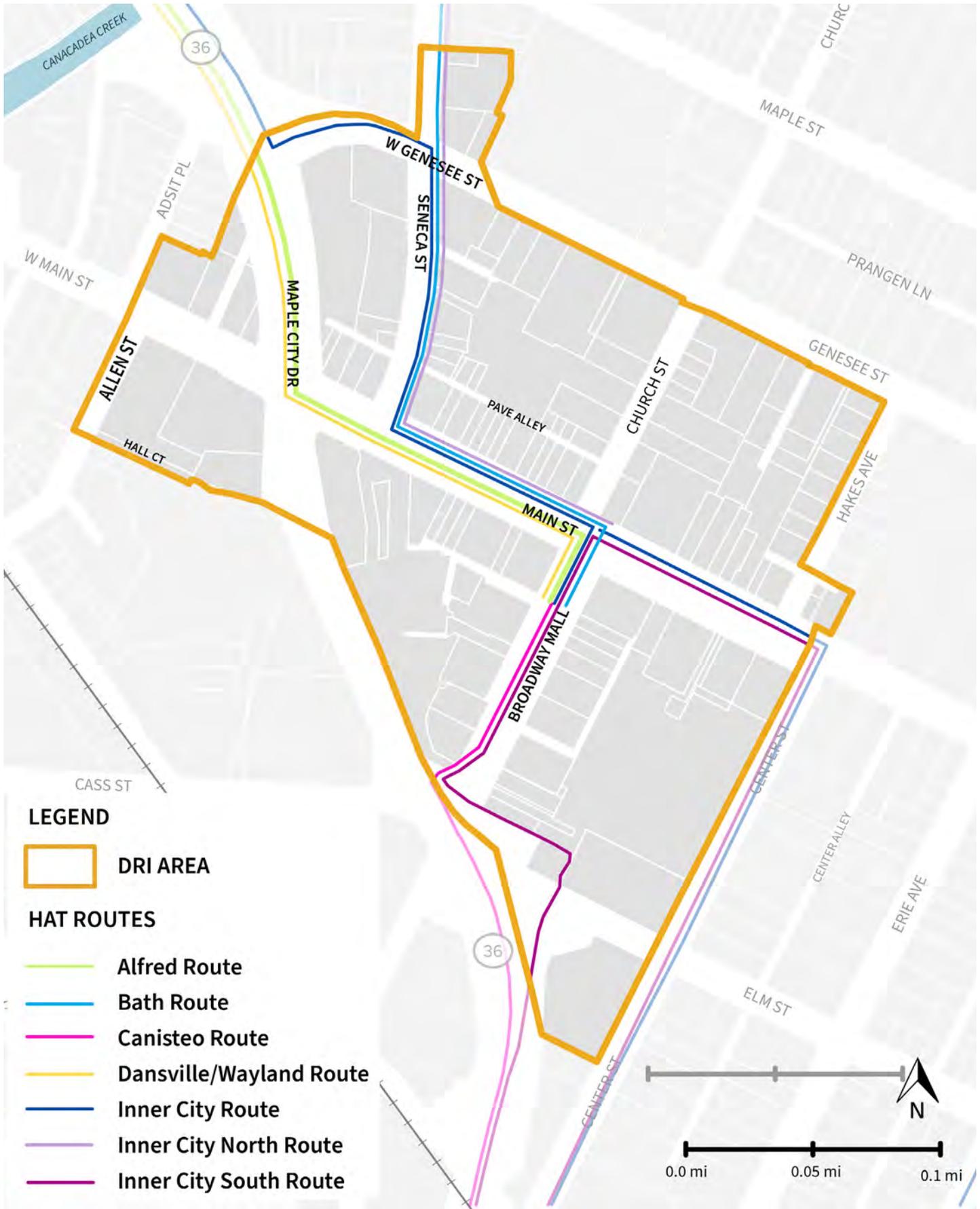
**HAT BUS** (IMAGE CREDIT: WWW.HATRIDES.COM)

## HAT REGIONAL SERVICE



## HAT ROUTES

- Alfred Route
- Bath Route
- Canisteo Route
- Dansville / Wayland Route
- Inner City Route
- Inner City North Route
- Inner City South Route



# PUBLIC TRANSPORTATION

# A WALKABLE DOWNTOWN

The ability to access a range of goods and services by foot is critically important to a successful, vibrant downtown core. Downtown Hornell benefits from its compact design, with the entire downtown area walkable in under 5 minutes for an able bodied person. Typically, an average person is able to walk 0.5 miles in approximately 10 minutes; this is also the typical distance that people are comfortable walking to access destinations, whether a park, stores, or entertainment. The map below depicts a 10-minute walking distance from the DRI area, showing the range and density of residential neighborhoods within walking distance of downtown. A safe, attractive and welcoming public realm has a direct impact on willingness of individuals to incorporate walking into their daily routine.





(IMAGE CREDITS: ALFRED UNIVERSITY)

## SECTION I.6

# ANCHOR INSTITUTIONS + EMPLOYERS

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Anchor institutions play a critical role in downtown revitalization. They are typically non-profit or government organizations that are rooted in their local communities by a particular mission aimed at establishing private and public partnerships, maintaining educational and healthcare resources and offering cultural enrichment. Due to their established locational identities, vital local knowledge and expertise, and strong community relationships, anchor institutions are tremendous partners dedicated to transforming communities through workforce development, enhanced public services, job creation, and/or real estate development.

Anchor employers also play a vital role in economic development. They often employ a large portion of a region's workforce and are dedicated to the success and well-being of their employees and local community. Anchor employers such as Alstom, are essential partners in spurring economic development.

# ANCHOR INSTITUTIONS

## CITY OF HORNELL ANCHOR INSTITUTIONS

Several Hornell institutions provide vital public services for residents and visitors throughout Steuben County and the Finger Lakes region. Hornell is also home to almost three quarters of Steuben County’s major employers, indicating a solid base of large-scale businesses. The City of Hornell has a long-standing manufacturing history that is still present today, and plays an important role in the City’s economy. Its high concentration of rail transit and manufacturing clusters, such as Alstom Transportation and Transit Air Systems, help set it apart from surrounding communities.

### Alstom Transportation

Alstom Transportation is the largest employer in Hornell, employing 700 people in 2019. Alstom is located one mile south of the DRI area and manufactures environmentally friendly technologies that include power and rail transport infrastructure. The Hornell facility has been a major employer in the community for decades, playing a critical role in the Southern Tier regional economy. The Hornell plant has delivered more than 8,000 new or refurbished rail vehicles to customers across North America, including 1,000 subway cars to New York City Transit.

### NYS Department of Transportation (DOT)

NYS DOT is the 2nd largest employer in Hornell, employing 400 people. The DOT has 11 regional offices, one of which is located just outside of the DRI area. This office serves the central southern tier and coordinates operations of transportation facilities and services.

### Hornell City School District

The Hornell City School District is the 3rd largest employer in Hornell, employing approximately 350 people. The School District includes several preschools, five elementary schools, Hornell Junior High School, and Hornell High School. Hornell High School has a partnership with Alfred State College in which high school students can earn college credit in entry level courses. Additionally, there are also half-day vocational and occupational programs at BOCES Wildwood Campus, and a cooperative program with Corning Community College.

### St. James Mercy Hospital

Recently relocated, St. James Mercy Hospital is the 4th largest employer in Hornell, employing 290 people just south of the DRI area. Not only is it an important anchor for employment, the hospital provides critical health care services for residents. St. James Hospital recently underwent a construction project to build a new hospital and implement an electronic health record through a 64 million provided by New York State Department of Health.

## HORNELL’S LARGEST EMPLOYERS

EMPLOYER	LOCATION	NUMBER OF EMPLOYEES
Alstom Transportation	1 mile from DRI area	700
NYS Department of Transportation	Less than a mile from DRI area	399
Hornell City School District	Less than a mile from DRI area	350
St. James Mercy Hospital	1 mile from DRI area	290
Walmart	1.5 miles from the DRI area	195
Wegman’s Food Market	1.7 miles from the DRI area	168
Lowe’s Improvement Store	1.2 miles from the DRI area	116
Transportation & Transit Associates	Less than a mile from the DRI area	67
Applebee’s Restaurant	1.7 miles from the DRI area	65
Steuben Trust Company	In DRI area	60
DYCO Electronics Incorporated	4.5 miles from the DRI area	58

## DRI ANCHOR INSTITUTIONS

### Hornell City Hall + City Services

Hornell City Hall is located within the DRI boundary and employs just under 50 people. City Hall provides general city services for residents including financial, leisure activity, transportation and employment resources.

## REGIONAL ANCHOR INSTITUTIONS

### Alfred State College

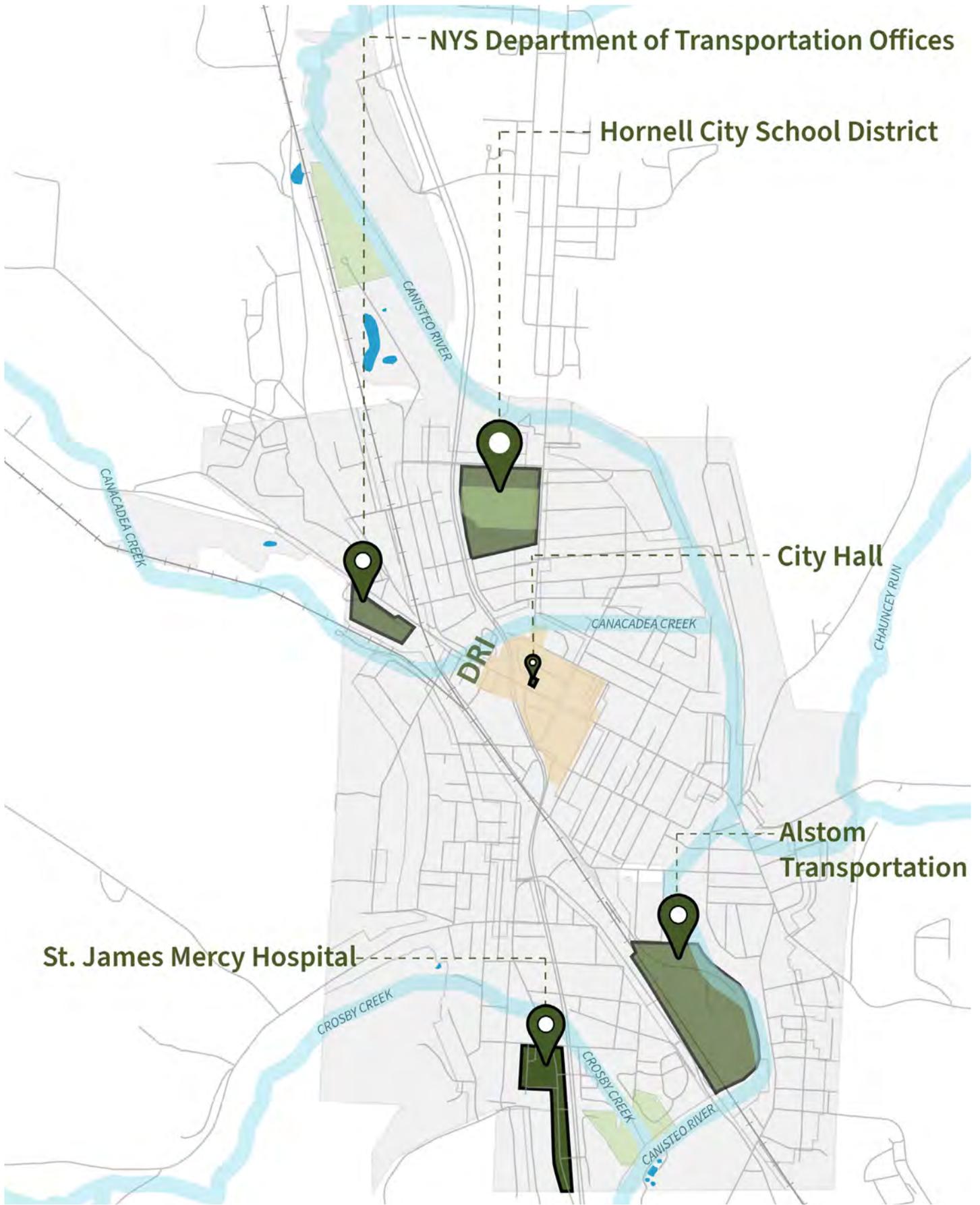
Alfred State College, located 11 miles from the DRI, employs over 550 people. It offers over 80 majors, ranging from architecture and engineering to applied health and applied technology. Alfred State College is equipped with state-of-the-art labs and facilities, and enrolls over 3,700 undergraduates yearly.

### Alfred University

Alfred University is a major anchor institution, located 20 miles from downtown, employing approximately 488 people. Alfred University is an affordable, experiential university that enrolls an undergraduate population of under 2,000. Alfred University partners with the Hornell City School District providing an opportunity for High School students to gain college credit through entry level courses.



**HORNELL CITY HALL** (IMAGE CREDIT: THE EVENING TRIBUNE)



# CITY OF HORNELL + DRI ANCHOR INSTITUTIONS



## SECTION I.7

# CULTURAL + HISTORIC RESOURCES

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The historic and cultural resources within a community provide a unique identity that serve as the building blocks for creating a distinct sense of place. These resources tell the story of the community, both its past and its present. The City of Hornell and the DRI area offer a wealth of social, cultural and historical resources that can be leveraged to revitalize the Maple City.

# HISTORIC RESOURCES

## STATE + NATIONAL HISTORIC REGISTER SITES

The City of Hornell is home to a variety of unique cultural and historic resources; including those listed or eligible for State and National Register of Historic places. The Hornell Downtown Historic District is located along Main and Seneca Streets and contains over 30 buildings built between 1875 and 1940. Together, these buildings reflect the historic character of growth and development spurred by the railroads in the 1850s.

### Hornell Downtown Historic District

The Hornell Downtown Historic District is located along Main and Seneca Streets and contains 34 buildings, built between 1875 and 1940, that add to the historic integrity of the district. While the district is not officially designated, it is currently under review by the National Register of Historic Places. This concentration of historic buildings retains a cohesive representation of a traditional commercial downtown. In Hornell, these buildings represent the period of population expansion with the increased opportunities for employment from the railroad and other local industries. Late-nineteenth century architectural styles with two-part commercial blocks of two- or three-story masonry construction characterize the district.

In 2000, an organization concerned with the loss of historic buildings called Historic Hornell, Inc., commissioned the Reconnaissance Level Survey of Historic Resources for the City of Hornell to evaluate the City's remaining historic resources. This survey provided the basis for the preparation of a resource evaluation of the Hornell Downtown Historic District from the New York State Office of Parks, Recreation and Historic Preservation, which identified the district as eligible for the National and State Register.

## How Does History Serve as a Community Asset?

Historic Resources help to foster community and contribute positively to the way a community develops. They provide places where people can learn about the importance of a community's heritage and culture. Historic Resources can also benefit a community's local economy, through tourism.



**TEMPLE BETH EL** (IMAGE CREDIT: GOOGLE MAPS)

The following properties are not only valued local historic resources, but they are also listed on the National Register of Historic Places. The National Register of Historic Places is the Nation's official list of places deemed worthy of preservation.

### Former Post Office

Hornell's former Post Office, located prominently on the corner of Genesee Street and Seneca Street in the DRI area, is a representative example of a Georgian Revival style public building in New York State. Built in 1915, it was one of the first constructed after the adoption of standardized building plans and cost saving measures by the United States Treasury Department. In 1965, the Hornell Board of Education and the District Administration moved into the former Post Offices and held its offices in the building until 1989. Today, the property is privately owned and unoccupied.

### St. Ann's Federation Building

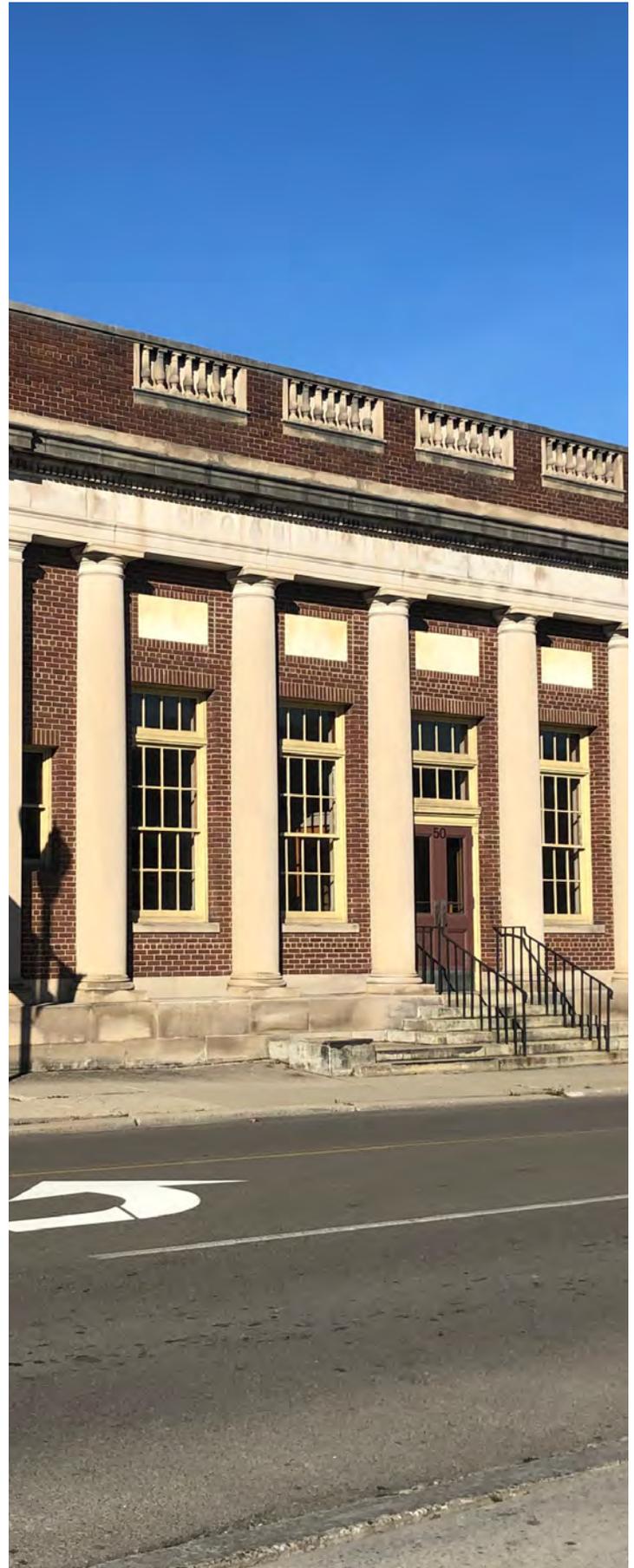
The St. Ann's Federation Building is located at 38 Broadway Mall. Designed by the regionally prominent architect Otis Dockstader, it features a facade with cut granite details against red and yellow brick. The building is also notable as one of the first buildings in Hornell constructed with a 'fireproof' system of reinforced concrete in combination with steel framing. The Federation Building demonstrates a time of prominence in Hornell and the growing needs of the expanding parish. The building has been rehabilitated into a mixed-use structure including a two-story restored common area/theater utilizing a New York Main Street grant of \$300,000, a Restore New York grant of \$1 million and \$3 million in private investment by Krog Corporation.

### Temple Beth El

Temple Beth El (built in 1947) is the only historic synagogue in the Hornell area and is significant for its association with the development of the Jewish community that has been in existence in Hornell since the 1860s. Located at 12 Church Street the building signifies the Jewish community's contributions to the cultural and professional life of the City.

### Hornell Public Library

Hornell Public Library was designed in 1908 and dedicated in 1911. The Library was designed and constructed with funds provided by philanthropist Andrew Carnegie. It is one of 3,000 libraries in the country constructed between 1885 and 1919 in Carnegie Library Style.



**FORMER POST OFFICE**

# CULTURAL RESOURCES

## Hornell Community Arts Center (HCAC)

Located in the former Ponderosa Steak House at 58 Broadway Mall, the building was renovated and opened as a City-owned community resource space in 2012. The organization focuses on creating access to the arts through free public programming.

## Spotlight Theater

Spotlight Theater is a downtown movie theater located at 191 Main Street. This theater features three screens for movie goers that show current feature films.

## Broadway Union

Broadway Union is a non-profit art studio production organization, located at 12-14 Broadway Mall. This organization is dedicated to providing opportunities for local artists in the community.

## Hornell Family Area YMCA

Located just outside the DRI area, the YMCA is a recreational and social space that benefits residents. Recent investments include the construction of an \$8 million dollar new state-of-the-art facility that offers athletic leagues as well as fitness classes. The YMCA is a non-profit organization that was founded in 1883 to serve the community focused on youth development, healthy living and social responsibility, as well as maintaining a strong foundation as a community space for all.

## Hornell Erie Depot Museum

The Hornell Erie Depot Museum is located outside the DRI area. The museum serves to preserve local history and mementos as well as educate the public on local historical figures and the railroad industry. Ever year, the museum hosts an Erie Educational Day on the first Tuesday of June for local second graders to provide the youth with an opportunity to visit and learn about Hornell's history.



**ERIE DEPOT MUSEUM** (IMAGE CREDIT: ERIE DEPOT MUSEUM)

**HORNELL DOWNTOWN  
HISTORIC DISTRICT**



**CULTURAL + HISTORIC SITES**

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## SECTION I.8

# RECREATION RESOURCES

Parks and open spaces, whether passive or active, provide opportunities for interaction and contribute to residents' quality of life. Ensuring access to recreational assets, such as parks and trails, is a critical component of downtown revitalization and will support economic development efforts in Hornell.

### Benefit of Parks + Open Space

Parks and open space are an integral part of the City and the DRI area's landscape. Increasing the number of parks and improving the accessibility to existing parks can have positive, long-term impacts on the community, including:

- Improving community health by increasing opportunities for exercise and regular activity
- Building a stronger community by providing a space for people to interact with one another
- Serving as an engine for economic revitalization and investment
- Increasing residents' sense of community ownership and stewardship



**VETERANS MEMORIAL PARK**  
(IMAGE CREDIT: TRACY FREEMAN)

# PARKS + OPEN SPACE

Accessibility to parks, open space and recreational amenities is important for a community as they help to provide a high quality of life for community members and may attract future residents and visitors. Parks also help to keep people physically active and bring people together for local events. There are currently no parks within the DRI area, with the closest park facilities over half a mile away. This is a key opportunity and gap that could be filled by the DRI.

## Veterans Memorial Park

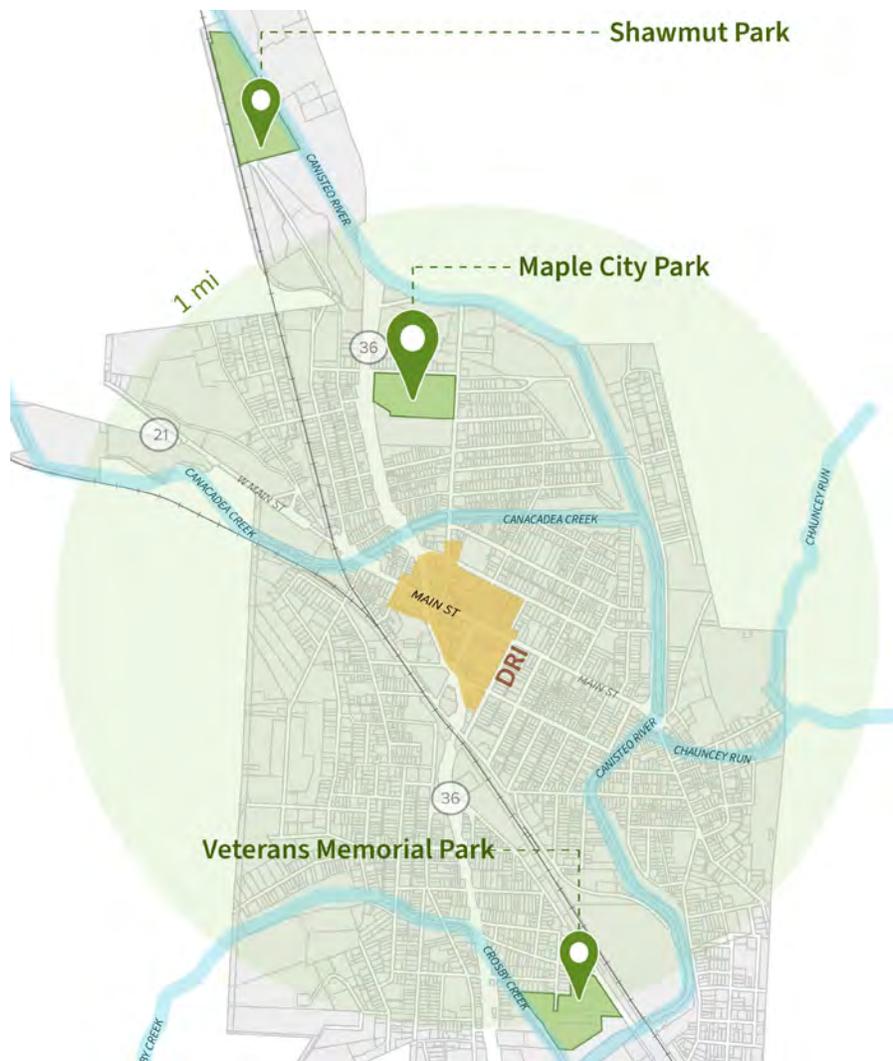
Veterans Memorial Park is located approximately one mile south of the DRI area. This park contains pavilions, an outdoor swimming pool, play areas, softball fields, soccer/baseball field, and tennis courts.

## Maple City Park

Maple City Park is located just over half mile outside of the DRI area. This park is cooperatively operated with the Hornell Department of Public Works and the Hornell City School District. The park includes a baseball field, a soccer field and track running. The baseball field at the park is the home field for the Hornell Dodger, a New York Collegiate Baseball League. The Dodgers hosts 10-15 home games per season.

## Shawmut Park (Michael Fucci Memorial Park)

Shawmut Park is located just north of the DRI area. Shawmut Park is approximately forty-three acres. The park features trails, ADA accessible fishing pier, pavilions, a concession stand, play area, and two soccer/football fields. The recently opened hiking trail that for approximately 1.8 miles along the railroad tracks to Webb's Crossing.





(PHOTO CREDIT: HPG FARMERS MARKET)

## SECTION I.9

# HEALTHY + AFFORDABLE FOOD ACCESS

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Access to healthy and affordable food is vital to the overall wellbeing of a community. The availability of nutritional food options from grocery stores, farmer markets, and specialized food stores is a key indicator of a healthy, thriving community.

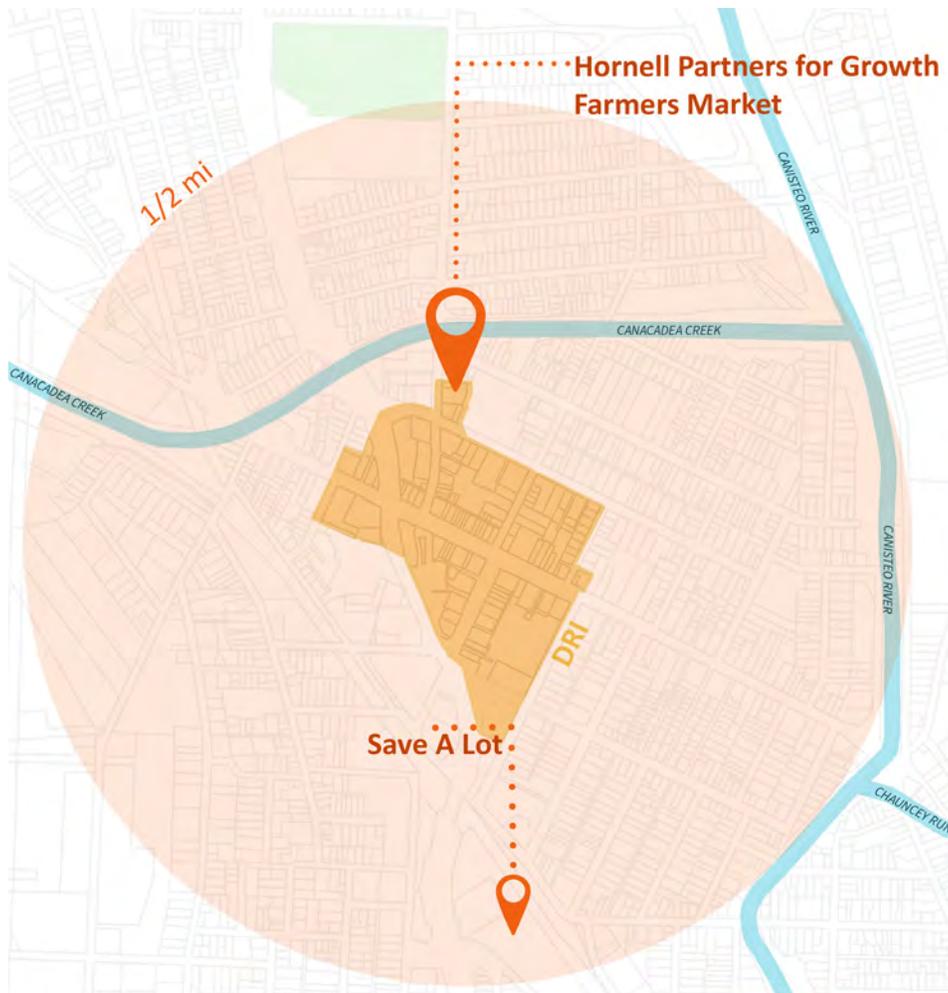
# FOOD ACCESSIBILITY

The City and DRI area benefit from access to a variety of healthy, wholesome food options. The City of Hornell is located within a rural area where local farms are in abundance. The Hornell Partners for Growth host a farmers market within the DRI area at One Steuben Square every Wednesday from mid-summer to mid-fall. Additionally, a number of farmers markets are held outside, but proximate to, the DRI area. These include the Bennett Farm market in Hornellsville and King's Farm Market in Canisteo.

Located less than 1/2 a mile from the DRI, residents also have access to Save A Lot, a discount grocery store. The DRI also benefits from proximate access to Wegmans, a major grocery store, within 1.5 miles of downtown. Wegmans provides a wide variety of produce and healthy food options.



(IMAGE CREDIT: HPG FARMERS MARKET)



# FOOD ACCESSIBILITY



**CANACADEA CREEK** (IMAGE CREDIT: ERIE DEPOT MUSEUM)

## SECTION I.10

# ENVIRONMENTAL CONSTRAINTS

Evaluating environmental constraints within the DRI area, such as flood hazards and the presence of contaminated sites, is a critical part of the DRI planning process. It is important to understand any potential environmental hazards to develop realistic cost estimates for redevelopment and viable projects.

## FLOOD HAZARD AREAS

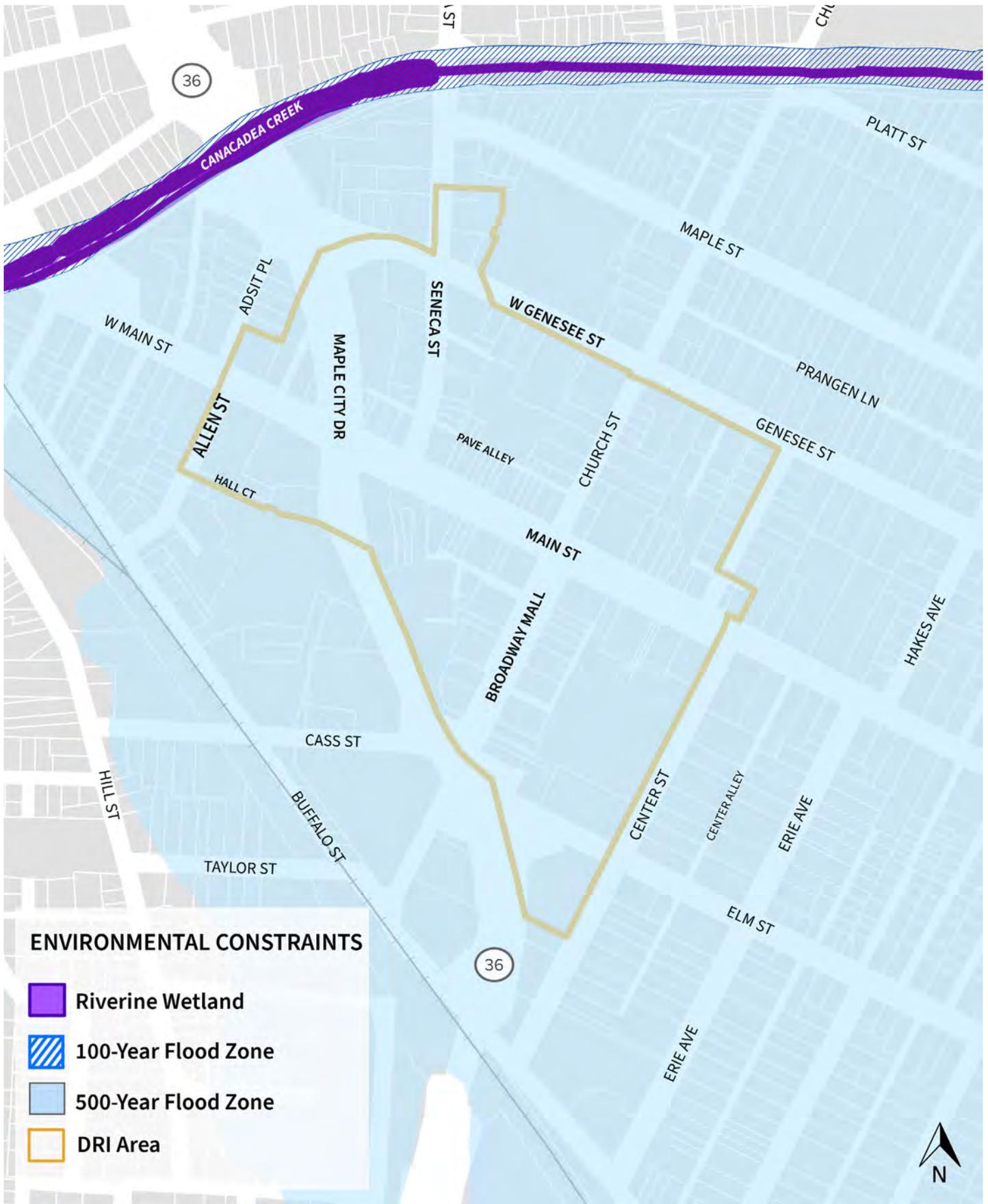
The Canacadea Creek runs north of the DRI area and connects to the Canisteo River to the east. Due to the area's topography and proximity to Canacadea Creek and Canisteo River, the DRI area is located within the 500 year flood zone. This zone indicates a .2% annual chance of flooding (or once every 500 years on average). The risk of flooding for all properties within the DRI is low.

## BROWNFIELDS

There are no brownfields located in the DRI area. However, the NFG- Hornell MGP site, located within ¼ mile of the DRI area, has been identified as an inactive hazardous waste site. This site is part of the State Superfund Program with a classification of A, indicating that remedial work is underway but not yet complete.

### What is a Brownfield?

The Environmental Protection Agency (EPA) defines a brownfield as “real property, the expansion, redevelopment, or reuse of which may be complicated by the presences or potential presence of a hazardous substance, pollutant, or contaminant.”



**ENVIRONMENTAL CONSTRAINTS**

- Riverine Wetland
- 100-Year Flood Zone
- 500-Year Flood Zone
- DRI Area

# ENVIRONMENTAL CONSTRAINTS



## SECTION I.11

# MARKET ANALYSIS

A Market Analysis examines key market trends within a given geography in order to measure market potential. The market analysis completed for the DRI focuses on the residential, office, retail and tourism markets in three different geographies - the DRI area, City of Hornell, and Steuben County. Key findings from the Market Analysis are summarized within this Downtown Profile; the full Market Analysis is provided as a supplemental report to the Strategic Investment Plan.

### Key Market Findings

- Manufacturing is the largest contributor to Hornell's economy
- Opportunity to attract more students for recreation and entertainment venues
- Housing demand will come from outside the region
- Strong Arts, Entertainment, and Recreation Industries
- Retail trade is the largest industry in Hornell by employment
- New quality space could attract office tenants downtown

# HOUSING MARKET

Housing is a critical factor when examining a community's overall quality of life. An analysis of existing and future housing market trends was assessed to identify existing challenges and opportunities with the DRI area.

## RESIDENTIAL DEMAND

Overall, the housing stock in the City of Hornell is older than the surrounding county. Approximately 69% of the housing stock in the City was built in 1939 or earlier compared to 36% in the surrounding county. As seen in the figure below, it is predicted that both the County and City will experience a net decline in households from 2019-2024. Hornell is projected to lose 97 households. The majority of those household losses occur in income cohorts less than \$75,000 and in householders aged 45-64 and 34 and younger. The City of Hornell is anticipated to see an increase in senior households and in households with householders aged 35 to 44. Additionally, Steuben County is projected to lose over 1,046 households, with a majority of those householders younger than 64 years old.

Approximately 30% of all the housing units within the DRI are vacant compared to 14% within the City. The Hornell DRI Local Planning Committee confirmed that second and third floor units of buildings in the DRI are underutilized, amounting to 220,000 square feet of vacant space (this includes residential and commercial space).

## KEY FINDING:

THE 220,000 SQUARE FEET OF VACANT SPACE IN THE DRI PRESENTS A UNIQUE OPPORTUNITY TO UNLOCK THE CITY'S POTENTIAL AND BUILD A DENSITY OF SERVICES, RESIDENTS AND COMMERCIAL SPACES IN THE DOWNTOWN.

## OPPORTUNITIES:

RENOVATING VACANT OR UNDERUTILIZED HOUSING UNITS AND INCORPORATING AMENITIES THAT TARGET MILLENNIALS AND SENIORS WILL HELP TO ATTRACT RESIDENTS FROM OUTSIDE THE AREA TO LIVE WITHIN HORNELL. FURTHERMORE, CAPITALIZING ON THE COMBINATION OF HOMEBUYER ASSISTANCE PROGRAMS AND MARKETING RENTAL UNITS AS AN AFFORDABLE ALTERNATIVE TO HOME OWNERSHIP WILL HELP TO ATTRACT A MIX OF HOME BUYERS AND RENTERS.

## Hornell DRI Change in Households by Income and Age of Householder, 2019-2024



Source: Esri

# RETAIL MARKET

An analysis of existing and future retail market trends was assessed to identify retail market potential that will create a vibrant, resourceful and strong business climate. To support downtown living, an array of amenities and resources should be within a 10-minute walking distance from a place of residence. A 10 minute walking distance surrounding the DRI area was utilized to prepare this analysis.

The City of Hornell and neighboring communities have limited access to retail options. Located outside of the county limits, Big Flats Consumer Square in Big Flats (approximately 57 miles from Hornell) is an expansive shopping center with over 574,000 square feet of gross leasable area. Major retailers at this center include TjMaxx, Sam's Club, Lowes, Tops Market, Sportmans Warehouse, and Michaels.

Located outside the DRI area, Hornell Plaza is the major shopping center in Steuben County with nearly 258,000 square feet of gross leasable area. Current occupants of the center include Walmart, Wegman's, Verizon, Pizza Hut, Autozone, McDonalds, and Maple City Discount Liquors & Wines. In Hornell off Broadway Mall, Gordman's is a department store offering a range of clothing and household goods. Lowes Home Improvement can be found across the street from the Hornell Plaza.

## DOWNTOWN RETAIL TRADE GAP

Based on the retail demand gap analysis of downtown Hornell, there is a limited demand for growth, with additional demand to support approximately 5,600 square feet of additional retail space. The DRI area can respond to this unmet market demand by creating stores with a smaller footprint and pairing retail with other uses, such as small-scale manufacturing businesses who might benefit from a retail presence. Additionally, intentionally cultivating sectors of retail that are performing well, like local food and beverage, will provide the greatest opportunities for success.

## KEY FINDING:

THERE IS AN OPPORTUNITY TO SUPPORT SMALL-SCALE RETAIL OFFERINGS IN THE CITY OF HORNELL, INCLUDING SPECIALTY FOOD STORES, SPORTING GOODS STORES, AND HOBBY STORES. ADDITIONALLY, INCORPORATING CONVENIENCE RETAIL FOR NEW RESIDENTS, EXPANDING DOWNTOWN FOOD OPTIONS WITH SPECIALTY AND PREPARED FOODS, AND CREATING A DIVERSE RETAIL MARKET THROUGH UNIQUE INTERNATIONAL OFFERINGS ARE POTENTIAL OPPORTUNITIES.

## OPPORTUNITIES:

THERE MAY BE ADDITIONAL DEMAND FOR FOOD STORES, CO-WORKING SPACES AND MICRO-MANUFACTURING WITH A RETAIL COMPONENT IN THE DOWNTOWN AREA. WHILE A CONVENTIONAL GROCERY STORE IS UNLIKELY TO BE COMPETITIVE IN THE DOWNTOWN AREA DUE TO THE PROXIMITY OF WEGMANS ON THE NORTH END OF THE CITY, SMALLER FOOD OFFERINGS THAT CATER TO SPECIALTY FRESH FOODS AND QUICK PICK UP WOULD HELP TO SERVE THE DOWNTOWN COMMUNITY DEMAND FOR THIS SECTOR. ADDITIONALLY CO-WORKING OFFICE SPACES OFFER AN OPPORTUNITY TO ATTRACT NEW RESIDENTS AND WORKERS TO DOWNTOWN.

# GENERAL OFFICE MARKET

## OFFICE DEMAND

An analysis of the existing office market was conducted in order to explore the potential of future office development opportunities within the DRI area. On a national scale, office space demand has decreased over the years.

To analyze the future demand for office space, projections of employment growth in office-utilizing industries were identified. The majority of office-utilizing industries in Hornell are projected to decline into 2029, resulting in a net decline in office-utilizing industries of 91 jobs or 6.5%. Steuben County is projected to gain 606 additional office workers for a 3.3% growth by 2029.

## MEDICAL OFFICE DEMAND

The demand for healthcare has increased on a national scale due to the aging population and the amount of people who are insured. Due to the increased healthcare demand, the industry continues to grow and medical office building (MOB) vacancy rates continue to decline. The trend towards flexible space (flex space) and multi-specialty offices for medical space use has increased. Flex space allows for adaptability as technology changes or the needs of patients. Encouraging flexibility medical space development will help a community to remain resistant in the face of changing medical needs as population demographics change.

## HOW WILL GROWTH IN OFFICE-UTILIZING INDUSTRIES IMPACT OFFICE SPACE DEMAND?

A STANDARD ASSUMPTION OF 175 RENTABLE SQUARE FEET PER WORKER WAS UTILIZED TO ESTIMATE HOW GROWTH IN OFFICE-UTILIZING INDUSTRIES WILL IMPACT OFFICE SPACE DEMAND. THE GROWTH IN STEUBEN COUNTY RESULTS IN A NEW DEMAND OF APPROXIMATELY 106,000 RENTABLE SQUARE FEET, SOME OF WHICH COULD BE ABSORBED IN HORNELL IF THE RIGHT SPACE WAS MADE AVAILABLE.

## KEY FINDING:

THERE IS SOME DEMAND FOR OFFICE SPACE IN STEUBEN COUNTY THAT CAN BE CAPTURED IN THE CITY OF HORNELL. IN ADDITION TO GENERAL OFFICE SPACE, THE COUNTY IS EXPECTING GROWTH AND DEMAND FOR MEDICAL OFFICE SPACE OVER THE NEXT DECADE.

# TOURISM

## REGIONAL TOURISM MARKET TRENDS

The tourism industry is a crucial component of the New York economy. In 2018, the New York State tourism industry reached \$71.8 billion in traveler spending, a 6.2% growth from 2017. This total traveler spending resulted in nearly \$115 billion in total business sales, accounting for indirect and induced impacts. Tourism Economics divides New York State into 11 economic regions, with Steuben County falling within the Finger Lakes Region. In 2018, the Finger Lakes Region accounted for 4% of the state's total traveler spending at approximately \$3.2 billion. Excluding New York City and Long Island, the Finger Lakes Region accounts for 17% of the traveler spending in upstate New York.

### Tourism Market in Steuben County and Hornell

Traveler spending in Steuben County has increased 8.3% from \$133.5 million in 2017 to \$144.6 million in 2018. In 2018, the \$144.6 million in traveler spending supported approximately 2,369 jobs and \$65.4 million in labor income throughout the county. The figure below displays Steuben County traveler spending by category in 2018. Second Homes was the number one visitor spending category accounting for 27% of total visitor spending at \$38.5 million. Food and Beverage was the second leading spending category

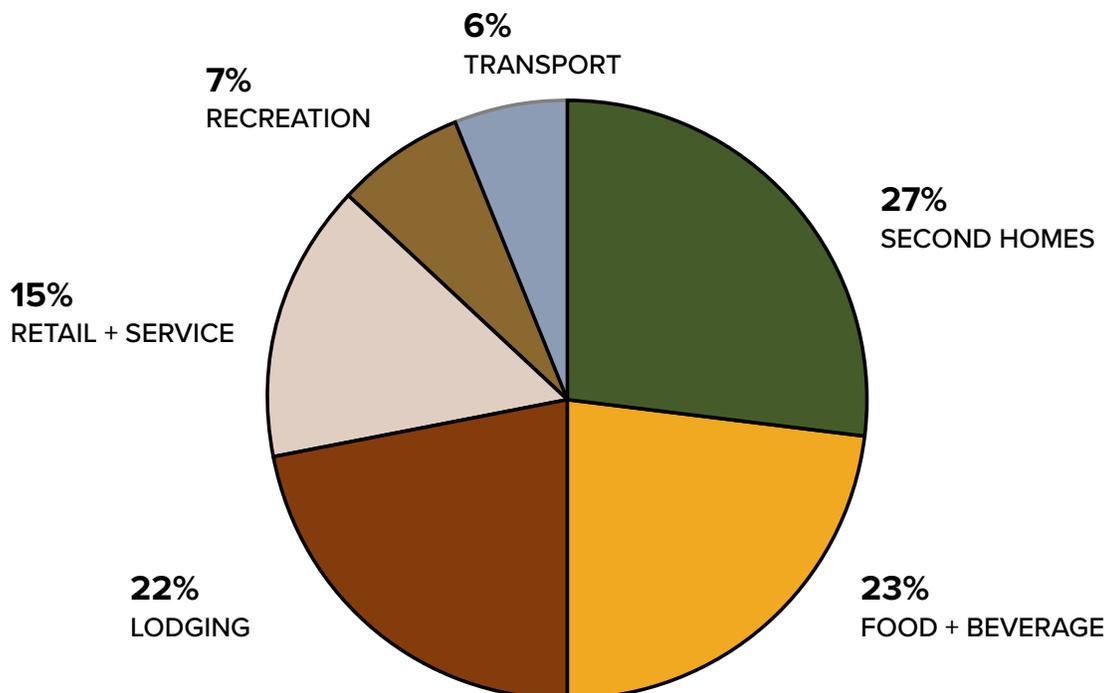
with approximately \$33.5 million in spending or 23% of visitor total expenditure. Lodging ranked as the third largest spending category with \$32.2 million in spending accounting for 22% of the total traveler spending. Based on this breakdown, the tourism industry in Steuben County is predominately led by second home owners.

Between 2018 and 2023, a 9% decrease in tourism jobs is expected. The only two industries in which tourism jobs are expected to increase are Travel Arrangement and Reservation Services (26% job increase) and Miscellaneous Store Retailer (8% job increase).

### KEY FINDING:

TOURISM IS A KEY ECONOMIC DRIVER FOR THE STATE AND REGION. CONTINUING TO BUILD OFF OF THE AREA'S WINERIES, STATE PARKS, MUSEUMS AND FINGER LAKES WILL HELP TO DRIVE OUTSIDE SPENDING DOLLARS.

### Distribution of Traveler Spending in Steuben County



DATA SOURCE: THE ECONOMIC IMPACT OF TOURISM IN NY, 2018

## OPPORTUNITIES WITHIN THE ARTS, ENTERTAINMENT AND RECREATION SECTORS

The City of Hornell contributed to growth in this industry starting in 2005, when the Hornell Erie Depot Museum was founded, which features a museum shop and an Erie Educational Day where they highlight the history and stories within of the museum for local second graders. Hornell seeks to further develop its Arts, Entertainment, and Recreation sector by creating more community centered programming events and functions at the Community Arts Center.

Steuben County spans over several state forests and the lower half of Keuka Lake, one of the Finger Lakes. The county is home to several wineries centered around Keuka lake and there are numerous museums in Corning, the home to the Corning glass company. The Arts, Entertainment, and Recreation sector holds 748 jobs within 28 payrolled businesses in the County. This sector grew over 62% between 2009 and 2019.

## KEY FINDING:

THE HORNELL ARTS, ENTERTAINMENT, AND RECREATION INDUSTRY IS PROJECTED TO GROW AN ADDITIONAL 85% THROUGH 2029, ADDING 245 JOBS. ALFRED UNIVERSITY HAS A STRONG ARTS AND DESIGN PROGRAM THAT COULD BE LEVERAGED TO BUILD ON THIS INDUSTRY. THERE IS AN OPPORTUNITY TO SHOWCASE ENTERTAINMENT OFFERINGS AND CREATE AN ATMOSPHERE THAT ENCOURAGES LONGER STAYS.



**HORNELL COMMUNITY ARTS CENTER**

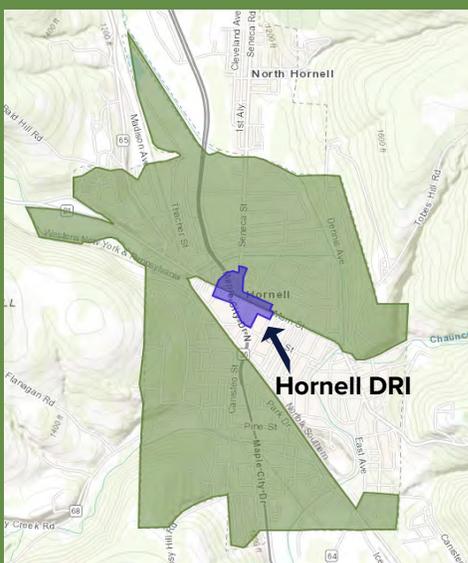
# INDUSTRY

## OPPORTUNITY ZONE

The Opportunity Zones is a new community investment tool established by Congress in 2017 to encourage long-term investments in low-income urban and rural communities nationwide. Opportunity Zones provide a tax incentive for investors to re-invest their unrealized capital gains into dedicated Opportunity Funds. The map below shows that half of the DRI area is within an opportunity zone. Hornell could capture additional incentive to attract private investment.

### Key Fact: More on Opportunity Zones

By most measures of socio-economic well-being, Opportunity Zones are among the highest-need communities in the United States. Opportunity Zones do not focus on attracting or creating incentives for individual companies or projects through tax credits, subsidies, or grants. Instead, the focus is on influencing investors and bringing capital sitting on the sidelines in the financial system into community development - Economic Innovation Group.



## MANUFACTURING

As of 2018, the Manufacturing industry was responsible for 39% of Hornell's Gross Regional Product (GRP), at approximately \$241 million. Although the industry experienced a decline between 2009 and 2019, the industry is projected to add 133 jobs between 2019 and 2029.

Future opportunities exist to utilize Hornell's unique, highly concentrated rail transit manufacturing cluster to identify business/subsectors that will help strengthen the manufacturing supply chain and identify micro-manufacturers needs. An opportunity to become the go-to option for downtown living for employees exists due to the expected growing workforce.

### KEY FINDING:

JOBS REQUIRING TECHNICAL SKILLS AND EDUCATION ARE HARDER TO FILL, SUCH AS ARCHITECTURE, ENGINEERING, COMPUTER AND MATHEMATICAL OCCUPATIONS. THIS CAN CREATE AN OPPORTUNITY FOR ACCESSIBLE WORKFORCE AND DEVELOPMENT TRAINING THE DOWNTOWN CORE. MARKETING DOWNTOWN HORNELL AS A GREAT PLACE TO LIVE AND EXPANDING THE REACH OF THESE WORKFORCE TRAINING AND DEVELOPMENT OPPORTUNITIES COULD HELP TO PREPARE INDIVIDUALS FOR THESE POSITIONS AND ADD TO A DIVERSE WORKFORCE.

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## SECTION I.12

# CHALLENGES + OPPORTUNITIES

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Challenges and opportunities were identified based on information in the Downtown Profile which provide key insights on the desires and needs for the DRI area. These challenges and opportunities provide a solid foundation for identifying DRI projects that have the potential to improve the quality of life and transform downtown Hornell.

# CHALLENGES + OPPORTUNITIES IN THE HORNELL DRI AREA

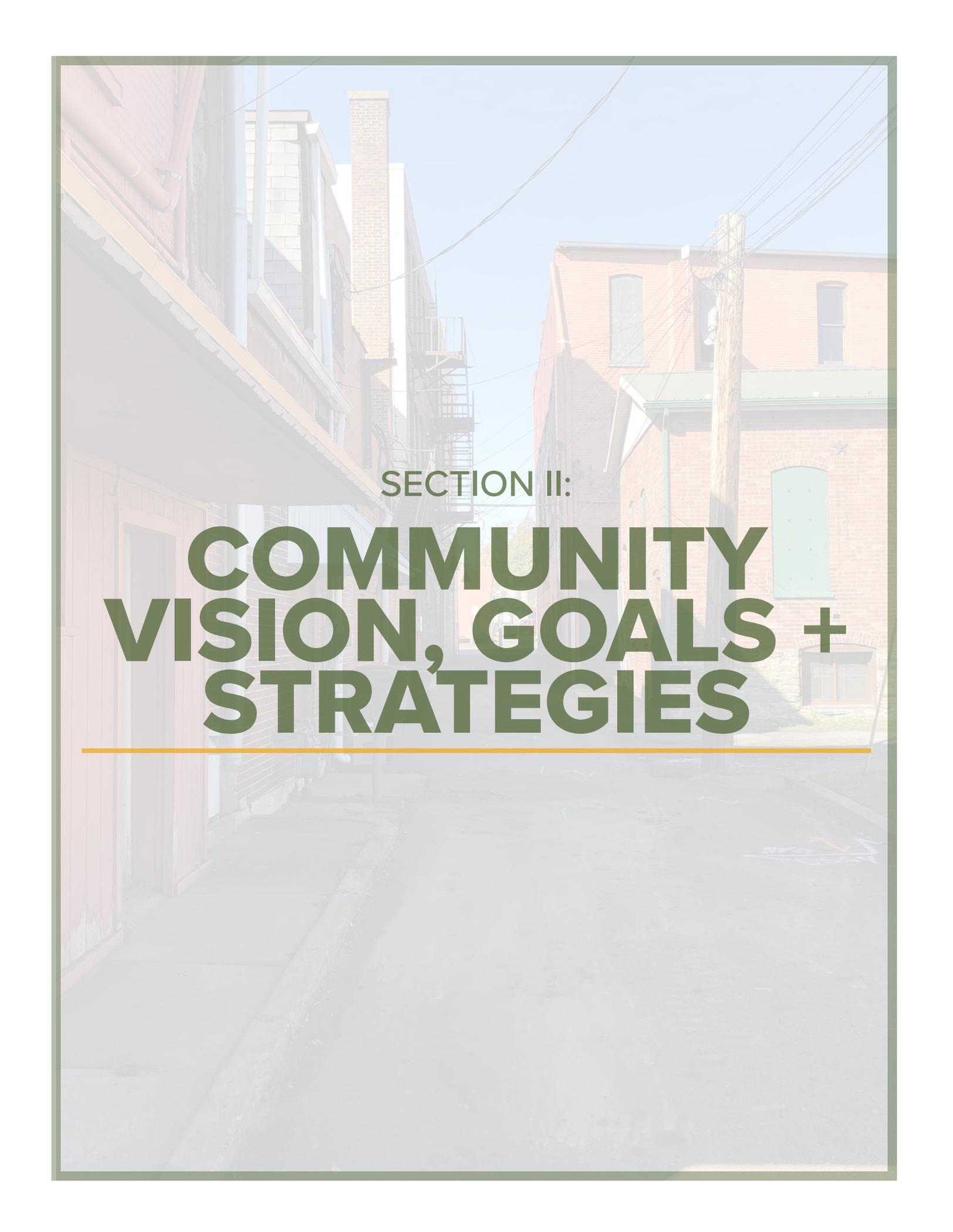
## CHALLENGES

- UPPER FLOOR BUILDING VACANCIES
- LACK OF UPDATED BUILDING DESIGN GUIDELINES
- DRI AREA CONSIDERED "DISTRESSED"
- LACK OF PUBLIC GATHERING SPACES AND GREEN SPACES
- LIMITED OUTDOOR SEATING AND COMMON AREA SPACES
- LIMITED WAYFINDING SIGNAGE / GATEWAYS
- LACK OF VISIBLE SENSE OF CONTINUITY
- LACK OF HOUSING OPTIONS WITHIN DOWNTOWN
- LACK OF SKILLED WORKFORCE / JOB TRAINING OPPORTUNITIES

## FUTURE OPPORTUNITY

- COMPACT, SAFE, AND WALKABLE DOWNTOWN WITH ENHANCED PUBLIC TRANSIT OPPORTUNITIES
- MAJOR ANCHOR INSTITUTIONS AND EMPLOYERS LOCATED IN OR NEAR THE DRI AREA
- NATURAL, CULTURAL, AND HISTORIC ASSETS
- AVAILABLE SPACE FOR RETAIL AND HOUSING INVESTMENTS
- DEDICATED BUSINESS AND PROPERTY OWNERS
- IMPENDING POPULATION GROWTH WITHIN THE CITY
- IMPENDING JOB GROWTH WITH ANCHOR INSTITUTIONS
- INTACT HISTORIC BUILDING STOCK
- UNDERUTILIZED SECOND FLOOR SPACES
- EMERGING ARTS AND RECREATION SECTORS

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SECTION II:

# COMMUNITY VISION, GOALS + STRATEGIES

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## SECTION II.1

# COMMUNITY VISION

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The community vision was conceived through an extensive visioning process with both the public and Local Planning Committee members. The visioning process allowed for community members to imagine the City's future, and is intended to be both ambitious and illustrative. By creating an ideal image of downtown Hornell, the community can utilize the DRI-funded projects as a platform to realize this vision. This vision was also utilized to develop goals and strategies to promote downtown revitalization and guide implementation of this Strategic Investment Plan.

## VISION STATEMENT

**“DOWNTOWN HORNELL SERVES AS THE REGIONAL CENTER OF ACTIVITY IN THE SOUTHERN TIER. IT IS A FULL SERVICE HUB THAT LEVERAGES ITS COMPACT, WALKABLE DESIGN TO ATTRACT A RANGE OF BUSINESSES AND RESIDENTS BY OFFERING DIVERSE HOUSING OPTIONS, A FULLY UTILIZED HISTORIC BUILDING STOCK, EDUCATIONAL AND EMPLOYMENT OPPORTUNITIES AND A RANGE OF COMMUNITY AND SOCIAL AMENITIES. THE CLOSE-KNIT COMMUNITY BENEFITS FROM A UNIQUE BLEND OF CULTURAL, ARTISTIC AND RECREATIONAL SPACES DESIGNED TO PROVIDE A WELCOMING AND ATTRACTIVE ENVIRONMENT.”**



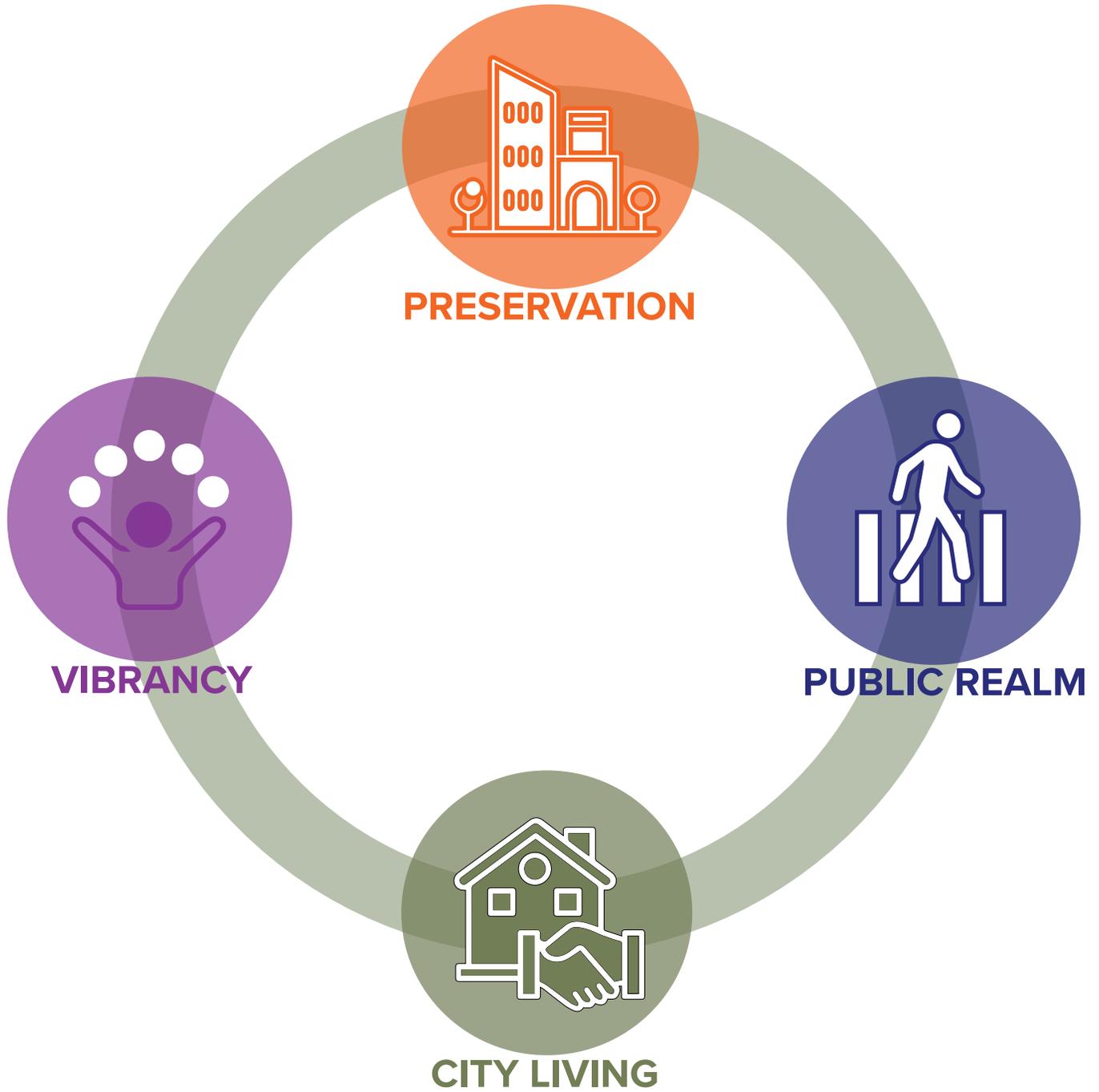
## SECTION II.2

# GOALS + STRATEGIES

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Informed by public feedback, the LPC developed goals and strategies to complement the DRI's vision statement. Each strategy was developed to provide action-oriented guidance for project development. Each proposed project helps to accomplish one or more of the goals and strategies, resulting in the realization of the DRI vision.

# GOAL AREAS





# PRESERVATION

**PRESERVE THE CITY'S HISTORIC CHARACTER THROUGH THE REVITALIZATION OF VACANT AND UNDERUTILIZED BUILDINGS.**

→ **STRATEGY 1.** Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.

→ **STRATEGY 2.** Support investment in upper stories of downtown buildings.

→ **STRATEGY 3.** Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.



# PUBLIC REALM

**PROVIDE A WALKABLE AND PEDESTRIAN FRIENDLY ENVIRONMENT AND ENHANCE PUBLIC SPACES IN THE DOWNTOWN TO ENCOURAGE YEAR-ROUND ACTIVITY.**

**STRATEGY 1.** Activate and enhance alleyways throughout the downtown core.

**STRATEGY 2.** Provide a range of unique, sustainable multi-modal amenities that meet the needs of residents and visitors.

**STRATEGY 3.** Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.

**STRATEGY 4.** Establish unique gateways that help to draw people into the downtown core from surrounding destinations within the City.

**STRATEGY 5.** Create public gathering spaces that allow for year-round programming and entertainment.



## CITY LIVING

**INCREASE THE NUMBER OF RESIDENTIAL OPTIONS IN THE DOWNTOWN CORE TO MEET THE NEEDS OF THE LARGER COMMUNITY.**

**STRATEGY 1.** Encourage the development of market rate housing to fill gaps in the existing market.

**STRATEGY 2.** Facilitate the conversion of upper story building space into unique residential offerings.

**STRATEGY 3.** Provide high quality short-term housing options that meet the needs of our diverse community.

**STRATEGY 4.** Support increased entertainment and business investments in the downtown to catalyze additional residential growth.



# VIBRANCY

**ESTABLISH DOWNTOWN AS A VIBRANT CENTER FOR BUSINESS, ENTREPRENEURSHIP, WORKING, AND LEARNING.**

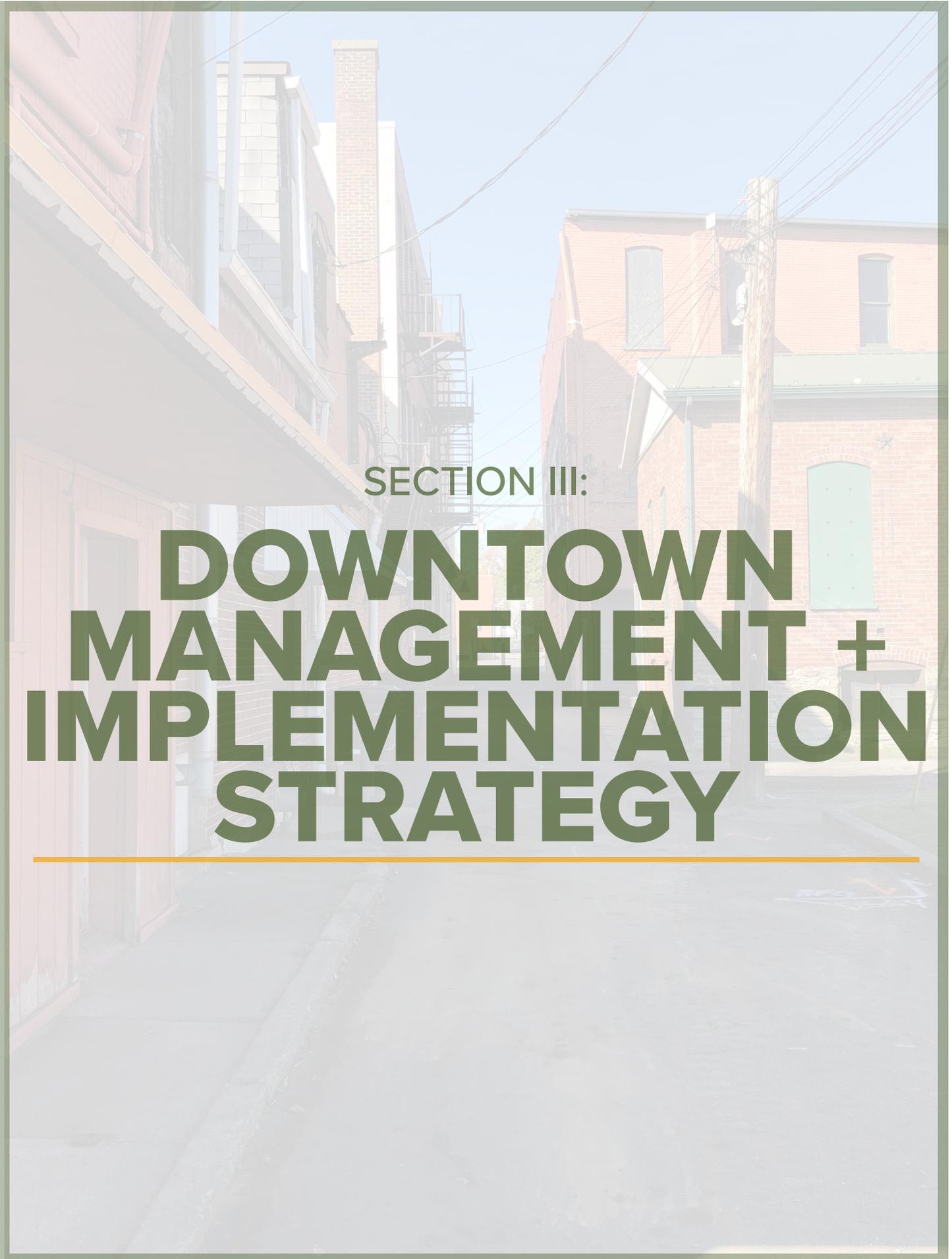
**STRATEGY 1.** Partner with established educational institutions to provide opportunities for students of all ages, levels and backgrounds in the downtown.

**STRATEGY 2.** Expand workforce development opportunities.

**STRATEGY 3.** Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.

**STRATEGY 4.** Promote diversity of downtown activities to include options for all ages, including families.

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SECTION III:

# **DOWNTOWN MANAGEMENT + IMPLEMENTATION STRATEGY**

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## SECTION III.1

# OVERVIEW

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Local capacity and leadership are fundamental to the successful implementation and long-term sustainability of DRI-funded projects. Collaboration between local municipalities and supporting organizations allows for a reduction in inefficiencies and leverages resources more effectively. With shared goals and priorities, these organizations can work together to jump-start and maintain downtown revitalization.

The following section provides a summary of the management structure for implementing and maintaining public and private projects to ensure that each project can move forward in a manner consistent with this Strategic Investment Plan.

## SECTION III.2

# PUBLIC PROJECTS



Local municipalities and non-profit project sponsors will facilitate project implementation, acting as key project partners, to ensure each project can move forward efficiently and successfully.

### CITY OF HORNELL

The City of Hornell will be responsible for the coordination, management and implementation of the nine public and private projects proposed for DRI funding. The Mayor of Hornell, who served as the co-chair of the Local Planning Committee, will continue to work closely with City departments and Hornell Partners for Growth (HPG) to ensure successful implementation of the proposed projects.

The City's Director of Planning will also act as a key partner in managing DRI-funded projects and ensuring all requirements are met. The Mayor and City Planning Department will work directly with other City Departments, including the Department of Public Works and Hornell Code Enforcement Office.

The Code Enforcement Office will ensure the construction and demolition of all awarded projects are being conducted safely. Additionally, the Code Enforcement Office will be available to consult with building owners on design and compliance. All DRI-funded projects will need to comply with the City's ordinances and regulations, and obtain all necessary approvals and building permits.

### HORNELL PARTNERS FOR GROWTH (HPG)

Established in 1997, Hornell Partners for Growth (HPG) is the official name for Hornell's Business Improvement District (BID). The BID is funded by a small tax applied to and paid by the commercial property owners within the district. The BID serves these businesses by providing support, guidance, training and marketing to help them thrive. HPG will be available as a technical resources for DRI-funded projects and their sponsors.

### HORNELL INDUSTRIAL AGENCY (IDA)

The Hornell IDA will be a project partner for the Learning and Training Center project as the property owner. The Hornell IDA is a public benefit corporation whose mission is to work closely with City leadership to promote job opportunities, develop individuals' capabilities, attract new industry to the area, and to otherwise act in the interest of the general public.

### ST. ANN'S ACADEMY (SAA)

Established in 2012, SAA is a not-for-profit, private school located in the City of Hornell. If awarded DRI funding for the proposed STEM Academy project, the SAA Board of Directors will be the project lead. The Board of Directors will be responsible for the implementation of this project and subsequent operations and sustainability of the facility. The Board has previous experience with the start up and development of school operations, as the group was responsible for opening St. Ann's Academy in 2012 with 21 students. Today, the school has 87 students in grades Pre-K through 6th grade.



(PHOTO CREDIT: HORNELL HPG)

## SECTION III.3

# PRIVATE PROJECTS

### PRIVATE PROJECT SPONSORS

Projects that involve new development, renovation, or re-adaptation of existing privately-owned buildings or sites will be managed by the project sponsor in coordination with the City of Hornell. NYS DRI guidelines require private sponsors to comply with all NYS requirements, including procurement, payment reimbursements, and MWBE goals. Twelve of the proposed DRI projects will occur on private property. State agencies, such as Empire State Development, Homes and Community Renewal, and the Department of State will contract with project sponsors. All private development projects will be required to meet local regulations and obtain any required local or state permits and approvals. The City of Hornell may provide support and assistance with the facilitation of privately owned projects.



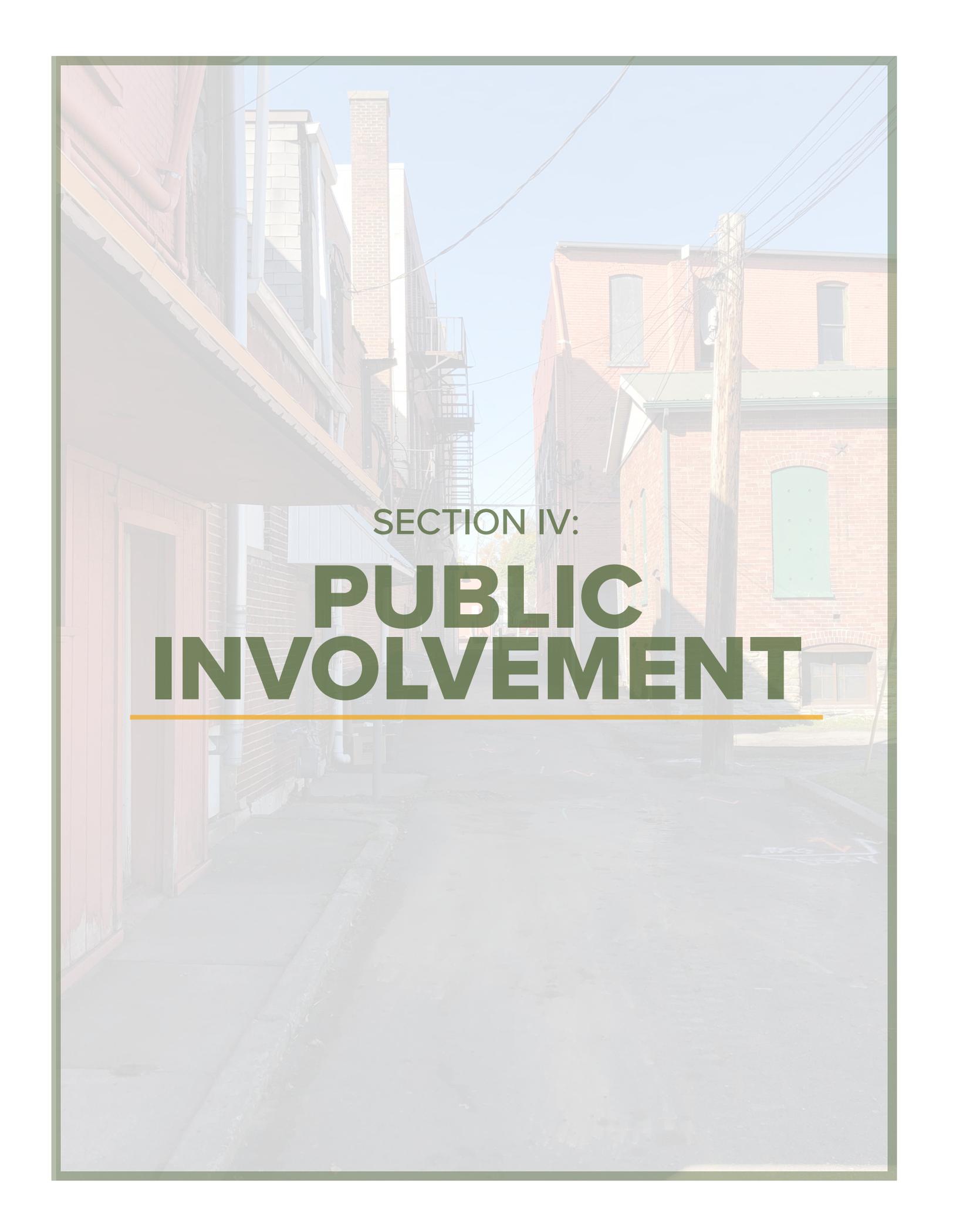
**EXISTING BUILDING AT 200 - 204 MAIN STREET**

## PROJECT MANAGEMENT AND IMPLEMENTATION TIMEFRAME

Each project has a different timeline for implementation; however, all projects are ready to begin immediately upon being awarded for funding. Please refer to the table below for the management parties and implementation timeframe for each proposed project.

PROJECT NO.	PROJECT NAME	PROJECT SPONSOR	SPONSOR TYPE	PROJECT PARTNERS	START DATE	END DATE
1	Establish a Learning and Training Center	Hornell IDA	Government	Alfred State College Educational Foundation	Fall 2020	Summer 2021
2	Implement Streetscape Enhancements	City of Hornell	Government	Hornell Partners for Growth	Fall 2020	Spring 2022
3	Transform the Landman Building	Ironshore Properties LLC.	Private	Private property owner	Fall 2020	Spring 2022
4	Implement Streetscape Enhancements to Pedestrian Alleyways	City of Hornell	Government	Hornell Partners for Growth	Fall 2020	Spring 2022
5	Redevelop an Underutilized Parcel to Create a Four Season Public Park	City of Hornell	Government	Steuben Trust Company, Hornell Partners for Growth	Fall 2020	Summer 2021
6	Implement a Downtown Grant Fund	City of Hornell	Government	Hornell Partners for Growth	Fall 2020	Varies
7	Renovate 121 Main Street	Maple City Savings Bank, FSB	Private	N/A	Fall 2020	Fall 2021
8	Implement Traffic Calming Measures to Public Parking Facility	City of Hornell	Government	Hornell Partners for Growth	Fall 2020	Fall 2021
9	Develop a STEM Academy	St. Ann's Academy	Not-for-Profit	Local school district, BOCES	Fall 2020	Summer 2023
10	Renovate and Expand the Crossroads Professional Building	Richard F. Andolina, Sr. DDS	Private	Private property owners and tenants	Fall 2020	Fall 2022
11	Renovate to the Burdett Building	David Juisto	Private	Private Property Management Company	Fall 2020	Winter 2022
12	Reimagine Hornell's Post Office Building	The Old Post Office LLC	Private	N/A	Fall 2020	Winter 2020
13	Continue Rehabilitation of the St. Ann's Federation Building	Federations Lofts LLC	Private	Private Property Owner	Fall 2020	Summer 2021
14	Implement a Downtown Wayfinding System and Public Art	City of Hornell	Government	NYS DOT	Fall 2020	Summer 2021
15	Transform the Hornell Community Arts Center	City of Hornell	Government	N/A	Fall 2020	Spring 2022
16	Renovate Allegany Eye Associates	Allegany Eye Associates	Private	Wellsville Medical Arts, LLC	Fall 2020	Spring 2021
17	Enhance the Mixed-Use Building at 200-204 Main Street	Kajen, LLC	Private	N/A	Fall 2020	Summer 2021
18	Rehabilitate the Exterior of a Downtown Fitness Center	SPB Properties, LLC	Private	Functional Performance	Fall 2020	Fall 2021
19	Convert a House into Church Street Suites	Suzanne & Hector Hoyos	Private	N/A	Fall 2020	Fall 2021
20	Enhance and Upgrade 198 Main Street	Joseph J. Duffy	Private	N/A	Fall 2020	Fall 2021
21	Enhance the Warehouse	Curtis Flaitz	Private	N/A	Fall 2020	Summer 2021
22	Establish Design Guidelines	City of Hornell	Government	Private Property Owners	Fall 2020	Spring 2021

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SECTION IV:

# **PUBLIC INVOLVEMENT**

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## SECTION IV.1

# OVERVIEW

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Community engagement and support is critical to the long-term success in the revitalization of the DRI area. Not only does it engage the community throughout the planning process, but it also helps to bring in various perspectives and ideas. Community feedback received through this planning process will help to build and implement a common vision that will guide future actions, as outlined in this Strategic Investment Plan. To accomplish this community-based strategy, various feedback opportunities were implemented, including: Local Planning Committee meetings, public workshops, stakeholder meetings, and a dedicated project website.



## SECTION IV.2

# LOCAL PLANNING COMMITTEE

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At the onset of the DRI planning process, a Local Planning Committee (LPC) was established. The LPC is an advisory group comprised of local stakeholders from a variety of backgrounds, industries and sectors, and are responsible for overseeing the development of Hornell's Strategic Investment Plan. The LPC met seven times to discuss and resolve public feedback, provide guidance to the project team, and review proposed projects.



## LPC MEETING #4: JANUARY 30, 2020

At the fourth LPC meeting, members were provided with an overview of 29 proposed projects. Of the 29 proposed projects, nine of them were located outside of the current DRI boundary. The LPC reviewed and discussed each project, determining which, if any, projects should be removed from consideration and others they would like to review at the next LPC meeting.

## LPC MEETING #5: FEBRUARY 13, 2020

At the fifth LPC meeting, a work session was held in order to have an in-depth discussion on all projects being considered for DRI funding. The goals of this work session included identifying a preliminary (unofficial) list of projects, any requested modifications to project scopes or budgets, and any remaining information gaps that were needed to inform decision-making. Each project was reviewed and any further desired actions items were identified.

## LPC MEETING #6: MARCH 4, 2020

At the sixth LPC meeting, members reviewed the most up-to-date project list, including an overview of the scope, estimated total project cost and preliminary DRI funding request. A total of 22 projects were presented, including 16 new development projects, 5 public improvements projects and 1 small grant fund project. The LPC discussed each project thoroughly and determined all 22 should be included in the Strategic Investment Plan. The LPC also decided to add another project that was previously recommended to be removed, bringing the total to 23 projects.

## LPC MEETING #7: MARCH 12, 2020

At the seventh and final LPC meeting, members reviewed the final project list. A total of 22 projects were discussed, including 15 new development projects and 7 public improvement projects. After reviewing all 22 projects, the LPC participated in a ballot summarizing the final LPC project recommendation for DRI funding. The ballot confirmed 22 projects be recommended for funding, as outlined in this Strategic Investment Plan.





### SECTION IV.3

## **PUBLIC WORKSHOPS**

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Three public meetings were held throughout the DRI planning process. These public meetings were utilized to engage the community and provide insight to the project team. Community members' local knowledge and experience is invaluable, and helps to provide recommendations and implementation strategies tailored to the Hornell community.

# PUBLIC MEETINGS

## PUBLIC MEETING #1: NOVEMBER 25, 2019

At the first public meeting, community members were introduced to the DRI planning process and its project goals. At the end of the meeting participants were asked to use one word to answer the following questions:

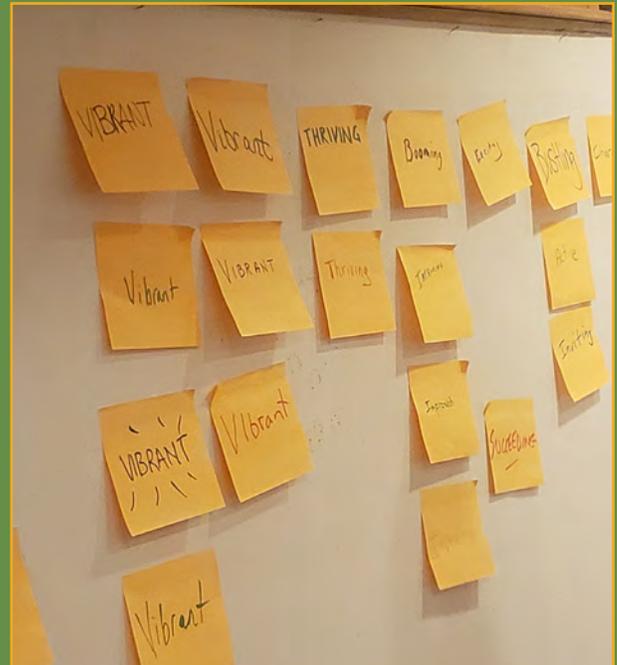
- How would you describe Hornell today?
- How would you like to describe Hornell in 5 years?
- What is downtown Hornell's greatest asset?
- What is the one project you think would have the greatest impact on downtown Hornell?

## PUBLIC MEETING #2: JANUARY 30, 2019

The second public meeting provided an overview of the Downtown Profile, which highlights unique characteristics and assets of the DRI area and identifies challenges and opportunities. The public was also presented with an overview of the 29 projects being considered for DRI funding. Each project was presented with an overview of the scope, the estimated total project cost, and the preliminary DRI funding request. At the end of the meeting, the public participated in a "DRI Dollar Activity", where they were given \$10 million in play money to spend on the proposed projects. This exercise helped the LPC better understand community interests and used the results as part of its comprehensive evaluation of proposed projects.

## PUBLIC MEETING #3: MARCH 12, 2020

The final public meeting provided an overview of the final list of LPC recommended projects. At the time of the meeting, the recommended projects included a total of 23 projects, with nearly \$19.7 million in total projects costs and \$14.8 million in DRI funding request. Of the 23 projects, 16 are considered new development projects and seven are considered public improvement projects. Each project was presented with an overview of the scope, the estimated total project cost, and the preliminary DRI funding request.





## SECTION IV.4

# ADDITIONAL ENGAGEMENT

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The project team offered additional engagement opportunities to ensure as many community members as possible could learn about the DRI program, provide feedback, share ideas, and respond to project proposals. These additional strategies included:

- Stakeholder Meetings
- Project Website
- Open Call for Project Proposals

## STAKEHOLDER MEETINGS

Dozens of stakeholder meetings were held throughout the DRI planning process. The purpose of these meetings was to identify potential applicants and projects, and to directly answer any questions from sponsors. Potential stakeholders were identified by LPC members and through coordination with the City of Hornell.

## OPEN CALL FOR PROJECT PROPOSALS

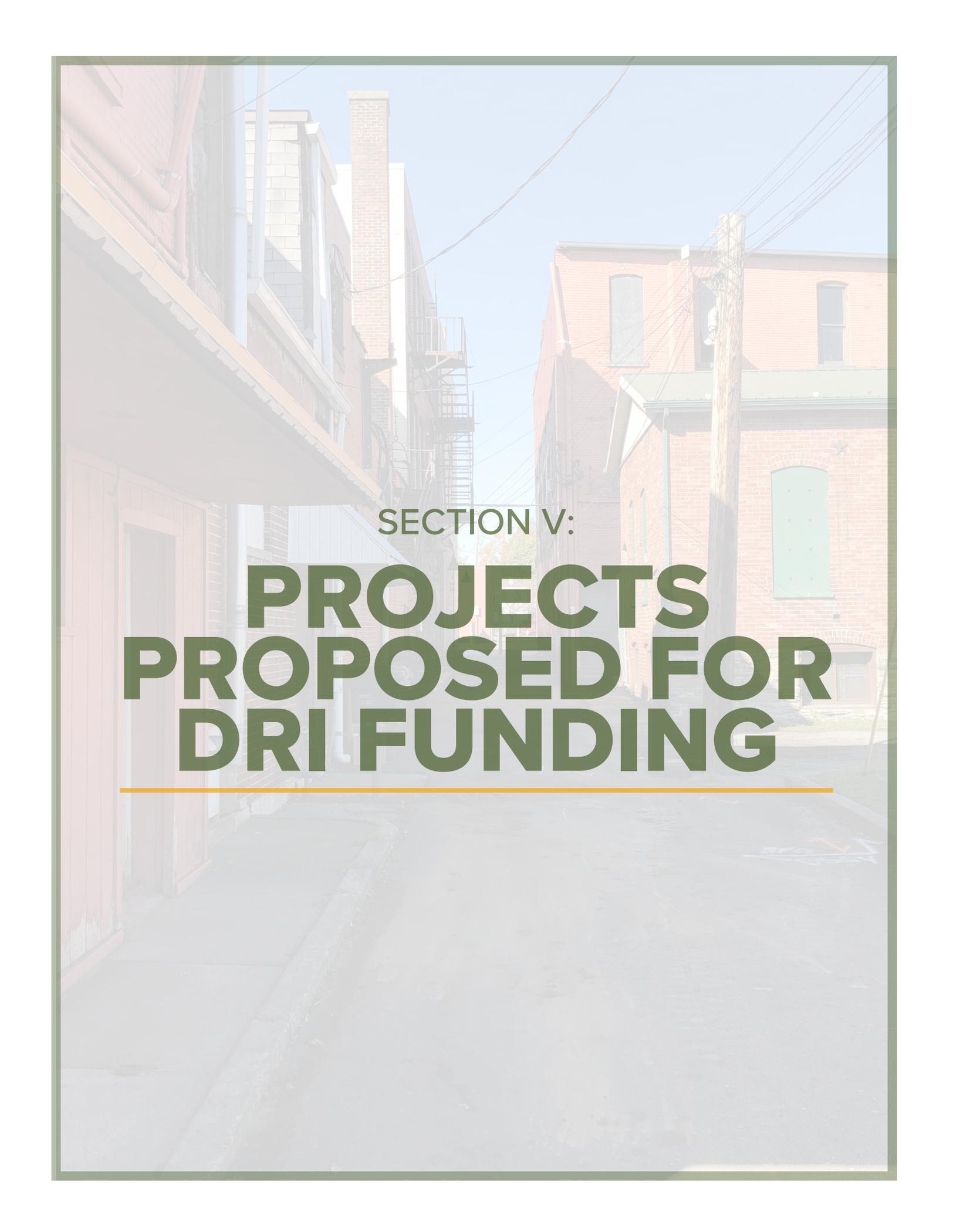
An Open Call for Project Proposals was developed in order to solicit additional projects for inclusion in this Strategic Investment Plan. In order to be considered for funding through the DRI, each project was required to meet the criteria as outlined in the Request for Projects document. Twenty-one projects were received through the Open Call, ranging from small scale facade improvements to new construction projects. After applications were received, the project team worked directly with each project sponsor throughout the DRI process.

## HORNELL DRI WEBSITE - WWW.HORNELLDRI.COM

A project-specific website was created to provide the community with unlimited access to background information on the DRI planning process, meeting notifications, as well as LPC and public workshop meeting minutes. The website also provided a forum for community members to submit feedback or ask questions.



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SECTION V:

# PROJECTS PROPOSED FOR DRI FUNDING

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## SECTION V.1

# SUMMARY OF PRIORITY PROJECTS

Through an extensive review process, the Local Planning Committee identified 22 projects for inclusion in this Strategic Investment Plan. Informed by public input, each project was evaluated by the Local Planning Committee to ensure alignment with the established DRI vision and subsequent goals and strategies. Recommended projects are considered to be catalytic projects that have the greatest potential to jump-start investment in the DRI and make an immediate impact in downtown Hornell.

Projects were evaluated using the key criteria below:

- 1 ALIGNMENT WITH GOALS OF THE DRI
- 2 CATALYTIC POTENTIAL
- 3 PROJECT READINESS
- 4 CO-BENEFIT
- 5 COST EFFECTIVENESS + FEASIBILITY
- 6 CAPACITY TO IMPLEMENT AND SUSTAIN

### Impacts on COVID-19 Recovery

The COVID-19 pandemic has presented round four DRI communities with an additional challenge. As part of this SIP, recommended projects were also evaluated based on their ability to respond to this new challenge and support Hornell's recovery and resiliency.

# PRIORITY PROJECTS

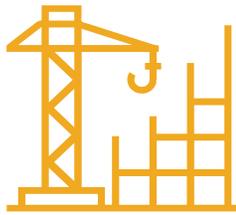
## PRIORITY PROJECTS RECOMMENDED FOR DRI FUNDING BY THE LPC

A total of 29 eligible projects were initially identified. After an extensive review, the LPC narrowed this list of recommended projects to 22, totaling approximately \$14.9 million in requested funding. These priority projects were recommended for DRI funding consideration due to their transformative potential and their readiness for implementation.

The priority projects are concentrated in the heart of downtown Hornell. The proximity of these projects enables projects to leverage one another's momentum and benefits, resulting in a comprehensive revitalization approach that will promote sustainability in Hornell over the long-term. Of the 22 priority projects, 15 are considered new development, redevelopment, rehabilitation, or site improvements. The remaining seven projects are considered public improvement projects.

Priority projects are summarized in the table on page V-4, and detailed project profiles for each priority project recommended for DRI funding are in Section V.2, which begins on V-9. Each project has been assigned a number of 1 - 22. These project numbers do not reflect any ranking or prioritization.

**TOTAL PROJECT COST**  
**\$19.7M**



**DRI FUNDS REQUESTED**

**\$14.9M**



## PIPELINE PROJECTS RECOMMENDED BY THE LPC

In addition to the 22 projects recommended for funding, the LPC identified six additional projects to be considered for other sources of funding due to their potential to contribute to Hornell's downtown revitalization. While these projects are not recommended for DRI funding due to circumstances such as project readiness, they have been recognized for their importance in advancing Hornell's DRI vision. The six pipeline projects are summarized with further detail starting on page V-180.

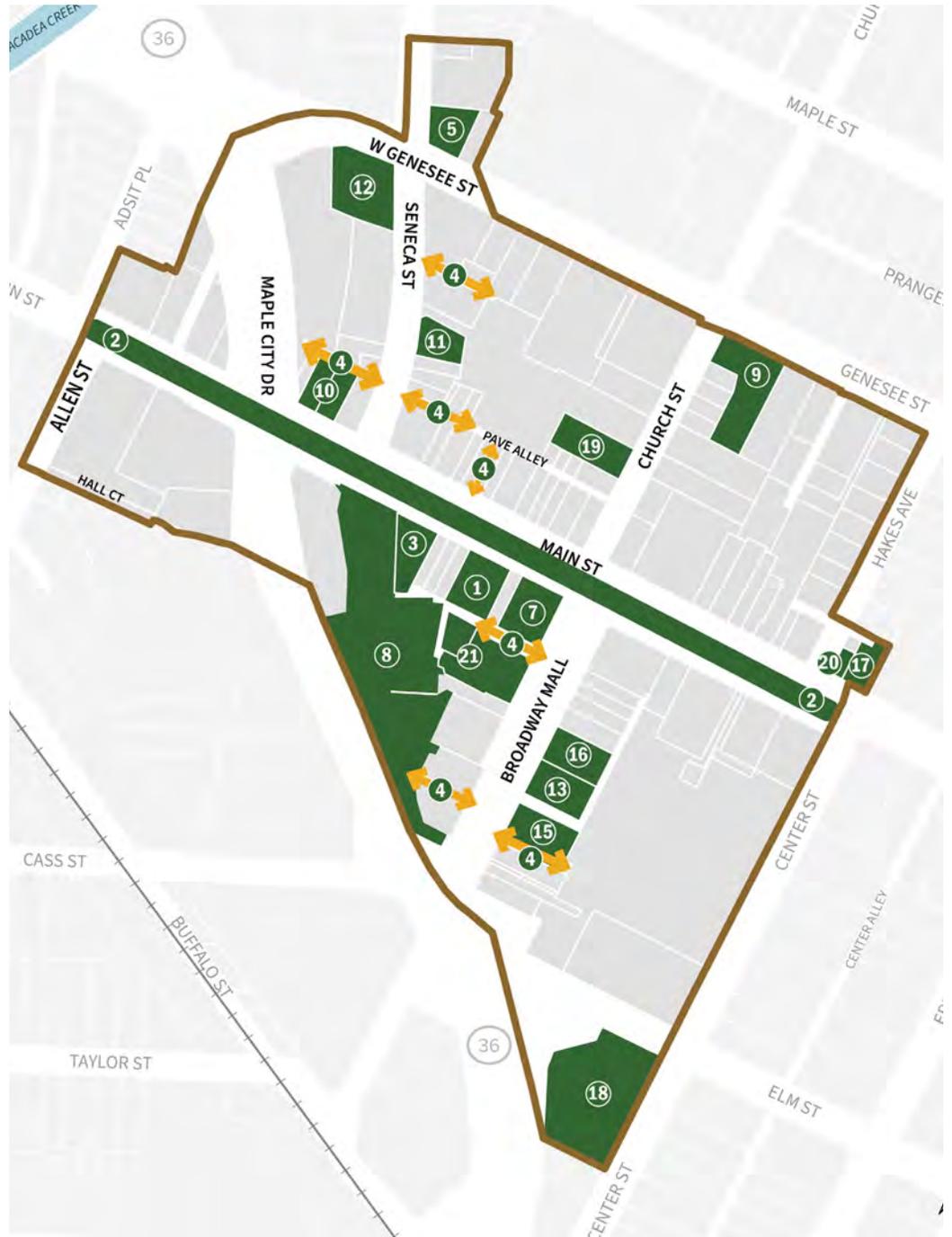
## SUMMARY TABLE OF RECOMMENDED PROJECTS

PROJECT NUMBER	PROJECT NAME	TOTAL PROJECT COST	DRI FUNDING REQUEST	PAGE NUMBER
1	Establish a Learning and Training Center	\$5,000,000	<b>\$4,000,000</b>	V-9
2	Implement Streetscape Enhancements	\$2,800,000	<b>\$2,800,000</b>	V-18
3	Transform the Landman Building	\$3,000,000	<b>\$1,500,000</b>	V-26
4	Implement Enhancements to Pedestrian Alleyways	\$1,200,000	<b>\$1,200,000</b>	V-34
5	Redevelop an Underutilized Parcel to Create a Four Season Public Park	\$765,000	<b>\$765,000</b>	V-42
6	Implement a Downtown Grant Fund	\$1,500,000	<b>\$750,000</b>	V-51
7	Renovate 121 Main Street	\$1,510,000	<b>\$580,000</b>	V-57
8	Implement Traffic Calming Measures to Public Parking Facility	\$575,000	<b>\$575,000</b>	V-65
9	Develop a STEM Academy	\$565,000	<b>\$423,750</b>	V-73
10	Renovate and Expand the Crossroads Professional Building	\$700,000	<b>\$420,000</b>	V-83
11	Renovate the Burdett Building	\$600,000	<b>\$300,000</b>	V-93
12	Reimagine Hornell's Post Office Building	\$528,682	<b>\$264,340</b>	V-102
13	Continue Rehabilitation of the St. Ann's Federation Building	\$500,700	<b>\$250,350</b>	V-110
14	Implement a Downtown Wayfinding System and Public Art	\$250,000	<b>\$250,000</b>	V-119
15	Transform the Hornell Community Arts Center	\$200,000	<b>\$200,000</b>	V-127
16	Renovate Allegany Eye Associates	\$574,375	<b>\$143,690</b>	V-135
17	Enhance the Mixed-Use Building at 200-204 Main Street	\$210,740	<b>\$105,370</b>	V-142
18	Rehabilitate the Exterior of a Downtown Fitness Center	\$200,000	<b>\$100,000</b>	V-149
19	Convert a House into Church Street Suites	\$246,200	<b>\$98,480</b>	V-156
20	Enhance and Upgrade 198 Main Street	\$165,000	<b>\$82,500</b>	V-163
21	Enhance the Warehouse	\$104,000	<b>\$52,000</b>	V-170
22	Establish Design Guidelines	\$50,000	<b>\$50,000</b>	V-177

<b>TOTAL DRI FUNDING REQUEST</b>	<b>\$14,910,480</b>
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# RECOMMENDED PROJECTS MAP

- 1 Learning + Training Center
- 2 Streetscape Enhancements
- 3 Landman Building
- 4 Alleyway Improvements
- 5 Union Square
- 6 Downtown Grant Fund (not mapped)
- 7 121 Main Street Buildout
- 8 Parking Lot Enhancements
- 9 STEM Academy
- 10 Crossroads Professional Building
- 11 Burdett Building
- 12 Old Post Office
- 13 38-40 Broadway Mall
- 14 Downtown Wayfinding + Public Art (not mapped)
- 15 Hornell Community Arts Center
- 16 34 Broadway Mall
- 17 200-204 Main Street
- 18 37 Center Street
- 19 Church Street Suites
- 20 198 Main Street
- 21 The Warehouse
- 22 Downtown Design Guidelines (not mapped)





## SECTION V.2

# PROJECT PROFILES

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The LPC recommends 22 projects for DRI funding consideration. Each project has been assigned a number of 1 - 22. These project numbers do not reflect any ranking or prioritization. The following section provides detailed project information, demonstrating the benefits, feasibility, readiness, sustainability, and transformative potential of each of these recommended projects.

## RECOMMENDED PROJECTS

#	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	START DATE	END DATE	JOBS CREATED
1	Establish a Learning and Training Center	Renovate the 1st and 2nd floors of the Rockwell Department Store to create a learning and training center.	Hornell Industrial Development Agency (IDA)	\$5,000,000	\$4,000,000	Hornell IDA & Alfred State College	Fall 2020	Summer 2021	6
2	Implement Streetscape Enhancements	Implement various streetscape enhancements for the length of Main Street	City of Hornell	\$2,800,000	\$2,800,000	N/A	Fall 2020	Spring 2022	N/A
3	Transform the Landman Building	Renovate the Landman Building to create a mixed-use development	Ironshore Properties, LLC. & Hewan P. Fraser	\$3,000,000	\$1,500,000	Private Financing	Fall 2020	Spring 2022	7
4	Implement Enhancements to Pedestrian Alleyways	Enhancements to pedestrian alleyways connecting commercial corridors to public spaces.	City of Hornell	\$1,200,000	\$1,200,000	N/A	Fall 2020	Spring 2022	N/A
5	Redevelop an Underutilized Parcel to Create a Four Season Public Park	Creation of a downtown park for flexible programming and special events.	City of Hornell	\$765,000	\$765,000	N/A	Fall 2020	Summer 2021	N/A
6	Implement a Downtown Grant Fund	Create a Grant Fund to assist downtown property owners with small projects.	City of Hornell	\$1,500,000	\$750,000	Private Equity	Fall 2020	N/A	N/A
7	Renovate 121 Main Street	Renovate a building into office space for Maple City Savings.	Maple City Savings Bank, FSB	\$1,510,000	\$580,000	Bank Capital	Fall 2020	Fall 2021	N/A
8	Implement Traffic Calming Measures	Design and implementation of landscaping & curbing treatments to improve parking lot.	City of Hornell	\$575,000	\$575,000	N/A	Fall 2020	Fall 2021	N/A
9	Develop a STEM Academy	Development of a new 2,900 SF building to house a state-of-the-art STEM education facility.	St. Ann's Academy	\$565,000	\$423,750	STEM Grant, Softmatch, Donations	Fall 2020	Summer 2023	2
10	Renovate and Expand the Crossroads Professional Building	Renovate & rehabilitate an existing building to expand dental office space.	Richard F. Andolina, Sr. DDS	\$700,000	\$420,000	Private Financing	Fall 2020	Fall 2022	10
11	Renovate the Burdett Building	Renovate 2nd and 3rd floors of the Burdett Building	David Juisto	\$600,000	\$300,000	Private Financing	Fall 2020	Winter 2022	0

## RECOMMENDED PROJECTS CONTINUED...

#	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	START DATE	END DATE	JOBS CREATED
12	Reimagine Hornell's Post Office Building	Rehabilitate 12,800 SF into a flexible, multi-use space.	Allegany Eye Associates	\$528,682	\$264,340	Private Financing	Fall 2020	Winter 2022	0
13	Continue Rehabilitation of the St. Ann's Federation Building	Renovate existing rear facade, as well as renovate 7,500 SF of vacant retail space.	Federation Lofts, LLC	\$500,700	\$250,350	Private Financing	Fall 2020	Summer 2021	0
14	Implement a Downtown Wayfinding System and Public Art	Implement a comprehensive wayfinding system & incorporate public art.	City of Hornell	\$250,000	\$250,000	N/A	Fall 2020	Summer 2021	N/A
15	Transform the Hornell Community Arts Center	Implement various interior and exterior building.	City of Hornell	\$200,000	\$200,000	N/A	Fall 2020	Spring 2022	N/A
16	Renovate Allegany Eye Associates	Redesign & expand interior space to accommodate a state-of-the-art eye care facility.	Allegany Eye Associates	\$574,375	\$143,690	Private Financing	Fall 2020	Spring 2021	3
17	Enhance the Mixed-Use Building at 200-204 Main Street	Facade improvements, as well as interior improvements that include creation of a 1 bedroom unit.	Kajen, LLC	\$210,740	\$105,370	Private Financing	Fall 2020	Summer 2021	0
18	Rehabilitate the Exterior of a Downtown Fitness Center	Enhancements of existing fitness center.	SPB Properties, LLC	\$200,000	\$100,000	Private Financing	Fall 2020	Fall 2021	0
19	Convert a House into Church Street Suites	Adaptive reuse of a vacant building to create 6 residential units.	Suzanne & Hector Hoyos	\$246,200	\$98,480	Private Financing	Fall 2020	Fall 2021	0
20	Enhance and Upgrade 198 Main Street	Rehabilitate the existing 4,904 SF building to create 3-4 housing units.	Joseph J. Duffy	\$165,000	\$82,500	NY Main Street Grant, Private Financing	Fall 2020	Fall 2021	3
21	Enhance the Warehouse	Enhance the existing building to allow for a year-round entertainment & event space.	Curtis Flaitz	\$104,000	\$52,000	Private Financing	Fall 2020	Summer 2021	3-5
22	Establish Design Guidelines	Develop building & site guidelines to ensure high quality development.	City of Hornell	\$50,000	\$50,000	N/A	Fall 2020	Spring 2021	N/A

# PROJECT 1



## ESTABLISH A LEARNING AND TRAINING CENTER TO ENHANCE WORKFORCE DEVELOPMENT OPPORTUNITIES

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$5,000,000</b>
TOTAL PROJECT COST:	\$4,000,000

### PROJECT DESCRIPTION

The proposed project will establish a learning and education training center at the former Tuttle and Rockwell building in downtown Hornell. The Hornell Industrial Development (IDA) currently owns the 51,000 SF building and will partner with Alfred State College (ASC) to transform the underutilized site into a continuing education center, focusing on vocation / occupational education, training, personal and career development and organizational development. The partnership between these established education institutions will provide the community with a significant advantage by leveraging existing resources to enhance Hornell's workforce. The proposed Training Center will provide job training to students, specifically focused on trade skills that align with the current needs of the community's employers. This adaptability provides a significant advantage for Hornell's COVID-19 economic recovery, as these training programs will remain fluid and adjust to industry needs for education, along with community desires. Unemployment rates in Steuben County rose to 15.3% for April 2020, a 200% increase after the county had a 5.3% rate just a month earlier. In response to the significant job losses, this project will create job training opportunities, improve access to technology and increase community support services - all critical components for Hornell's COVID-19 recovery.

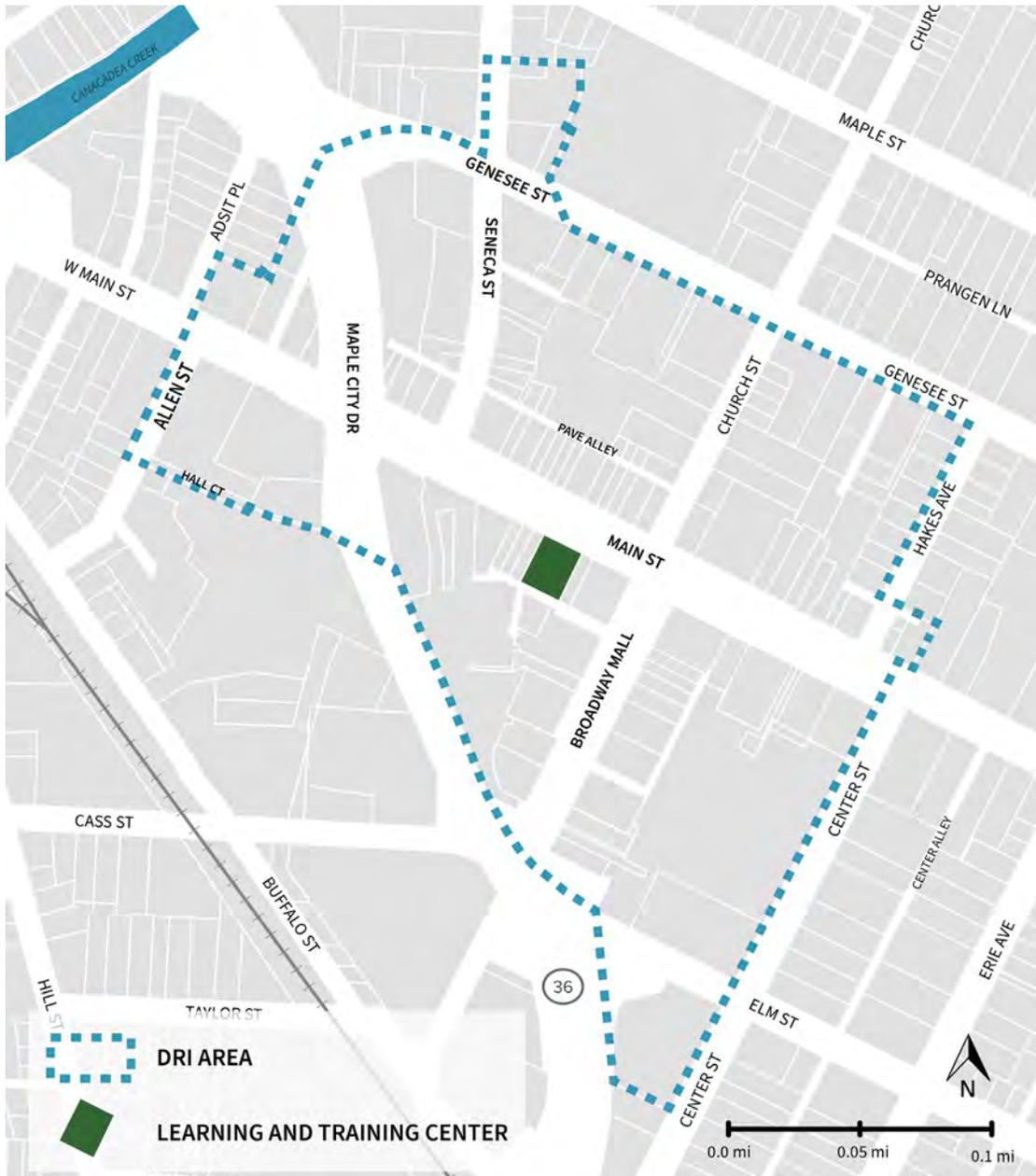
ASC currently houses the Center for Community Education and Training (CCET) and will relocate its current operations to Hornell, bringing the existing programs and expanding offerings to utilize the space. Potential training programs include, but are not limited to, small business, healthcare, hospitality, computer and software, cultural diversity, crafts and arts, animal care, administration, and certification maintenance of various jobs. Project improvements include the development of:

- common spaces, including lounges, bathrooms, circulation spaces, and a shared conference room;
- secondary spaces, including janitor closets, IT rooms, mechanicals and storage;
- four to five classrooms, with a 25-student capacity;
- nine individual offices or shared spaces; and
- small commercial kitchen equipped with a small gathering space.

The Hornell IDA will be responsible for implementation of the interior renovations through DRI funding. Once these renovations are complete, the building will be donated to ASC's Educational Foundation. ASC will be a tenant of the Center and be responsible for the interior spaces and prepping them for operation. ASC will invest approximately \$680,000 to fit-out the building, including office furnishings, classroom furnishings, studio / lab equipment, commercial kitchen equipment, IT infrastructure, as well as furnishing for the lobby, hallways, reception areas, waiting areas and circulation spaces. Additionally, ASC's future for the 3rd and 4th floors include the collaboration with students to design the floors into a student workspace.

## PROJECT LOCATION

The proposed project is located at 103 Main Street in Hornell, York.



## PROPERTY OWNER / SPONSOR

Hornell IDA is the project sponsor and has agreed to donate the building to the foundation of Alfred State College, the Educational Foundation. Once all of the proposed renovations are completed through the DRI, the Educational Foundation will accept the donation with the purpose of operating the educational center consistent with their charter and mission. The Educational Foundation would own the property and lease space to entities, including Alfred State College.

## CAPACITY

ASC will be responsible for the long-term implementation of this project, including fit-out of the building, educational and community programming, and operations and maintenance of the center. ASC is prepared to take the leadership role in developing a regional educational center.

## PROJECT PARTNERS

- Hornell Industrial Development Agency (property owner)
- Partnerships with local colleges and economic development agencies may include - Alfred State College, Alfred University, BOCES, Empire State College, Corning Community College, Chemung-Schuylar-Steuben Workforce New York Workforce, Steuben County IDA
- Alfred State College Educational Foundation

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.** This project will improve current infrastructure through the sustainable reuse of an existing underutilized building in the heart of downtown while maintaining the historic character of the downtown building stock.



**Promote the adaptive reuse of underutilized buildings in the downtown core to support a mix of uses.** This project transforms currently underutilized first and second floor space into an educational center that is open to the public.



**Partner with established educational institutions to provide opportunities for students of all ages, levels and backgrounds in the downtown.** This project will strengthen partnerships between the City of Hornell, IDA and educational institutions to collaborate and provide educational and programming services for all, especially non-traditional students.



**Expand workforce development opportunities.** This project will provide students with essential trade skills that align with the current needs of Hornell's employers, including manufacturing and other industry trades.

The proposed project also aligns with the following Southern Tier REDC economic development strategies:

- **Support the growth and development of the advanced manufacturing industry, with a particular focus on the transportation equipment cluster.** This project enhances the community development structure and establishes a prominent downtown location for the learning and education center. The learning and education center will focus on programs geared toward technical skills and soft skills, making robust educational resources accessible to a larger segment of Hornell's population.
- **Attract young talent via college towns and small towns This includes strengthening the college town corridor that winds through the region and leveraging the region's world-class academic institutions.** This project aims to attract and retain all types of students to downtown Hornell through partnerships with major educational institutions, like Alfred State College and Alfred University, to provide unique trade skill opportunities.
- **Attract and nurture a critical mass of entrepreneurs by promoting the commercialization of research from the region's sources of innovation, retaining the brightest college graduates and providing an entrepreneurial ecosystem including incubators, seed capital, support services and attractive communities.** This project includes the creation of small business education for incubating new businesses, and current businesses to maintain success within the downtown core. The project will enhance entrepreneurship opportunities for recent college graduates by developing an entrepreneurial hub aimed at providing graduates with essential entrepreneurship training.
- **Invest in regional strengths in advanced manufacturing, healthcare and STEM education.** This project aligns with proposed investments in regional strengths in healthcare and various trade skills that will rebuild the downtown core by adding on to the Southern Tier's status as a regional destination.
- **Pioneer workforce development programs designed to bolster food and agriculture industries.** This project aligns with the Southern Tier's REDC goal to transform the Food and Agriculture Industry by creating a workforce training program geared towards hospitality training.

## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Converts an underutilized space into an active, educational resource and a community destination
- Draws more people to the downtown area and activates Main Street
- Provides a central, state-of-the-art facility for students pursuing careers in a wide range of workforce sector jobs

## **MIDDLE-TERM BENEFITS:**

- Increases frequency of community events downtown
- Creates employment and business opportunities
- Establishes partnerships with other industries and businesses

## **LONG-TERM BENEFITS:**

- Provides the primary educational avenue in the region for people interested in a trade career
- Develops a workforce that meets the demands of area manufacturing and other businesses
- Positively impacts neighboring property values and the surrounding business community

## **PUBLIC SUPPORT**

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This project was included in the City's DRI application as a highly supported project. Throughout the DRI planning process, this project received strong support from the LPC and the public. Several educational institutions, local small businesses, banking institutions, nonprofit and private entities have submitted letters of support for the establishment of Hornell's Learning and Education Center, documenting their recognition of the importance for a sustainable workforce through nontraditional learning opportunities for Hornell residents.

There is no other program in proximity to downtown Hornell that will provide the educational programming and training services that this project will create. Aside from a partnership the College has with Empire State College and other educational partners, there is no other non-traditional program in Steuben County for the community. This program will become the primary nontraditional educational avenue in the region for people interested in various sector-based trainings to acquire the skills needed to secure employment. It will also play a critical role in meeting the demands of manufacturing and other trade businesses who need employees with strong manufacturing skills or need current employees to develop a specific trade skill.

## **JOBS CREATED**

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It is estimated that the project will create up to 6 new permanent jobs.

## **ACQUISITION OF REAL PROPERTY**

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The project sponsor, Hornell IDA, will execute an agreement to donate the building to ASC.

# PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Design Fees	DRI Funds (proposed)	\$200,000
Pre-Construction Costs		\$27,950
Asbestos Abatement		\$51,256
General Requirements		\$209,340
Existing Conditions		\$164,802
Metals		\$8,815
Wood and Plastics		\$70,447
Thermal and Moisture Protection		\$315,056
Doors and Windows		\$97,395
Finishes		\$632,710
Specialties		\$19,888
Furnishings		\$3,494
Mechanical		\$965,888
Electrical		\$377,863
Modernization of Elevator		\$275,000
Insurance and Bonds		\$34,164
Permits		\$12,142
Contingency		\$533,790
Fixture and Fit-out of Building		Alfred State College (cash)
Value of Building Donation	IDA (in-kind)	\$320,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$4,000,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$1,000,000</b>
<b>TOTAL PROJECT COST</b>		<b>\$5,000,000</b>

## FEASIBILITY AND COST JUSTIFICATION

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The cost estimate was prepared by a licensed design build contractor and is based on standard construction estimating methods, as well as coordination. ASC will determine fixtures and fit-out costs, but has estimated them at approximately \$680,000. ASC has a proven track record of delivering high quality and affordable education and programming to students and communities across the region. The project is justified based on its anticipated economic development and downtown revitalization benefits.

### ECONOMIC DEVELOPMENT

The proposed project provides an innovative, non-traditional experience-based curriculum, equipping the local workforce with the necessary knowledge and skills to participate and innovate in the Southern Tier's healthcare industry, advanced manufacturing industry and other industry sectors. Manufacturing is a dominant force in the Southern Tier and is the largest export industry in the region at \$11.6 billion annually. This industry represents a third of all the region's exports. Steuben County's manufacturing industry is a primary driving force to the workforce due to Alstom Transportation's hub, employing over seven hundred people. Additionally, the healthcare industry is an established and growing industry in the region. St. James Hospital is the fourth largest employer in Hornell, employing over 290 people and due to the ongoing demand for healthcare, the development of healthcare training and soft skills, the learning and training center will be a crucial component to maintaining the crucial workforce needed to maintain a growing industry.

### DOWNTOWN REVITALIZATION

ASC is one of Hornell's major anchor institutions, and the proposed location of the Learning and Education Center gives the College and higher education partners a unique opportunity to establish an accessible and visible location downtown. The combination of an educational facility and a training center provides new essential skills and training available during both the day and night in the center of Main Street, while providing an important link between the downtown core and Steuben County.

## REGULATORY REQUIREMENTS

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The proposed project will require local approvals and building permits.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING CONDITIONS**



**PROPOSED RENDERING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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ASC has been planning for the proposed renovations to the Learning and Training Center and is prepared to begin work in Fall 2020.

## IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- ASC to execute contract for design services

## DESIGN PHASE (4 MONTHS) - WINTER 2021

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (6 MONTHS) - SPRING/SUMMER 2021

- Interior building renovations; Creation of dorm style units and associated amenities
- Installation of fixed equipment

# PROJECT REPORTING

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ASC will be responsible for project oversight and monitoring of project advancement. ASC will hire an architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Number of students enrolling in programs each year
- Number of people served
- Percentage of students obtaining jobs within the region in the manufacturing/entrepreneurship sectors upon graduation
- Number of community events per year and attendance at each event
- Net revenue generated from programming services

# PROJECT 2



## IMPLEMENT STREETScape ENHANCEMENTS

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$2,800,000</b>
TOTAL PROJECT COST:	\$2,800,000

### PROJECT DESCRIPTION

Main Street is the City of Hornell's front door. Enhancements to the streetscape have the potential to create a welcoming, safe and vibrant environment, attracting people to downtown and setting the stage for potential future investment. Main Street has a great foundation to build upon including wide sidewalks, historic storefronts and access to ample street parking and public parking facilities. Further enhancements will only add to the existing charm of downtown and help tie together a majority of the proposed DRI projects.

Proposed streetscape enhancements include:

- new bumpouts at Seneca and Church Streets to provide traffic calming and shorten pedestrian crossings;
- enhanced crosswalks at the intersections of Main Street and Maple City Drive, Main and Seneca Streets and Main Street and Broadway Mall;
- sidewalk replacement on Main Street between Seneca and Center Streets;
- replacement of street trees if needed and locating new street trees where space is available;
- installation of streetscape amenities including benches, bike racks, planters, and trash and recycling receptacles; and
- improvements to street lighting on Main Street between Seneca and Center Streets, and on Broadway Mall to incorporate adequate electrical outlets and capacity to accommodate festivals and holiday decoration.

# PROJECT LOCATION

The proposed project is located on Main Street between Maple City Drive and Center Street, and on Broadway Mall.



# PROPERTY OWNER / SPONSOR

The City of Hornell is the property owner/sponsor for the installation of the streetscape enhancements.

## CAPACITY

The City of Hornell will be responsible for the long-term implementation and maintenance of the streetscape enhancements. The City has demonstrated successful implementation of other streetscape / pedestrian realm improvements in downtown, and the ability of the Department of Public Works (DPW) to maintain these facilities. Main Street and Broadway Mall are currently maintained by the DPW and a summer employment program is currently in place for the maintenance of flower baskets in the downtown area. The proposed project is located on Main Street between Maple City Drive and Center Street, and on Broadway Mall.

## PROJECT PARTNERS

- City of Hornell (property owner and project sponsor)
- Hornell Partners for Growth Business Improvement District

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Invest in infrastructure improvements that facilitate the reuse and sustainability of downtown's building stock.** Streetscape enhancements will create an attractive public realm potentially setting the stage for future investment in downtown's building stock.



**Activate and enhance alleyways throughout the downtown core.** One existing alleyway connects the north side of Main Street to a parking facility at the rear of the buildings. The treatments and landscape elements used on Main Street will tie seamlessly with the improvements of the alleyway, creating a cohesive and welcoming pedestrian environment.



**Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.** The proposed project will replace existing street trees in poor condition and add new street trees where feasible. As part of the proposed Downtown Wayfinding project, vehicular and pedestrian wayfinding signage will be incorporated in the streetscape environment.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Strengthen the region's tourism and community assets and use them as effective tools to promote the region to visitors, perspective talent and investors.** Creating an active streetscape environment will attract visitors downtown and potential future investment.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Improves pedestrian safety
- Promotes access to downtown's commercial corridors and public spaces
- Creates a sense of place and identity in downtown Hornell, with cohesive design elements

## MIDDLE-TERM BENEFITS:

- Increases pedestrian traffic in downtown Hornell

## LONG-TERM BENEFITS:

- Encourages future retail and residential development in downtown
- Positively impacts neighboring property values and the surrounding business community
- Sets the stage for future investment in downtown Hornell

# PUBLIC SUPPORT

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Streetscape improvements were recognized in the City of Hornell's DRI application as an important and catalytic project to increase pedestrian safety and access Main Street and Broadway Mall, and to provide the infrastructure to support a vibrant and active streetscape environment. Throughout the public engagement process, the public has conveyed the need for streetscape improvements to create an environment that attract residents, visitors, and investment in downtown's existing building stock.

# JOBS CREATED

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No jobs will directly result from the implementation of this project.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Sidewalk Replacement, Bumpouts, and enhanced crosswalks	DRI Funds (proposed)	\$1,000,000
Lighting and Electrical Hookups		\$667,000
Site Amenities including Benches, Planters, Tables and Chairs		\$200,000
Street Trees		\$31,000
Workzone Traffic Control, Mobilization, Survey and Operations, Erosion and Sediment Control		\$225,000
Design Contingency		\$250,000
Construction Contingency		\$427,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$2,800,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>	<b>\$0</b>	
<b>TOTAL PROJECT COST</b>	<b>\$2,800,000</b>	

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate was prepared by a licensed landscape architect and is based on standard construction estimating methods, as well as coordination with contractors for material and labor pricing. The project is a justified use of funds based on its ability to create a safe and welcoming pedestrian environment in downtown Hornell and it's potential to link together a majority of the DRI projects in a cohesive manner.

## REGULATORY REQUIREMENTS

The proposed project will require approvals and permits from the City of Hornell.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS ON MAIN STREET



PROPOSED IMPROVEMENTS ON MAIN STREET



**EXISTING MAIN STREET PLAN VIEW**



**PROPOSED IMPROVEMENTS ON MAIN STREET**

## TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

All preliminary design and cost estimating has been completed for this project.

### IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- City of Hornell to issue RFP and execute contract for design services

### DESIGN PHASE (6-8 MONTHS) - WINTER 2020 TO SPRING 2021

- Develop construction documents and specifications
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## **CONSTRUCTION PHASE (12-24 MONTHS) - SUMMER 2021 TO SPRING 2022**

- Construction of bumpouts and new sidewalks
- Installation of lighting and electrical connections
- Installation of pedestrian enhancements including benches, bike racks, planters, and trash/recycling receptacles

## **PROJECT REPORTING**

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The City of Hornell will hire a consultant to oversee the design, implementation and construction of all improvements. The City will continue to monitor the economic impacts and perceived benefits of the project after construction completion. Potential metrics to measure impacts and benefits include:

- Increased pedestrian traffic downtown Hornell
- Increased dollars spent in downtown Hornell
- Increased investment in downtown Hornell
- User feedback

# PROJECT 3



## TRANSFORM THE LANDMAN BUILDING INTO RETAIL, RESIDENTIAL, AND COMMUNITY SPACE

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$1,500,000</b>
TOTAL PROJECT COST:	\$3,000,000

### PROJECT DESCRIPTION

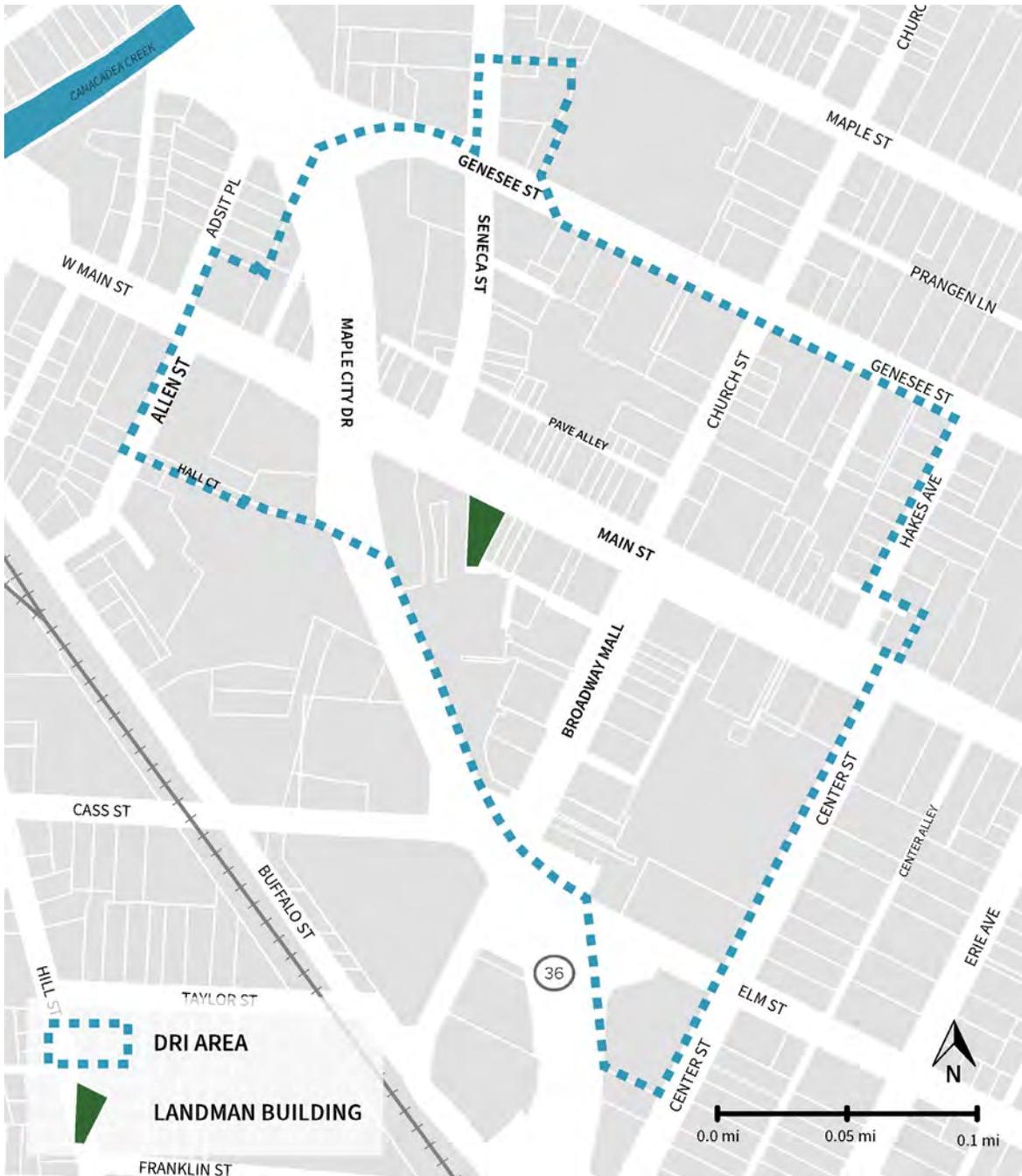
The Landman Building is a prominent existing retail space across from Hornell City Hall in downtown Hornell. Ironshore Properties, the project sponsor, proposes to add a story onto the centrally located building, as well as renovate the existing building to create a new mixed-use development that will bring more residents and business opportunities into the downtown. The proposed project includes a full adaptive reuse of the existing building, with the addition of a third story. Once completed, the building programming will include:

- 4 efficiency art studios in the basement
- 5, 2-bedroom apartments units and 1, 3-bedroom apartment unit
- 4 townhouses, with 3 including terraces
- a rooftop terrace with a garden, promenade, and community room for use by building tenants and visitors
- multiple commercial and retail spaces on the first floor

At the onset of the COVID-19 pandemic, the Southern Tier region saw a 37% drop in sales tax revenues in May 2020, totaling a \$22 million decline. The reduction in consumer spending has significant impacts on the local economy. As Hornell begins its economic recovery, it is essential to provide support to local businesses so that they may rebuild their operations. If this project was awarded funding, the proposed improvements to the Landman Building would create new retail space downtown, increase opportunities for local spending, as well as provide more diversified housing options. It would allow for these new businesses to proactively build their operations in a resilient and sustainable way. Additionally, this project would create up to 7 jobs, helping to offset the significant job losses seen throughout the region.

# PROJECT LOCATION

The proposed project is located on 83-93 Main Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

Ironshore Properties, LLC will be the sponsor. An entity controlled by Ironshore Properties, 83-93 Main LLC, is the owner of the building.

## CAPACITY

The property sponsor has successfully developed multiple properties in Hornell (40 units) and was the Head Property Manager for the Mann Group in New York City (300 properties). Ironshore Properties has developed more than a dozen properties in the Bronx, New York and has a proven track record of successful project implementation and long-term operations and management.

## PROJECT PARTNERS

- Ironshore Properties, LLC (sponsor)
- 83-93 Main Street (owner)

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** Ironshore Properties will transform the Landman Building into a mixed-use development complete with new retail space, artist housing, a community roof garden, and increased residential density (ten units).



**Encourage the development of market rate housing to fill gaps in the existing market.** The Landman Building will be market rate and not use subsidies that restrict tenant incomes. This will allow a socioeconomic mix of tenants to live in the building.



**Support investment in upper stories of downtown buildings.** Ironshore Properties will take advantage of the existing zoning and adjacent mass by building a new story with a community amenity space and associated townhome style rental units with terraces. This will encourage tenants to interact with Main Street in a fresh and exciting way.



**Facilitate the conversion of upper story building space into unique residential offerings.** The Landman Building will include a new story that will provide units with terraces, an unprecedented offering on Hornell's Main Street that will entice people to live and work in the downtown.

## ANTICIPATED REVITALIZATION BENEFITS

### SHORT-TERM BENEFITS:

- Create new retail activity
- Develop new market rate living options in downtown Hornell
- Provide community programming space for residents of the Landman Building and the City

## MIDDLE-TERM BENEFITS:

- Increase daytime traffic and local spending in downtown Hornell

## LONG-TERM BENEFITS:

- Encourage new residents to live in downtown Hornell
- Increase the physical continuity of Hornell's downtown and facilitate a walkable downtown that is home to artists and active retail

## PUBLIC SUPPORT

This project received strong support from the community due to the variety of proposed uses, its location at an anchor site in downtown and its historical value in the community.

## JOBS CREATED

It is estimated that the project will create 7 permanent jobs.

## ACQUISITION OF REAL PROPERTY

Ironshore Properties is the owner of 83-93 Main Street through a single purpose LLC; therefore, no acquisition of property will be necessary to implement the project.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Exterior Siding & Refacing	DRI Funds (proposed) / Construction Loan (confirmed)	\$300,000
Windows		\$120,000
Elevator		\$100,000
3rd Floor Build Out (including plumbing and electrical)		\$1,000,000
Structural		\$800,000
Amenities/Expediting		\$380,000
Contingency		\$300,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$1,500,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$1,500,000</b>
<b>TOTAL PROJECT COST</b>		<b>\$3,000,000</b>

## FEASIBILITY AND COST JUSTIFICATION

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Based on the combination of rehab scope with additional floor construction, the project sponsor's proposed redevelopment cost of \$140.32 per square foot is reasonable based on comparable developments in the Western New York market. The sponsors expect several sources of projected revenue, including: 10 residential units, 4 live/work artist studios, 4 commercial units, and one storage space. The sponsor projected annual income to be \$417,000. The projected annual expenses, excluding debt, were projected to be approximately \$60,000 in the first year of stabilized operations. Therefore, the net operating income was projected at roughly \$344,000, with debt coverage ratio expected to be 1.51 in the first year.

According to these projections, the sponsor is expecting solid financial returns. The development is centrally located within the downtown core and is offering a new type of residential unit into the market; comparable spaces at the projected rental rates were not available, although they are consistent with target rates identified in the DRI Market Analysis. A stress-test of the project financials was performed. At gross income of approximately \$327,000, rents within the guidance of available Hornell comparable properties with a minor allowance for large units, expenses approximately 1/3 of gross income to reflect projected actuals, and a debt service coverage ratio in the first year of 1.25, the project is still feasible and provides an acceptable return to the sponsor in refinance scenarios.

Given the potential volatility in rental rates and this building's capacity to catalyze additional activity and tenant interest in moving to or locating in Downtown Hornell, it is reasonable for the sponsor to expect a range of revenue for this project. The requested DRI amount is necessary in order for the project sponsor to achieve a return on equity and would provide for the feasibility of this project at a range of achievable rental rates.

## REGULATORY REQUIREMENTS

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The project will be required to comply with all local regulations concerning code compliance and zoning.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS - FRONT OF BUILDING



PROPOSED RENDERING - FRONT OF BUILDING



**EXISTING CONDITIONS - SIDE OF BUILDING**



**PROPOSED RENDERING - SIDE OF BUILDING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## DESIGN PHASE (3 MONTHS) - FALL 2020

- Finalize architectural and MEP drawings
- Finalize permits

## CONSTRUCTION PHASE (12-15 MONTHS) - SPRING 2021 TO SPRING 2022

- Build a new story
- Build green roof
- Create artist space in basement
- Repair / Upgrade existing tenant space

## PROJECT REPORTING

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Ironshore Properties will be responsible for project oversight and monitoring of project advancement. Ironshore Properties will oversee all technical aspects of the design, permitting and approval. Metrics to determine project success after implementation include:

- Vacancy rate (commercial and residential)
- Number of full-time jobs created
- Community space programming days
- Utilization of commercial space

# PROJECT 4



## IMPLEMENT ENHANCEMENTS TO PEDESTRIAN ALLEYWAYS

### DRI FUNDING REQUEST

TOTAL DRI FUNDS:	\$1,200,000
TOTAL PROJECT COST:	\$1,200,000

### PROJECT DESCRIPTION

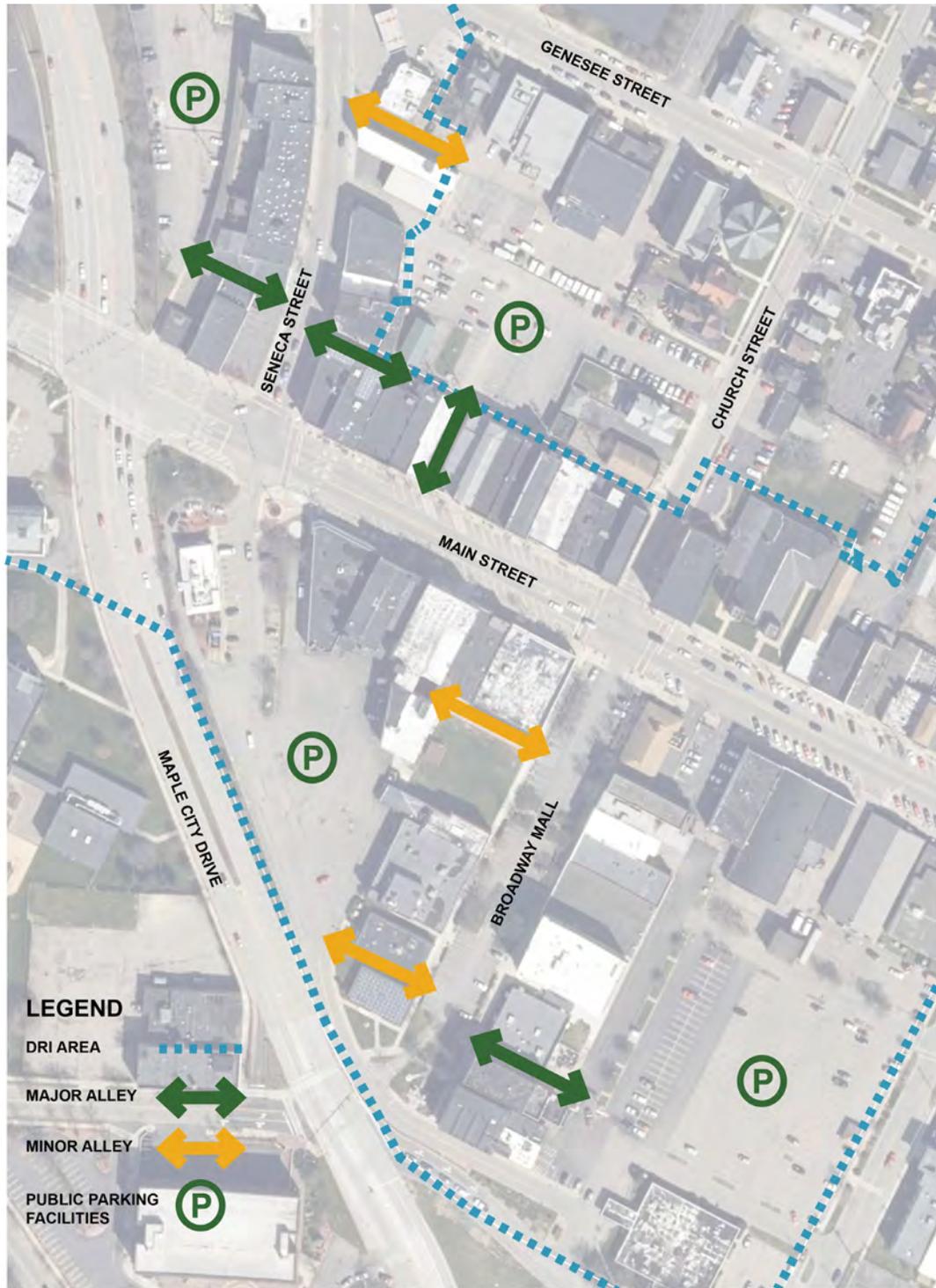
Throughout downtown Hornell several existing alleyways connect the commercial corridors of Main Street, Seneca Street and Broadway Mall to four public parking facilities. Improvements to the alleyways were identified in the City's DRI application as a priority in the downtown core with the goal of creating safe and inviting connections to and from public parking facilities to various downtown destinations. Seven alleyways were identified for enhancements and categorized as Minor or Major Alleyways, dictating the level of improvements proposed.

- **Minor Alleyway** – Proposed improvements include new pavement treatments, lighting, benches and overhead wayfinding signage.
- **Major Alleyway** – In addition to new pavement treatments, lighting, benches, and overhead wayfinding signage, proposed improvements to Major Alleyways also include additional landscaping, planters, and the installation of public art/building murals.

The alleyway improvements are anticipated to create a safer, walkable, and more welcoming pedestrian environment in downtown Hornell, improving the ease of accessibility to the main commercial corridors and gathering spaces. The project will encourage residents and visitors to take advantage of existing parking facilities, in close proximity to the downtown core, and provide a safe and easy connection to downtown businesses and public spaces.

# PROJECT LOCATION

The proposed project is located in downtown Hornell on several alleyways connecting to Main Street, Seneca Street, and Broadway Mall.



# PROPERTY OWNER / SPONSOR

The City of Hornell is the property owner/sponsor for the installation of the alleyway enhancements.

## CAPACITY

The City of Hornell will be responsible for the long-term implementation and maintenance of the alleyway enhancements. The City has demonstrated successful implementation of other streetscape / pedestrian realm improvements in downtown, and the ability of the Department of Public Works to maintain these facilities.

## PROJECT PARTNERS

- City of Hornell (property owner and project sponsor)
- Hornell Partners for Growth Business Improvement District

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Invest in infrastructure improvements that facilitate the reuse and sustainability of downtown's building stock.** The proposed improvements will enhance the pedestrian realm and provide access to the adjacent downtown building stock. Improvements to the pedestrian infrastructure have the potential to attract additional users to downtown, create a more walkable community and encourage potential investment in existing downtown buildings.



**Activate and enhance alleyways throughout the downtown core.** The proposed project will enhance and promote the alleyway connections with the installation of new pavement treatments, lighting, signage, pedestrian amenities and the inclusion of public art.



**Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.** Improvements to the alleyways are proposed to include sculpture and/or building murals, and the installation of landscaping and wayfinding signage.



**Establish unique gateways that help to draw people into the downtown core from surrounding destinations within the City.** Overhead signs installed as part of the alleyway improvements will provide gateway entrances to the major commercial corridors and act as wayfinding signage. The signage design has the potential to incorporate elements of Hornell's railroad history and tie in with an overall wayfinding system to create cohesive and effective signage program.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.** The alleyway improvements will provide direct connection to the retail/commercial uses on the first floor of the buildings located on the major commercial corridors of Main Street, Seneca Street and Broadway Mall. The improvements will encourage pedestrian activity and walkability and has the potential to create additional traffic to support vibrant and successful retail/commercial uses.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Strengthen the region's tourism and community assets and use them as effective tools to promote the region to visitors, perspective talent and investors.** The alleyway improvements will provide safe pedestrian connections between the various municipal parking facilities, the main commercial corridors and to the proposed Union Square Park. The alleys will connect available downtown parking for people attending street festivals, public markets and typical restaurant and retail activity.

## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Improves pedestrian safety
- Promotes access to downtown's commercial corridors and public spaces
- Creates a sense of place and identity in downtown Hornell, with cohesive design elements

### MIDDLE-TERM BENEFITS:

- Increases pedestrian traffic in downtown Hornell

### LONG-TERM BENEFITS:

- Encourages future retail and residential development in downtown
- Positively impacts neighboring property values and the surrounding business community
- Sets the stage for future investment in downtown Hornell

## PUBLIC SUPPORT

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Alleyway enhancements was recognized in the City of Hornell's DRI application as an important and catalytic project to increase pedestrian safety and access to downtown's main commercial corridors. Throughout the public engagement process, the public conveyed the need to make the existing alleyways visually appealing and easily accessible to increase the sense of safety, and to encourage residents and visitors to use the available public parking facilities to take advantage of downtown businesses and services

## JOBS CREATED

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No jobs will directly result from the implementation of this project.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Concrete Sidewalk Repair	DRI Funds (proposed)	\$250,000
Overhead Wayfinding Signs		\$140,000
Lighting		\$205,000
Site Amenities including Benches, Planters, Tables and Chairs		\$190,000
Landscape		\$2,000
Art Installations		\$40,000
Workzone Traffic Control, Mobilization, Survey and Operations, Erosion and Sediment Control		\$95,000
Design Contingency		\$93,000
Construction Contingency		\$185,000
<b>TOTAL DRI FUNDS REQUESTED</b>		
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$0</b>
<b>TOTAL PROJECT COST</b>		<b>\$1,200,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate was prepared by a licensed landscape architect and is based on standard construction estimating methods, as well as coordination with contractors for material and labor pricing. The project is a justified use of funds based on its ability to create a safe and welcoming pedestrian environment in downtown Hornell and its potential to link together major commercial corridors and public event space to public parking facilities.

## REGULATORY REQUIREMENTS

The proposed project will require approvals and permits from the City of Hornell.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING CONDITIONS ON PAVE ALLEY AT SENECA STREET**



**PROPOSED IMPROVEMENTS ON PAVE ALLEY AT SENECA STREET**



**EXISTING CONDITIONS ON MAIN STREET ALLEY**



**PROPOSED IMPROVEMENTS ON MAIN STREET ALLEY**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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All preliminary design and cost estimating has been completed for this project.

## IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- City of Hornell to issue RFP and execute contract for design services

## DESIGN PHASE (6-8 MONTHS) - WINTER 2020 TO SPRING 2021

- Develop construction documents and specifications
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (12-24 MONTHS) - SUMMER 2021 TO SPRING 2022

- Construction of new walkways in alleys
- Installation of lighting
- Installation of wayfinding signage
- Installation of pedestrian enhancements including benches, bike racks, planters, and public art

# PROJECT REPORTING

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The City of Hornell will hire a consultant to oversee the design, implementation and construction of all improvements. The City will continue to monitor the economic impacts and perceived benefits of the project after construction completion. Potential metrics to measure impacts and benefits include:

- Increased pedestrian traffic between public parking facilities and the main commercial corridors and public gathering spaces
- Increased dollars spent in downtown Hornell
- Increased investment in downtown Hornell
- User feedback

# PROJECT 5



## REDEVELOP AN UNDERUTILIZED DOWNTOWN PARCEL TO CREATE A FOUR SEASON PUBLIC PARK

### DRI FUNDING REQUEST

**TOTAL DRI FUNDS:** \$765,000

TOTAL PROJECT COST: \$765,000

### PROJECT DESCRIPTION

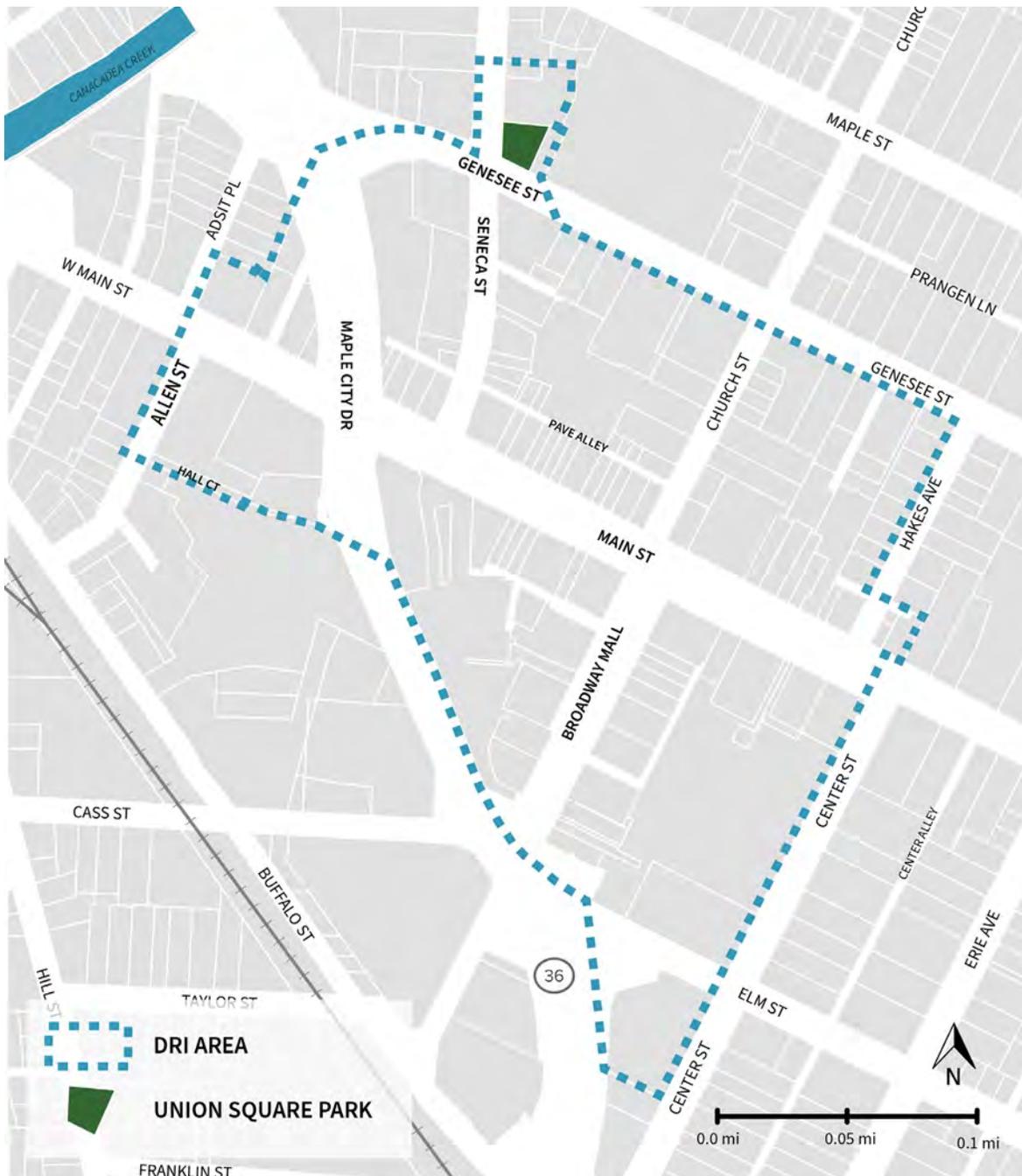
This project will transform a vacant, underutilized site into a public gathering space in the heart of downtown Hornell. Over the last several years, Steuben Trust Co. has shared this green space, located along Seneca Street, with the Hornell Partners for Growth (HPG) Farmers Market, where local vendors and farmers sell homemade items and fresh produce. In the summer, the HPG Farmers Market also hosts live music and outdoor movies that are free to the public. With more people seeking local options for recreation and entertainment, the COVID-19 pandemic has resulted in an increased need for public spaces where residents and visitors can safely enjoy passive recreational and social opportunities. The transformation of this site into a public gathering space would help to fill this gap that currently exists in Hornell, while also increasing day traffic and potential spending in downtown.

Minor site improvements will allow for flexible community programming, provide pedestrian amenities, and offer Hornell residents and visitors a green space that will be utilized as an attractive city square. Proposed enhancements include:

- raised stage with cover to create designated performance space;
- fountain with surrounding porous pavement;
- versatile programming areas for special events and themed activities;
- park entry sign;
- pedestrian walkways;
- ornamental benches;
- pedestrian scaled lighting;
- bike racks along perimeter;
- trash/recycling receptacles; and
- accent plantings.

# PROJECT LOCATION

The proposed project is located at 1 Steuben Square.



# PROPERTY OWNER / SPONSOR

This site is currently owned by Steuben Trust Company. The City of Hornell is the project sponsor and is currently negotiating a long-term lease with Steuben Trust Company.

## CAPACITY

The City of Hornell Parks and Recreation Department will be responsible for the implementation and maintenance of Union Square Park, including the installation of the raised amphitheater, fountain, and park sign as well as grounds keeping. This space has been used in the past for various community-wide events, with the City's Parks and Recreation Department successfully overseeing operations.

The City of Hornell currently has three municipal parks within its jurisdiction, and has the capacity to maintain and oversee all seasonal activities (e.g. set-up for festivals, concerts, movie screenings), as well as the ability to maintain site amenities and conduct routine park maintenance (e.g., landscape maintenance, snow removal, trash removal, repairs).

## PROJECT PARTNERS

- City of Hornell
- Steuben Trust Company
- Hornell Partners for Growth

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Create a public gathering spaces that allow for year-round programming and entertainment.**

The proposed park will meet the needs of both residents and visitors by adding public open space to the downtown area, providing a place for people to gather, relax, socialize, and engage in local community events.



**Support increased entertainment and business investments in the downtown to catalyze additional residential growth.**

Simply put: people want to live and work in close proximity to parks and open green space. As such, proximity to greenery can attract homebuyers and often increases property value. Likewise, parks promote reinvestment in downtown by encouraging the development of neighboring businesses and vacant lots.



**Promote diversity of downtown activities to include options for all ages, including families.**

The National Recreation and Park Association (NRPA) has found that a direct correlation exists between well-maintained landscaping and a general feeling of overall safety among residents. Inviting public green spaces can help to promote such perceptions of well-being and general neighborhood satisfaction.

The proposed project also aligns with the following Southern Tier REDC economic development strategies:

- **Transform the Food and Agriculture Industry.** Creating a dedicated space for an expanded local farmers market, which will serve as an anchor for downtown, provides an opportunity for the distribution of fresh seasonal produce.

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## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Repurposes a vacant and underutilized site, while transforming it into a public resource and amenity within the urban core
- Provides a central space for community programming
- Attracts more people to the downtown area
- Contributes to a safe, vibrant environment

### MIDDLE-TERM BENEFITS:

- Serves as a landmark for the City of Hornell
- Increases foot traffic in the downtown area

### LONG-TERM BENEFITS:

- Positively impacts neighboring property values and promotes downtown reinvestment
- Promotes a general sense of neighborhood happiness and security

## PUBLIC SUPPORT

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The proposed project was recognized in the City's DRI application as a vital project that the public has been yearning for since Union Park was eliminated from Main Street in the 1970's. There is currently no green space located within the DRI area. Throughout the DRI planning process, this project received strong support from both the LPC and public.

## JOBS CREATED

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The proposed project will create minimal full- or part-time positions, however, community events, festivals and entertainment are in line with the project's scope and could create spin-off employment opportunities.

# PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Concrete Sidewalk Replacement (including excavation and sub-base)	DRI Funds (proposed)	\$118,125
Fountain and Water Line		\$35,000
Drinking Fountain and Water Line		\$10,000
1" Water Service Tap at Water Main, Corporation Stop and Connection (including excavation and backfill)		\$1,500
1" Curb Stop and Box at New Water Service (including excavation and backfill)		\$1,000
1" Water Meter Pit (including excavation and backfill)		\$5,000
Gateway Sign		\$35,000
Light Poles		\$90,000
Electrical Panels, Meters, Plug Stations, Pull Boxes, Wiring, Conduit and Conduit Excavation		\$116,050
Benches		\$21,000
Planters		\$9,000
Band Shell		\$85,000
Soft Costs (basic work zone traffic control, mobilization, survey operations, erosion and sediment control)		\$60,568
Design		\$58,725
Contingency		\$119,032
<b>TOTAL DRI FUNDS REQUESTED</b>		
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$0</b>
<b>TOTAL PROJECT COST</b>		<b>\$765,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate was prepared by a licensed landscape architect and is based on standard construction method, as well as arrangement with manufacturers for site furnishings. The City of Hornell and residents have expressed concern that there are no public gathering spaces, playgrounds, pocket parks or green spaces located in the downtown, and public feedback throughout the DRI planning process has identified a strong desire for need for a downtown public space where people can gather, relax and/or participate in community events. The presence of a unique open space destination in downtown Hornell would provide an abundance of benefits to the local community, and is a justified use of funds based on the City's ability to support the construction, maintenance, and local programming of the park.

## REGULATORY REQUIREMENTS

The proposed project will require local approvals and permits from the City of Hornell.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING CONDITIONS**



**PROPOSED RENDERING**



**PROPOSED RENDERING**



**PROPOSED RENDERING**



**PROPOSED RENDERING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## DESIGN PHASE (6 MONTHS) - FALL TO WINTER 2020

- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (8 MONTHS) - SUMMER 2021

- Construction of proposed improvements

## PROJECT REPORTING

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The City of Hornell will be responsible for project oversight and monitoring of all technical aspects of the design, construction administration, permitting, and approvals. Project success after implementation will depend on:

- Number of community events per year and attendance at each event
- Number of visitors to the park
- User feedback

# PROJECT 6



## IMPLEMENT A DOWNTOWN GRANT FUND

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$ 750,000</b>
TOTAL PROJECT COST:	\$1,500,000

### PROJECT DESCRIPTION

Multiple downtown properties were identified during the DRI process as vacant or underutilized and in need of investment to facilitate appropriate redevelopment. As Hornell navigates its COVID-19 economic recovery, it is anticipated that more properties may be identified based on their need for assistance in rebuilding. The \$750,000 requested for this project will be used to leverage private investment in such buildings to allow for their redevelopment or rehabilitation. These proposed investments will support small businesses and residents, allowing them to rebound from reductions in income streams, and ensure small business owners are able to remain opened during this period of uncertainty. Supporting Hornell's small businesses is essential for its recovery as they provide local jobs, contribute to tax revenue streams and increase the community's overall quality of life by providing residents access to essential businesses and services. The rebound of small businesses will directly contribute to the long-term economic revitalization of Hornell.

The proposed investments, both public and private, would stimulate the economy and increase small business opportunities, helping to stabilize downtown. Improvements covered under the grant fund would include:

- Capital improvements, including purchase of equipment
- Interior and exterior renovations, including facade and site improvements
- Mechanical, electrical, and plumbing infrastructure for vacant spaces within existing buildings
- Demolition of an existing unrepairable building, construction of a new building in its place
- Soft costs
- Signage ancillary to the project

The City of Hornell will be the administrator for this grant fund. The City Planner will oversee the program and will solicit applications from downtown property owners that meet the basic criteria of the program. Public information meetings will be held within Hornell to provide a forum to answer questions and review draft applications as appropriate. 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. A formal written scope of work will be required, including the following elements:

- Immediate health and safety concerns
- The correction of existing code violations
- Installation of energy conservation measures
- Accessibility for persons with disabilities
- Consistency with any other local program design guidelines
- Preservation of historical elements of the building

Projects approved locally will be submitted to the Housing Trust Fund Corporation (HTFC) for review prior to notifying the business owner of formal funding. Once awarded, property owners will be notified of the amount and conditions of the award and will be given the notice-to-proceed. The City Planner will periodically monitor construction activities (together with the City's code enforcement officer) and will collect documentation from the awardee of partial or total completion of the project. The awardee will periodically submit for reimbursement of funds expended, which the City Planner will compile and present to the Planning Board for approval and processing of the drawdown.

Final guidelines will be drafted should this request be awarded. The guidelines will specify the following criteria:

- **Location:** Projects must be located within the Hornell DRI boundary.
- **Historic preservation:** Projects will be expected to comply with SHPO guidelines for historic preservation. Projects with historic value or in danger of being lost in part or in total to disrepair or damage will be prioritized.
- **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; however, renovation of upper story residential units are encouraged. Uses of the property should contribute to the character of the downtown, including commercial uses, where appropriate, on ground floors. This aims to allow businesses to expand and stabilize the downtown.
- **Private match:** The program will require a minimum private contribution of 40% of the total project cost. 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 matches.
- **Job creation:** Project funds will be prioritized to those projects that are expected to create jobs within downtown Hornell.

Property owners will be subject to a five-year look back to ensure the properties are being utilized for the use described on their DRI funding application. Those who do not abide by the five-year look back will be subject to a claw back of DRI funds. Funds will be dispersed on a rolling basis as applications are received and funds are awarded and dispersed. Completion of grant fund projects will occur when all funds have been dispersed.

The likelihood of interest from many other downtown property owners, particularly in light of COVID-19 is high. Property owners of the following sites have expressed interest in this fund, and that will utilize the full \$750,000 in DRI funding. The following eligible projects are ready for completion:

- 37 Seneca Street
- 134-136 Main Street
- 11 Genesee Street
- Cold Storage Building on Pave Alley
- 12/14 Seneca Street
- 138 Main Street
- 24 Hakes Avenue
- City Hall
- 11 Pave Alley

## PROPERTY OWNER / SPONSOR

The City of Hornell will be responsible for grant administration and project oversight.

## PROJECT PARTNERS

- City of Hornell
- Hornell Partners for Growth

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** The purpose of establishing the grant fund is to promote and revitalize currently underutilized and vacant buildings in the downtown area.



**Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.** The proposed grant fund encourages investment in infrastructure supporting improvements that facilitate the reuse and sustainability of downtown buildings.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.** The proposed grant fund is intended to encourage downtown property owners to adaptively reuse their buildings and increase residential, retail and business opportunities.

# ANTICIPATED REVITALIZATION BENEFITS

## SHORT-TERM BENEFITS:

- Converts and redevelops downtown buildings
- Improves the aesthetic character of downtown through facade and site improvements
- Renovates existing historic buildings for continued usage

## MIDDLE-TERM BENEFITS:

- Increases visitors to the downtown area
- Creates small business opportunities

## LONG-TERM BENEFITS:

- Provides longevity to buildings in downtown Hornell
- Draws small business to downtown
- Positively impacts neighboring property values

# PUBLIC SUPPORT

As indicated by engagement activities during the DRI process, the public supports the grant fund for downtown properties as a top priority. During the Hornell DRI process, revitalization of vacant and underutilized buildings, and implementation of facade improvements was identified as a need for downtown. Additionally, during several meetings, the LPC indicated that they believe this project will be a wise use of funds to provide multiple small businesses and property owners an opportunity for property and building improvements downtown. During the DRI process, several projects received through the Open Call for Projects were recommended for consideration as part of the Downtown Grant Fund project by the LPC.

# PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Establish a Small Project Grant Fund	DRI Funds (proposed) / Private Funds (sources TBD based on project)	\$750,000 up to \$750,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$750,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$750,000</b>
<b>TOTAL PROJECT COST</b>		<b>up to \$1,500,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The City of Hornell can implement this project immediately upon award. Recent City initiatives have indicated a need and demand for revitalization of vacant and underutilized downtown properties and the anticipated benefits of revitalization will likely include new jobs (both from the construction phase and jobs in new commercial spaces), increase in downtown residents, and increase in tax revenues and downtown spending.

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, rental income, customer spending, residential occupants, and increased spending by new residents. The specific economic benefit of individual projects funded through the grant 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 will be identified on an individual project basis. Similarly, sources of match funding are anticipated to vary by project.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS



PROPOSED RENDERING

## TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Due to the City's long history of administering such programs, and the fact that the City has identified multiple property owners willing to participate, this request has a very high degree of readiness and can be implemented immediately upon award. The grant application process will remain open until all funds are expended.

## PROJECT REPORTING

The City will be responsible for monitoring the success of the Downtown Grant Fund project. The following metrics will be monitored during and after implementation of the grant fund:

- Amount of grant funds used annually
- Amount of private-sector investment leveraged
- Number of buildings rehabilitated through the grant funds
- Number of new businesses attracted to downtown utilizing this funding
- Number of ground floor spaces renovated through the fund that are leased by businesses within one year of obtaining a certificate of occupancy

# PROJECT 7



## RENOVATE 121 MAIN STREET AS MAPLE CITY SAVINGS BANK OFFICES

### DRI FUNDING REQUEST

**TOTAL DRI FUNDS:**           **\$ 580,000**

TOTAL PROJECT COST:       \$1,510,000

### PROJECT DESCRIPTION

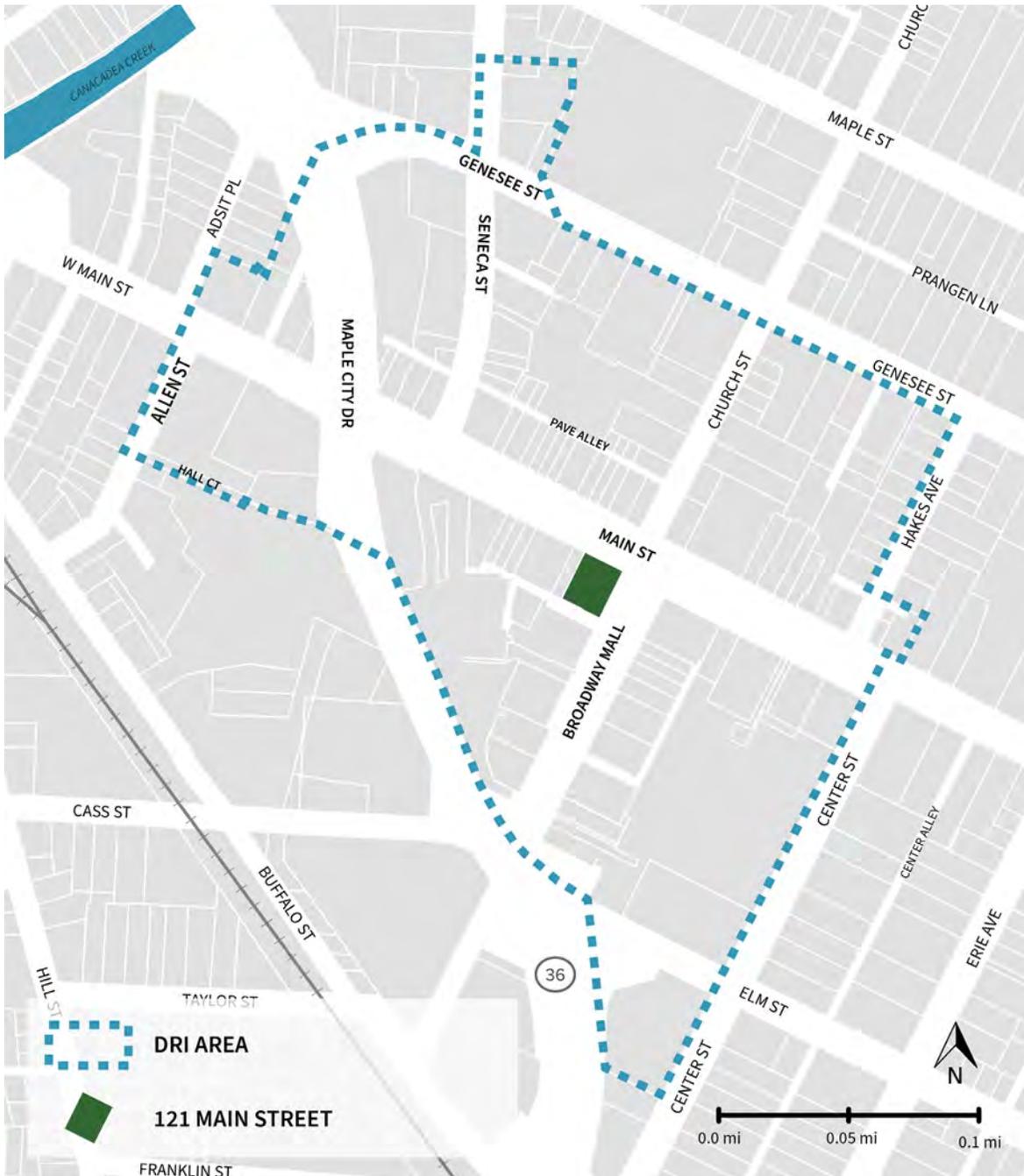
The proposed project will transform an underutilized building at a highly visible corner in the heart of downtown Hornell into an active commercial space for an expanding local business, Maple City Savings Bank (MCSB). The headquarters of MCSB is located across the street from the proposed project on the east corner of Broadway Mall at Main Street. The MCSB headquarters will remain in their current location, making the proposed project an extremely walkable secondary location for the bank offices. This project would support Hornell's COVID-19 recovery by bringing new quality jobs to downtown. The Southern Tier has faced significant job loss, with an 8% decline in all private sector jobs due to COVID-19. This project would help offset these losses as it is anticipated to create 6 new jobs in the short-term, with the opportunity for additional jobs as the company continues to grow and the economy stabilizes. If this project was awarded funding it would give an existing private business access to capital in order to expand its services for the community.

At approximately 9,547 square feet, the 121 Main Street building has the needed space for MCSB, which has doubled in size in the past 10 years and intends to double again in the next 10 years. Once implemented, the building will house the bank's commercial lending department and newly acquired financial investment firm. Renovations of 121 Main Street will address needed upgrades and improvements to support the long-term usability of the building. There is currently an existing use in the back half of the building, a retail store for Sunset Hydroponics & Home Brewing. As part of the contract for the purchase of 121 Main Street, Sunset Hydroponics & Home Brewing have been given the option to maintain its existing location for up to two years from the date of closing. The front half of the building, at the corner of Main Street and Broadway Mall, is currently vacant and would be the location of phase one of the interior buildout. Specific proposed project improvements include:

- Roof replacement
- Replacement of HVAC units on the roof to new, more energy efficient units
- Facade improvements, including window and door replacement
- Complete buildout of the interior space in two phases:
  - Buildout of the vacant front half of the building, approximately 5,000 square feet, in order to construct 12 offices, a reception area, a small conference room, a large conference room, an IT room, two bathrooms and a small kitchen
  - Buildout of the back half of the building to include approximately 4,550 square feet of office space for anticipated bank expansion

# PROJECT LOCATION

The proposed project is located 121 Main Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

The project sponsor is Maple City Savings Bank, FSB (MCSB). MCSB has a contract to purchase 121 Main Street from its current owner, A.P. Bishop Enterprises, Inc.

## CAPACITY

Maple City Savings Bank, FSB (MCSB) is a small, federally chartered savings bank regulated by the OCC. MCSB is well capitalized and growing. The bank is directed by a board and management staff. The history of the bank stretches back to 1906, reflecting the bank's commitment to the City. Regularly exceeding \$100,000 annually in local support of organizations such as schools, sports, churches, the YMCA, hospital and other organization, MCSB is focused on serving the Hornell area. In addition, MCSB is familiar with branch development, having constructed a branch location at 7301 Seneca Road Hornell, New York.

## PROJECT PARTNERS

- Maple City Savings Bank, FSB (project sponsor and future property owner)
- A.P. Bishop Enterprises, Inc. (current property owner)

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** The proposed project transforms an underutilized building into an active use by an established downtown business, Maple City Savings Bank.



**Establish unique gateways that help to draw people into the downtown core from surrounding destinations within the City.** With the implementation of the proposed project, Maple City Savings Bank will occupy both corners of Broadway Mall at Main Street, creating a unique gateway to this commercial corridor that brings customers and businesses to the downtown.



**Support increased entertainment and business investments in the downtown to catalyze additional residential growth.** Maple City Savings Bank provides community banking at an accessible downtown location. Investing in this project will expand the centralized offerings of the bank, enhancing the attractiveness of downtown services.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.** Maple City Savings Bank is a highly active ground level use as it has over 3,000 retail deposit customers with 200 to 300 of them visiting the bank daily. The new office will collaborate with the bank headquarters across the street, furthering the potential impact of pedestrian traffic on the downtown.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's Innovative Culture.** Locally-owned and operated, Maple City Savings Bank is the only bank headquartered in Hornell. The bank continues to provide services to residents at its convenient downtown location and, with this proposed project, plans to increase its downtown footprint for accessible commercial lending and financial investment.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Protects a structurally-sound building from continued disrepair and allows for adaptive reuse
- Reactivates a primary corner on Main Street and Broadway Mall that has been sitting vacant

## MIDDLE-TERM BENEFITS:

- Creates more customer traffic in downtown Hornell
- Enhances the downtown streetscape with an improved facade and appropriate building signage

## LONG-TERM BENEFITS:

- Brings more quality jobs to downtown Hornell
- Supports the long-term sustainability of an established locally-owned and operated downtown business
- Positively impacts neighboring property values

# PUBLIC SUPPORT

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Throughout the DRI planning process, this project received support from the LPC and community members.

# JOBS CREATED

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The new office will provide needed space for three of the bank's commercial lending department employees and three employees from the acquisition of the financial investment firm. In addition, the bank expects to add additional employees over time.

# ACQUISITION OF REAL PROPERTY

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The project sponsor, Maple City Savings Bank, FSB, is under contract for purchase of the property from A.P. Bishop Enterprises, Inc. The closing date was set in June, 2020.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Entire Building Roof Replacements	DRI Funds (proposed)	\$69,900
Interior Demolition / Removals, Patching and Structural Repair		\$6,450
Interior Framing, Insulation, Drywall and Ceilings		\$29,300
Interior Doors and Exterior Doors, Windows, Glazing and sealants		\$37,530
Interior Finishes and Specialties (toilet accessories, interior signage, fire extinguishers, Pedimat at entrance)		\$148,630
MEP (HVAC, Electrical, Plumbing)		\$129,250
Facade Work		\$30,000
Contingency	Bank Capital (confirmed)	\$50,520
Complete Phase II Buildout (including 14% contingency & 25% overhead)	DRI Funds (proposed) /	\$128,930
	Bank Capital (confirmed)	\$439,490
Furnishings Phase I	Bank Capital (confirmed)	\$50,000
Furnishings Phase II		\$40,000
Initial Building Purchase		\$350,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$580,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$930,000</b>
<b>TOTAL PROJECT COST</b>		<b>\$1,510,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate for the roof was developed based on an estimate from a professional roofing company. The estimates for the buildout of the structure is based on a general estimate by square footage from a construction advisors company. The building at 121 Main Street, although structurally sound, requires significant upgrades and improvements for the building to be a usable space. At 9,547 square feet, the one-story corner lot building has a large presence on both Main Street and Broadway Mall. Given the footprint and the location of the building, the investment to adaptively reuse the space has the potential to have a large impact on the activation of the downtown streetscape.

Although renovation of this space would be necessary for any use, its use as Maple City Savings Bank offices serves to benefit the downtown because of the customer traffic the bank attracts. The bank is a magnet for activity in the downtown with 3,000 retail deposit customers, 200 to 300 of them visiting the bank daily. In addition, the bank services over 300 business clients, 600 investment clients and approximately 400 mortgage applications annually. Loan and investment customers visit the bank at least annually, with many visiting daily or weekly. These reoccurring visits to the bank bring people, including business owners, homeowners, retirees, and others with disposable income, into the downtown where they may support other retail and service businesses. Plus, as a single-story building, across from the bank headquarters, it's well positioned to accommodate customer consultations and closings as it provides an accessible downtown location for customers of all ages.

In addition to customer traffic, the bank provides a growing number of quality jobs in the downtown. Over the last five years the bank has increased its number of employees from 20 employees to 30 employees. The new office will accommodate the expansion of the bank as it will house the newly acquired financial investment firm as well as the growing commercial lending department. To demonstrate the feasibility of the offices, as part of the 2021 budget, a project income statement has been prepared by Maple City Savings Bank for the first full year of operations at 121 Main Street that shows a positive net income.

## REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits. An environmental study and survey have been completed.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS



**PROPOSED RENDERING**

## **TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS**

### **IMMEDIATE NEXT STEPS (1 MONTH) - FALL 2020**

- Architectural and engineering review of conceptual drawings

### **DESIGN PHASE (4 MONTHS) - WINTER 2020 TO SPRING 2021**

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

### **CONSTRUCTION PHASE (8-10 MONTHS) - SUMMER 2021 TO FALL 2021**

- Interior building renovations

## PROJECT REPORTING

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Maple City Savings Bank (MCSB) will be responsible for monitoring the project during and after implementation. MCSB will hire professional architects, engineers and contractors as needed to oversee the technical elements of the project. Metrics to measure the success of the project include:

- Number of customers (daily, weekly, annually)
- Increased number of employees
- Additional services provided by the bank
- User feedback regarding the appearance of the building

# PROJECT 8



## IMPLEMENT TRAFFIC CALMING MEASURES TO PUBLIC PARKING FACILITY

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$575,000</b>
TOTAL PROJECT COST:	\$575,000

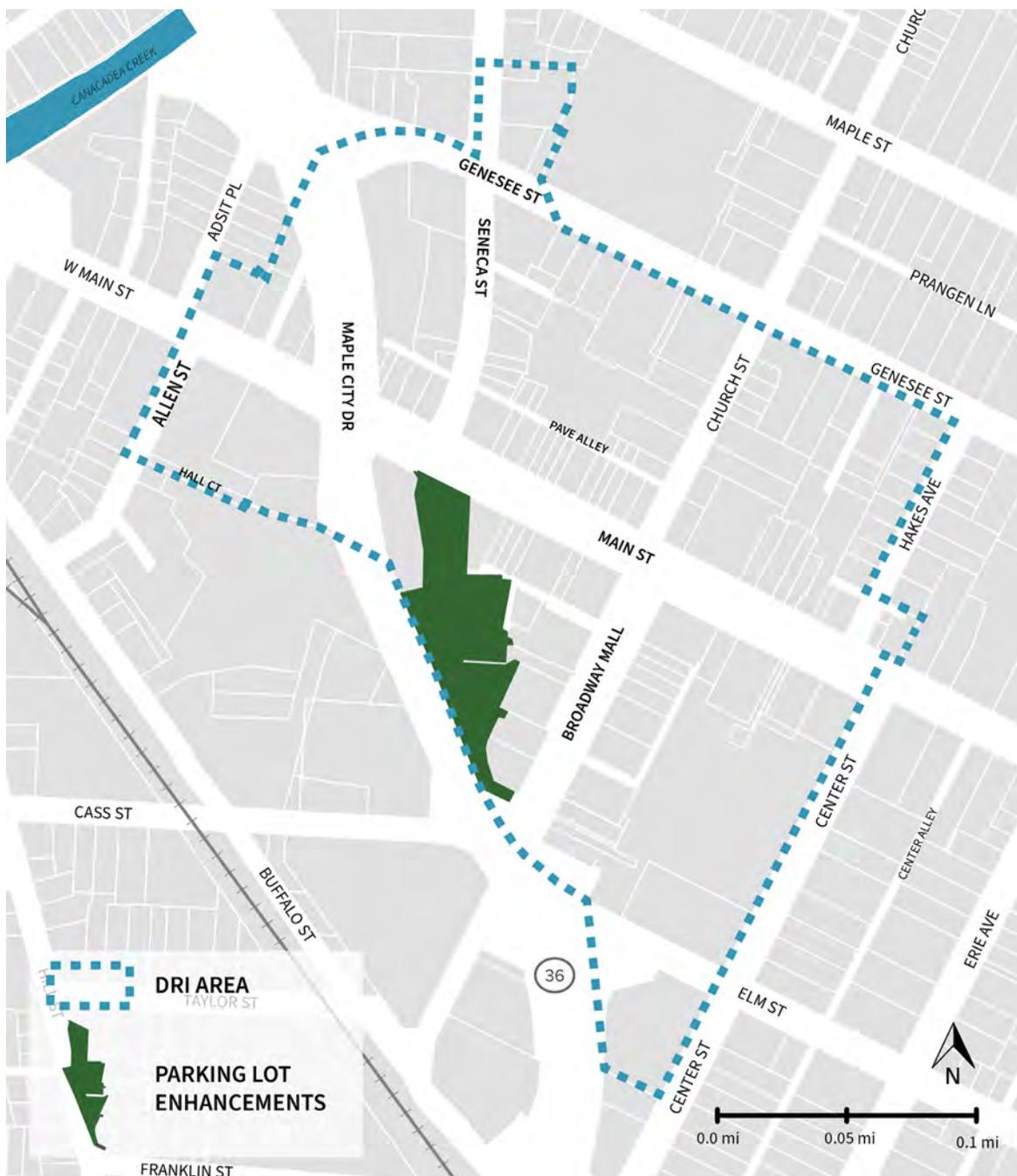
### PROJECT DESCRIPTION

The proposed project includes traffic calming and safety improvements. The existing public parking facility located at Seneca and Canisteo Streets was identified as problematic due to traffic flow and speeds. The parking lot is adjacent to the existing Landman Building, Burger King, and the rear entrance to the buildings on Main Street and Broadway Mall. Today there is a lack of definition to the roadway and parking stalls causing confusion and safety concerns for both vehicles and pedestrians.

Project improvements include the installation of curbed concrete islands and pavement striping to clearly delineate vehicular travel lanes on Seneca Street, sidewalk improvements to enhance pedestrian safety at the rear of the Main Street and Broadway Mall buildings, minimal tree plantings at the parking lot edge and improvements to the existing parking lot lighting. In combination, these enhancements will improve vehicular and pedestrian safety, provide defined sidewalks for pedestrians to access adjacent buildings and alleyway connections to Broadway Mall, and create a more aesthetically pleasing environment.

## PROJECT LOCATION

The proposed project is located in downtown Hornell at Seneca and Canisteo Streets adjacent to the Landman Building, Burger King, and the rear of the buildings on Main Street and Broadway Mall.



## PROPERTY OWNER / SPONSOR

The City of Hornell is the property owner/sponsor for the parking lot improvements and traffic calming.

## CAPACITY

The City of Hornell will be responsible for the long-term implementation and maintenance of the parking lot improvements. The City has demonstrated successful implementation of other streetscape / pedestrian realm improvements in downtown and the ability of the Department of Public Works (DPW) to maintain these facilities. The DPW currently maintains the existing parking lot.

## PROJECT PARTNERS

- None

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Invest in infrastructure improvements that facilitate the reuse and sustainability of downtown's building stock.** Improvements to the existing parking facility will provide a safe and convenient place for residents and visitors to park. The lot is immediately adjacent to buildings on Main Street and Broadway Mall and provides support for future retail and residential opportunities in downtown's building stock.



**Activate and enhance alleyways throughout the downtown core.** Two alleyways proposed for improvement connect the existing parking facility to Broadway Mall. Enhancements to the parking facility will provide safer pedestrian connections to the alleyways with new sidewalks and a clearly defined pedestrian zone.



**Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.** The incorporation of minimal landscape improvements at the perimeter of the parking facility, including shade and ornamental trees, will help to buffer the parking facility and enhance the pedestrian zones. Locating wayfinding signage in the parking facility as part of the Downtown Wayfinding project will help direct residents and visitors to the retail and services downtown has to offer.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Strengthen the region's tourism and community assets and use them as effective tools to promote the region to visitors, perspective talent and investors.** Improvements to the parking facility and its connection to Main Street and Broadway Mall will support existing businesses and future investment into the downtown core.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Improves vehicular and pedestrian safety by reducing the potential for vehicle/pedestrian conflicts
- Provides safe parking facilities for residents and visitors to downtown
- Creates connectivity to downtown Hornell with the incorporation of wayfinding signage and providing safe pedestrian connections to adjacent alleyways

## MIDDLE-TERM BENEFITS:

- Encourages visitors to downtown by providing adequate and safe public parking facilities

## LONG-TERM BENEFITS:

- Encourages future retail and residential development in downtown
- Positively impacts neighboring property values and the surrounding business community
- Sets the stage for future investment in downtown Hornell

# PUBLIC SUPPORT

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This project was recognized in the City of Hornell's DRI application as an important and catalytic project to increase vehicular and pedestrian safety, and access to downtown's main commercial corridors.

# JOBS CREATED

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No jobs will directly result from the implementation of this project.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Stone Curb, Mill and Resurface Pavement, and Pavement Striping	DRI Funds (proposed)	\$220,000
Concrete Sidewalks		\$108,000
Landscape Areas Including, Excavation for Planting Beds, Topsoil, Tree Plantings, and Turf Establishment		\$28,000
Lighting Improvements		\$40,000
Workzone Traffic Control, Mobilization, Survey and Operations, Erosion and Sediment Control		\$46,000
Design Contingency		\$45,000
Construction Contingency		\$88,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$575,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>	<b>\$0</b>	
<b>TOTAL PROJECT COST</b>	<b>\$575,00</b>	

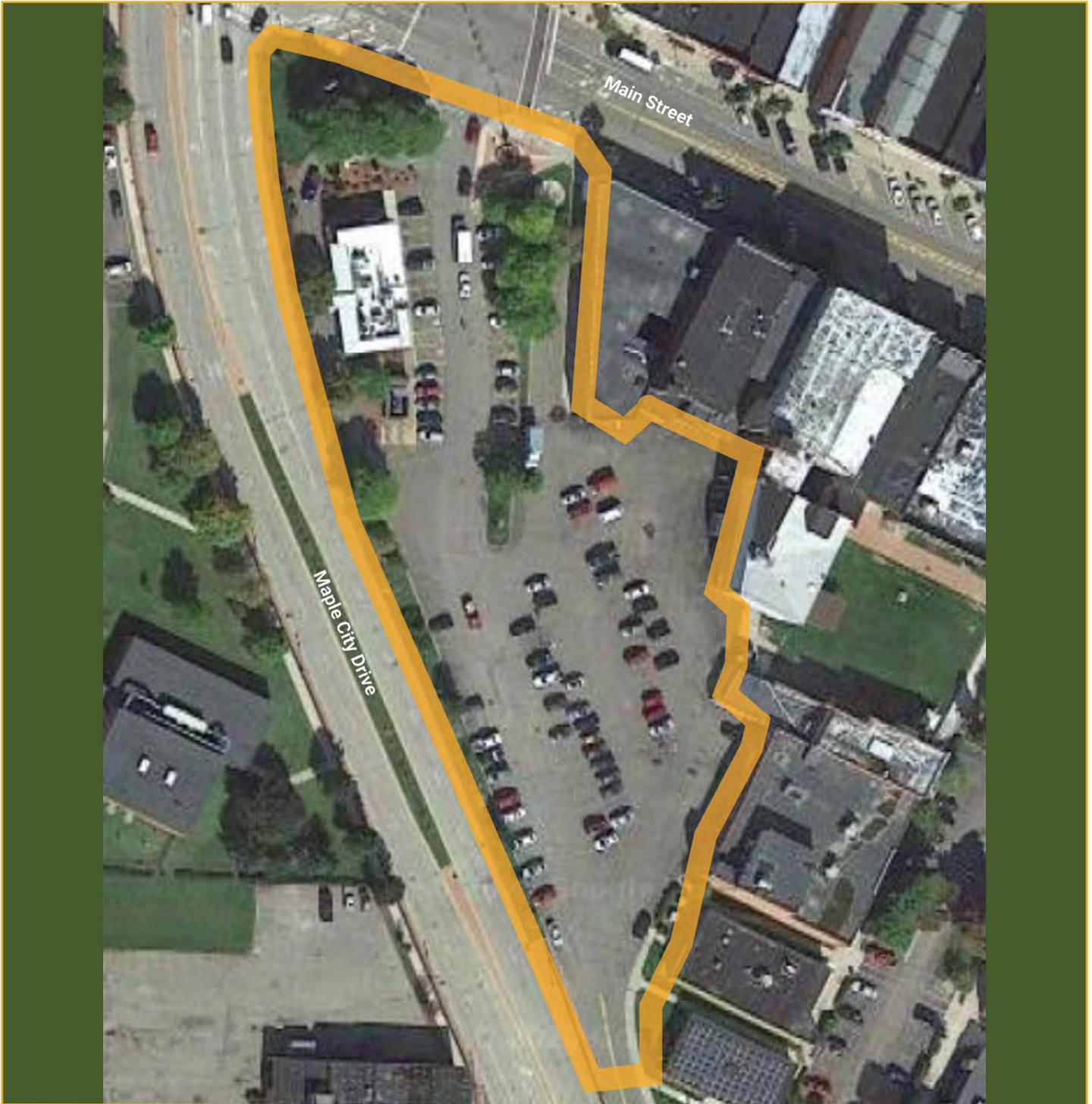
## FEASIBILITY AND COST JUSTIFICATION

The cost estimate was prepared by a licensed landscape architect and is based on standard construction estimating methods, as well as coordination with contractors for material and labor pricing. The project is a justified use of funds based on its ability to create a safe and welcoming vehicular and pedestrian environment in downtown Hornell and its potential to provide parking for the major commercial corridors and public event spaces. The project is adjacent to multiple other DRI projects including the Landman Building, The Warehouse, and the Learning & Education Center and has the potential to support their parking needs. The Alleyway Improvements and Downtown Wayfinding projects will also help in guiding residents and visitors to the parking facility and from their cars to downtown destinations.

## REGULATORY REQUIREMENTS

The proposed project will require approvals and permits from the City of Hornell.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING PARKING LOT CONDITIONS**

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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Preliminary design and cost estimating has been completed for this project.

## IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- City of Hornell to issue RFP and execute contract for design services

## DESIGN PHASE (6-8 MONTHS) - WINTER 2020 TO SPRING 2021

- Develop construction documents and specifications
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (12 MONTHS) - SUMMER 2021 TO FALL 2021

- Construction of curbed island
- Milling and resurfacing of asphalt pavement
- Installation of sidewalks
- Installation of landscape improvements
- Installation of lighting
- Installation of wayfinding signage

## PROJECT REPORTING

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The City of Hornell will hire a consultant to oversee the design, implementation and construction of all improvements. The City will continue to monitor the economic impacts and perceived benefits of the project after construction completion. Potential metrics to measure impacts and benefits include:

- Increased pedestrian traffic between public parking facilities and the main commercial corridors and public gathering spaces
- Reduced vehicular and pedestrian conflict / accidents
- Increased dollars spent in downtown Hornell
- Increased investment in downtown Hornell
- User feedback

# PROJECT 9



## DEVELOP A STEM ACADEMY TO EDUCATE YOUTH IN TECHNOLOGY FIELDS

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$423,750</b>
TOTAL PROJECT COST:	\$565,000

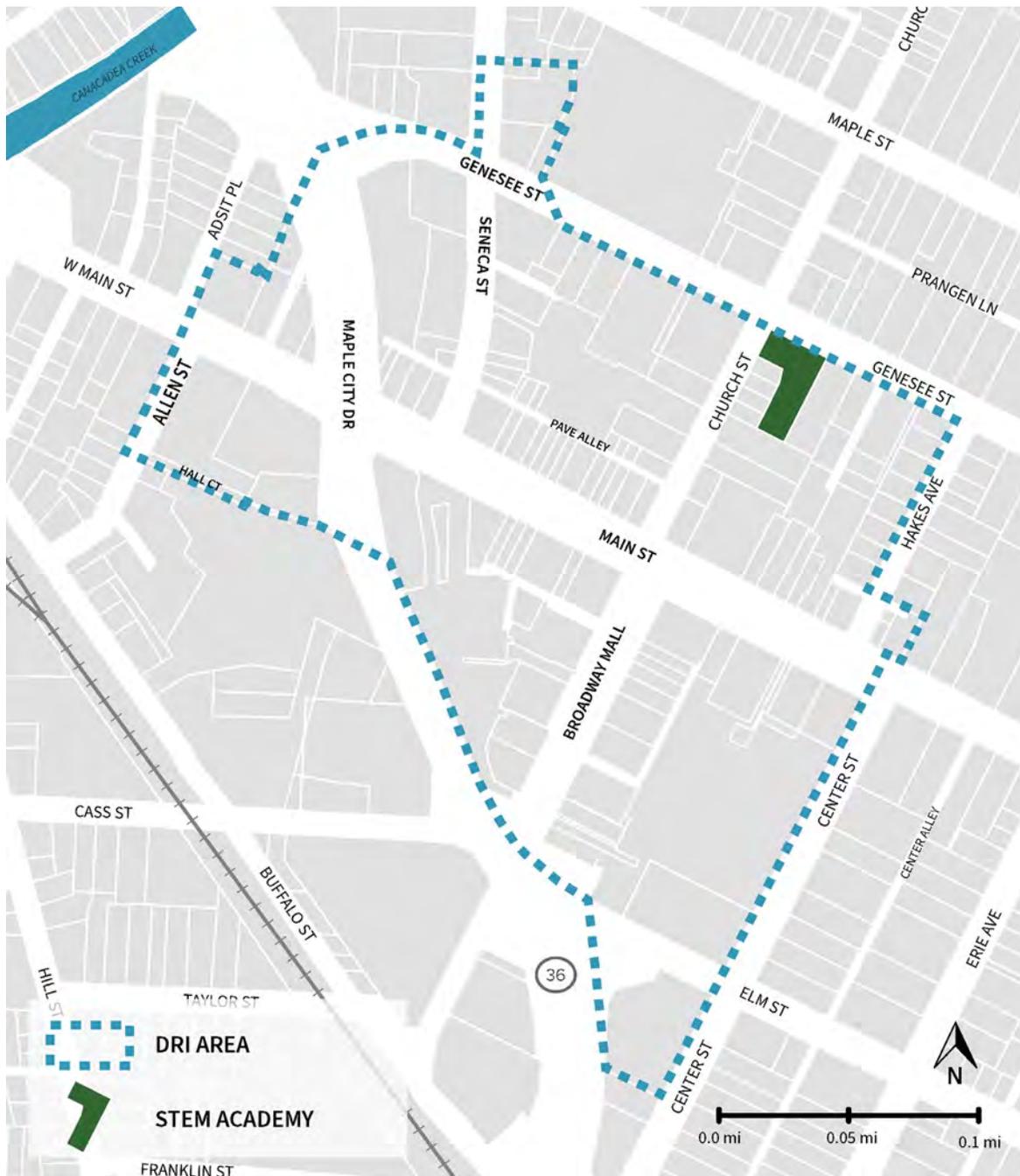
### PROJECT DESCRIPTION

St. Ann's Academy (SAA) will create a state-of-the-art STEM (Science, Technology, Engineering, Math) Academy for kindergarten through 8th grade students to develop skills in technologies that are driving the workforce of the 21st century. Led by the Board of Directors of SAA, this project consists of the construction of a one-story 2,900 SF facility. The allure of the facility is intended to reach beyond Hornell's boundaries and attract regional attendance to the school and showcase Hornell's complementary downtown assets. The STEM Academy directly responds to the Southern Tier's regional call to "better engage, highlight and support workforce efforts along the K-12 pipeline to help local schools." Once the STEM Academy is established it can feed into the Southern Tier's unique assets like the STEAM Innovation Center at SUNY Corning Community College.

In terms of curriculum, the program will be primarily experiential learning. In a supervised, safe environment, the students will be guided through experiments and demonstrations that teach STEM concepts. They will learn to work on teams, share their skills, respect each other's opinions, and brainstorm their ideas. This approach will enable kids to discover the fun and satisfaction of applying science to solve problems, while learning new skills that challenge their minds. Learning in the STEM labs will be complemented by field trips and tours of local manufacturing facilities. This adds to the science-immersion by showing the practical applications of what they are learning. This link is important because it provides a continuity, beginning to end, from learning basic concepts in first grade to assembling a high-speed train when grown up. By keeping the long-term goal in mind, the STEM Academy hopes to encourage students to stay the course and consider STEM fields through adulthood.

# PROJECT LOCATION

The proposed project is located on 41 Genesee Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

St. Ann’s Academy (SAA) is the Project Sponsor. SAA is an IRS designated 501(c)(3) and not-for-profit, educational entity provisionally chartered by the NYS Department of Education. An active SAA Board Member currently owns the building located at 41 Genesee Street. If the DRI is awarded to the STEM Academy, the Board Member will transfer the title to SAA prior to construction.

## CAPACITY

The Board of Directors at St. Ann's Academy will be responsible for implementation of the project and the subsequent operations and sustainability of the facility. While the STEM Academy will run as a separate entity to SAA, the Board of Directors will oversee both facilities. The Board has previous experience with the upstart and development of school operations, as the group was responsible for opening St. Ann's Academy in 2012 with 21 students. Today, the school has 87 students in grades Pre-K through 6th grade. The Board currently consists of local community members who are passionate about maintaining the legacy of St. Ann's School; following its closure in 2012 they worked tirelessly to transition the facility to St. Ann's Academy.

St. Ann's Academy currently charges tuition, which helps to fund a significant portion of the school's operations. SAA anticipates charging a small tuition for the STEM Academy as well. The Board is in preliminary conversations to develop a fee and membership structure. To supplement tuition and donations, SAA will also apply to grants targeted at long-term STEM operations. There are numerous funding and grant sources from STEM schools. At the federal level, the National Science Foundation and the US Department of Education have various sources of grants for establishments like the STEM Academy. The Board of Directors is prepared to write applications for these grants in order to obtain operational funding.

A customer survey will be completed during the construction phase to determine the best day and times for programming. At this time, it is anticipated that the STEM Academy will be used during the day by SAA's students, with adult coverage provided by existing SAA staff. In addition, they will offer STEM sessions that fit the schedule of non-SAA students, such as late afternoon, evenings, and Saturdays. This shared use helps offset the administrative cost of running the STEM Academy.

## PROJECT PARTNERS

- St. Ann's Academy (SAA)
- Local school district and BOCES (the Academy plans to coordinate its programs)

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote diversity of downtown activities to include options for all ages, including families.**

The project will add an educational component to downtown's business mix, drawing in families who are likely to patronize Hornell businesses when they come in and out of town.



**Expand workforce development opportunities.** The primary goal of the STEM Academy is to expose children to the diverse workforce opportunities that exist within the fields of science and technology within Hornell and the Southern Tier. Training local students will help regional businesses be able to attract from within the region as opposed to needing to look outside the region.



**Partner with established educational institutions to provide opportunities for students of all ages, levels and backgrounds in the downtown.** The STEM Academy will partner with SAA, a renowned educational institution that will provide their expertise in order to ensure the successful operation of the new facility.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Prioritize job creation in clean and green fields such as renewable energies, energy efficiency, and green infrastructure.** The skills taught at the STEM Academy are directly tied to jobs in new technologies like renewable energies and green infrastructure. While the technology adapts so quickly, the STEM Academy will empower students to leverage their existing knowledge and create their own opportunities in the job market.
- **Attract a diverse population, with residents and workers supported by complementary diverse housing and employment opportunities.** The education sector is highly competitive. The STEM Academy will not only train students in employable skills but will provide a competitive advantage to Hornell and help to attract a diverse population of residents and workers.
- **Identify opportunities for continued support of programs and projects that align employer needs with training through regional providers and qualified educators.** As programs are developed, local employers will be asked to come into the STEM Academy to show students the type of work they do in their facilities. While this would not be a direct pipeline to an employer, it does build interest in students who see that they are able to use skills obtained at the STEM Academy to excel in jobs in the community.

## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Promotes infill development in Hornell's downtown core
- Increases business visitation downtown as families that come from outside of Hornell for events or classes for their children will patronize local businesses

### MIDDLE-TERM BENEFITS:

- Stimulates jobs associated with the facility, adding to the diversity of the employment base

### LONG-TERM BENEFITS:

- Provides exposure to STEM fields to inspire individuals to start their own small businesses
- Leverages the historic assets of Hornell into forward-thinking exhibits or programs for students
- Provides educational opportunities that will be attractive to existing and potential employees of area industries

- Prepares the local community for jobs with a technology and science focus, increasing local workforce competitiveness.
- Increases number of young women interested in science and technology fields

## **PUBLIC SUPPORT**

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SAA, the project sponsor, is a well-known member of the Hornell community. SAA gained widespread support for its programs in the community since the school was founded in 2012. The school relies heavily on the strong network and support of parents, teachers and retired teachers, volunteers, local businesses, and graduates of the former St. Ann School. While the plans for this project are in the preliminary stages, the Board of Directors is confident this established network will be a source of public support for this project.

## **JOBS CREATED**

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SAA estimates that the STEM Academy will create at least two new jobs staff members. A STEM Lab Manager will be hired to oversee the operation of the facility. This person will work closely with educators to plan suitable activities such as experiments and competitions for students in the area.

## **ACQUISITION OF REAL PROPERTY**

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The property is owned by a SAA Board Member. If the STEM Academy is awarded DRI funds, the Board Member will transfer the property title to SAA.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Construction improvements including: Design; Permitting Code Compliance, Project Management, Site work/ Utility hookups, Foundation/ Building Structure, HVAC, Electrical/ Plumbing	DRI Funding / Capital Campaign Fundraising	\$435,000
Interior Finish + Furnishing	Donations (secured)	\$28,100
Landscaping		\$18,450
Laboratory Equipment	STEM Grant (to be applied for in the future)	\$83,450
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$423,750</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$141,250</b>
<b>TOTAL PROJECT COST</b>		<b>\$565,000</b>

The total project budget to construct and outfit the facility is \$565,000. SAA is requesting 75% in funding from the DRI, leveraging the additional 25% through private sources, grants and fundraising.

The DRI award announcement will catalyze a capital fund-raising campaign for the STEM Academy. SAA has already identified several sources for significant donations (~\$10,000) that wish to remain anonymous at this time. While the target of the capital campaign will be former St. Ann's School graduates who have either moved back to the area or currently work in the STEM fields, the donor base can expand beyond Hornell's boundaries to match the anticipated draw of the school. SAA's staff has extensive fundraising experience. SAA Board Members have been part of the fundraising effort for the YMCA, which raised over \$6 million in 2010. As another financing mechanism, SAA can use the equity in the current building as collateral.

In terms of operations, SAA is well-versed in maintaining and operating a school based on generous contributions from the community and dedicated alumni. Today, SAA primarily operates through contributions and nominal funding from the state. SAA is prepared and motivated to launch a fundraising campaign targeted at former St. Ann's School graduates who have either moved back to the area with their own family and want to participate in the growth of the school or alumni who have moved out of state and work in the fields of STEM.

# FEASIBILITY AND COST JUSTIFICATION

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## **COST FEASIBILITY**

SAA is in the design and planning stages of this project. The organization retained architects from New York City to kick off planning discussions and prepare drawings for the proposed facility. Estimates for the project costs were developed with the expertise of the President of St. Ann's Academy Board, Jerome O'Connor, a professional engineer who worked at the Department of Transportation for 20 years. Costs were also reviewed and adjusted by engineering and architectural experts at Bergmann.

The renderings have been reviewed by City Codes and presented to the Hornell Planning Committee. City Code has provided feedback on these drawings. The estimated gross square footage is 2,900, and the building that must be demolished onsite totals 1,311 SF. The buildings specs show a range of flexible spaces including a finished basement, which meets the building code. Since students may be at the STEM Academy long enough to require a meal, the basement could be used as a cafeteria space, but the flexibility will also allow it to be used for demonstrations and activities.

## **MARKET FEASIBILITY**

Hornell's downtown profile notes that Manufacturing (NAICS 31-33) is the largest contributor to Hornell's economy. As of 2018, the Manufacturing industry was responsible for 39% of Hornell's Gross Regional Product (GRP), at approximately \$241 million. Today's manufacturing industry landscape continues to shift and evolve as the digitalization, automation, and customization are top of mind for the country's largest producers. While job reduction is associated with incoming technology, it is also true that new jobs will be developed such as industrial maintenance technicians or in other fields that combine technology literacy and mechanical engineering. The increased reliance on machines is increasing the need for workers who have new skills in data analytics and systems thinking. Creating opportunities for next generation to develop these skills at a facility like the STEM Academy will be critical to supporting the industry's future needs as technology continues to adapt.

The market analysis also demonstrates that there is a regional deficiency of workers who are trained in a combination of skills like mechanical engineering and industrial maintenance. Job posting data for the region shows that positions in Architecture and Engineering and Computer and Mathematical Occupations are three times harder to fill than other positions that are frequently posted. Offering training in the sciences and math can have long term effects on the overall wage growth of the region. Average earnings per job in Steuben County within the industries that make up railroad manufacturing total \$104,676 compared to average earnings of \$70,245 in Steuben County.

The location of the STEM Academy makes it a distinct project. Situated in the heart of downtown Hornell, it will be accessible to poverty-level children who may not have access to a car to travel to a specialized facility in another location.

## REGULATORY REQUIREMENTS

Representatives from SAA have had initial conversations with the City Codes office and have shared conceptual drawings regarding the construction of the one-story facility. The Applicant anticipates no significant issues with obtaining a local building permit to begin construction. Regulations related to the operation of STEM Academy are addressed through the Department of Education, Office of Non-Public Schools. SAA currently abides by these regulations and will continue to do so with the Academy. SAA has 501 (c)(3) status from the Federal Government and is designated as an independent not-for-profit with no financial connection to the Catholic Diocese. SAA, concurrently with the STEM Academy, is proud to welcome children from all backgrounds.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS





## TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Assuming project award in late 2020, this project would be ready to commence immediately with final planning and design stages.

### IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020 TO WINTER 2021

- Design: permitting, code compliance, project management (on-going)

### CONSTRUCTION PHASE (12-15 MONTHS) - SPRING 2021 TO SUMMER 2022

- Site Work
- Utility Hookups
- Foundation
- Building Structure
- HVAC
- Electrical/Plumbing

## **FURNISHING, FIT UP & EXTERIOR PHASE (12 MONTHS) - SUMMER 2022 TO SUMMER 2023**

- Interior finish & furnishing
- Landscaping
- Laboratory Equipment

The President of the Board of Directors will serve as the point person for construction management. During the construction phase, the project will be managed by the school's architect (OS Architects) with a local on-site representative yet to be named.

## **PROJECT REPORTING**

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The Board of Directors of St. Ann's Academy will be responsible for the oversight and monitoring of enrollment and performance as the STEM Academy is opened. The Board will communicate with City staff about possibilities for enhancing connection between the Academy's attendees and Hornell's downtown businesses. The Academy hopes to promote itself through City-wide and regional events. In terms of measuring the success of the school, metrics may be adjusted over time but will initially include:

- Number of participating students
- Number of participating schools
- Annual satisfaction survey filled out by students and parents to help shape and improve programs

# PROJECT 10



## RENOVATE AND EXPAND THE CROSSROADS PROFESSIONAL BUILDING AND SITE

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$420,000</b>
TOTAL PROJECT COST:	\$700,000

### PROJECT DESCRIPTION

The proposed project will revitalize a prominent corner at one of the key gateways to the Main Street business district. The Crossroads Professional Building and its adjacent property are located at the intersection of Main Street and Maple City Drive. Project improvements will enhance the intersection with greenspace and renovate the Crossroads Professional Building to maintain and potentially expand its offices that provide important professional services in downtown Hornell. The Crossroads Professional Building was built in 1892 and is home to one of the longest consecutively running Main Street businesses in Hornell, Andolina Dental, PC. The dental office opened in 1982 and today owns the building and occupies the first floor. The second floor has been continuously occupied since 1994. The upstairs tenants include the attorneys of Pulos and Rosell, LLP and the investment firm of Steuben Consultants. The attorneys' office will remain in its upstairs office and the investment firm has a one-year lease on its upstairs office.

The building owner is interested in expanding services within the building, potentially providing needed specializations such as oral surgery, endodontics and/or periodontics. The added specialties have the potential to foster a partnership with the local hospital, which does not currently have an oral surgeon on staff. To be able to provide such services at the Crossroads Professional Building, several building improvements are necessary including the provision of an elevator. The potential installation of an elevator has led to discussion with an oral surgeon, confirming interest in opening a satellite office in the building. In addition, with the proposed project improvements, the building owner has received interest from a periodontist. The proposed project would not only address the needs for expanding services, but also improve the quality of the public realm. Specific project elements include:

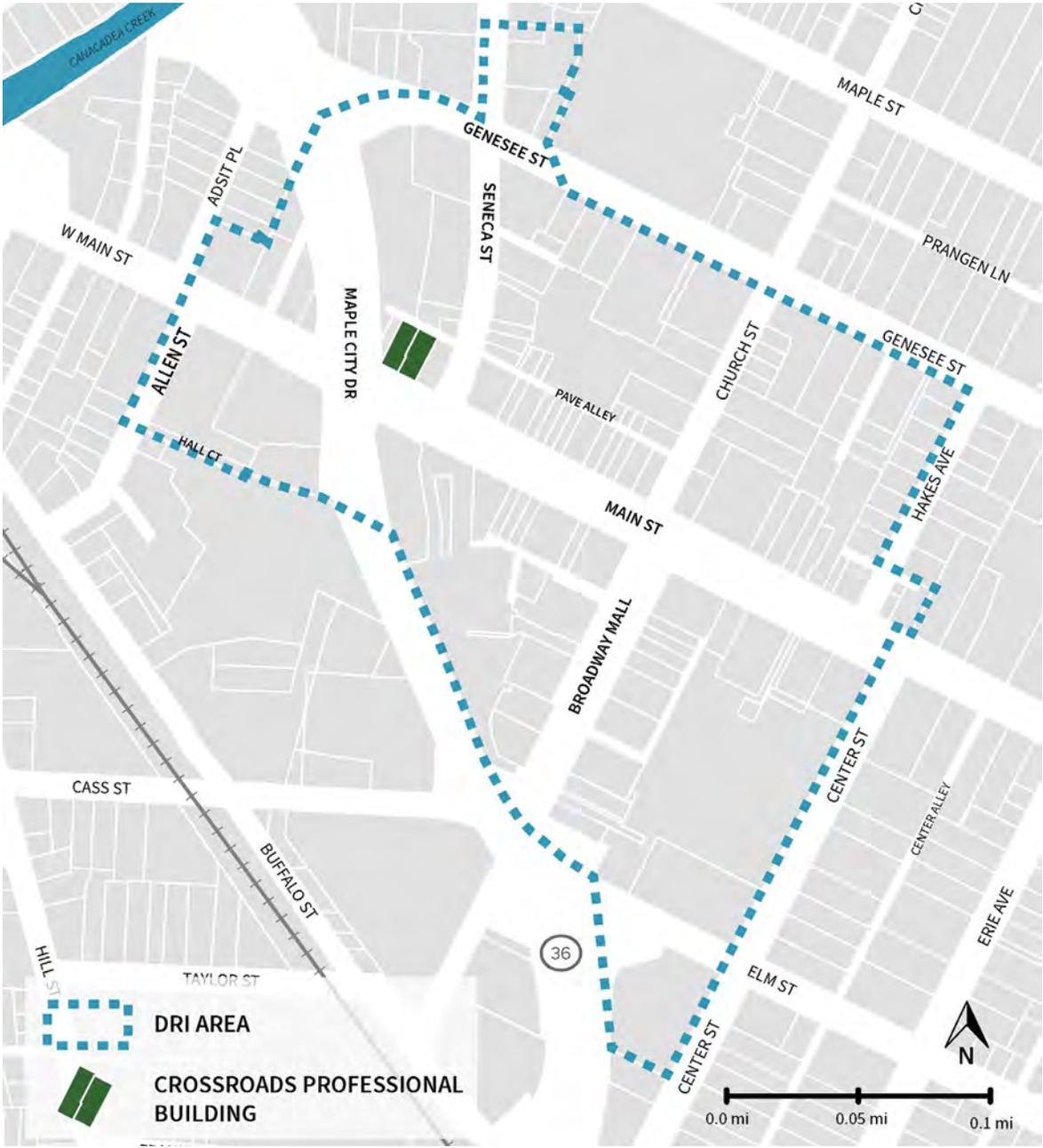
- Development of an external core to house an elevator, stairwell and separate building entrance. The construction of this external addition will require the demolition of the adjacent building at 68 Main Street and associated site preparation.
- Removal of the front stairwell for improved office layout flexibility and the redesign of the front entrance.
- Exterior refurbishing including facade improvements such as new awnings and new windows.
- Site improvements including the development of a greenspace, landscaping and a pedestrian walkway.

- Potential placement of public art through partnership with the City of Hornell.
- Development of a large mural on the new external core, which will be angled for optimal viewing.

Investment in the Crossroads Professional Building will provide an existing, long-standing business access to capital it needs to improve and expand its services. These improvements will provide residents of Hornell with local access to high quality essential services. Additionally, with the expansion of its services, up to 10 new jobs will be created – helping offset the significant job loss the region has experienced due to COVID-19. This project would help to bring more daytime traffic downtown, potentially increasing consumer spending at nearby business.

## PROJECT LOCATION

The proposed project is located at 74 Main Street and 68 Main Street.



## CAPACITY

The project sponsor has demonstrated the capacity to implement and sustain the project at the Crossroads Professional Building, having kept the building a well-maintained feature of the downtown for nearly forty years. The project sponsor has invested in redevelopment and repairs, including extensive improvements after a fire in 1992 that destroyed properties on the east side of the building. The fire caused structural concerns and, with the help of a structural engineer, the building was stabilized by removing the third floor and constructing a new roof. Furthering this redevelopment, the second floor of the building was remodeled, attracting the long-term use of the upper offices. In addition to the 1992 reconstruction, the façade was fabricated in 1997 and the east wall was aesthetically improved in 2009. These continued improvements to the building show that the project sponsor is highly committed to the building and the downtown.

## PROJECT PARTNERS

- Richard F. Andolina, Sr. DDS – project sponsor and property owner of 74 Main Street
- Richard F. Andolina Jr, DDS – project sponsor partner
- Robert J. and Eleanor Rink – property owner of 68 Main Street
- Andolina Dental, PC – existing tenant
- Pulos and Rosell, LLP – existing tenant
- Steuben Consultants – existing tenant, 1-year lease

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** The reconstruction of the building, including the new elevator, removal of the front stairwell and new building entrance, will allow for greater flexibility within the building in order to provide accessible professional spaces within this historic downtown structure. This new configuration will promote the potential use by other specialties that require the building to be more adaptive to user needs.



**Support investment in upper stories of downtown buildings.** To be able to use the upper story for specialties such as oral surgery, an elevator is necessary for the safety of patients who are medicated for a procedure. In addition, the elevator allows for better accessibility for all potential users and helps to modernize the building.



**Provide a range of pedestrian amenities that meet the needs of all residents.** Site improvements, following the demolition of 68 Main Street, will include a pedestrian walkway that connects to the rear parking area, opening sight lines to this public facility.



**Create a distinctive public realm through the incorporation of public art, landscaping and wayfinding elements.** The development of a new landscaped greenspace at 68 Main Street provides greater opportunities for public art, such as a potential public installation. Additionally, the development of a large mural on the external core addition to the Crossroads Professional Building, which will be angled to promote optimal visibility, welcomes residents and visitors to downtown Hornell.



**Establish unique gateways that will help to draw people into the downtown core from surrounding destinations within the City.** The proposed project would showcase the Crossroads Professional Building and the new adjacent greenspace as a key gateway at a critical intersection and serve as an example of quality downtown historic renovation.



**Support increased entertainment and business investments in the downtown to catalyze additional residential growth.** The proposed project supports needed business investment in professional services that serve the local and regional residential community.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.** The current ground floor use is a dental office that brings more than 12,000 verifiable out-of-area people yearly into the downtown. With office visits combined with other business and shopping in Hornell, this active ground level use supports the downtown business community.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's Innovative Culture.** Currently there are three dental offices in the Hornell area, compared to 10 in 1982, which shows that private healthcare providers have dwindled. Yet, as the owner of Andolina Dental, the project sponsor continues to be committed to rural dentistry within downtown Hornell. As also the building owner, the project sponsor is looking to expand services offered in this centralized downtown Hornell location to continue to meet the needs of a wide catchment area of local and regional patients. The proposed project at the Crossroads Professional Building focuses on innovatively maintaining a commitment to the downtown while providing cutting-edge health care services that support a high quality of life.

## ANTICIPATED REVITALIZATION BENEFITS

### SHORT-TERM BENEFITS:

- Leverages the nearly 40-year continued investment in the historic Crossroads Professional Building
- Maintains critical professional services in the downtown
- Creates a new open greenspace on private property

# ANTICIPATED REVITALIZATION BENEFITS

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## MIDDLE-TERM BENEFITS:

- Facilitates the potential to offer needed specialty dental care services
- Provides opportunities for more public art in the downtown on new greenspace
- Improves wayfinding and a sense of place at a key gateway to downtown Hornell
- Creates employment opportunities

## LONG-TERM BENEFITS:

- Promotes healthy living in downtown Hornell with a variety of dental services and professional services in a walkable downtown location
- Reduces sprawl by concentrating services in downtown Hornell
- Provides needed renovations to a key historic building for the long-term benefit of the downtown and the Southern Tier

# PUBLIC SUPPORT

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The improvements at the Crossroads Professional Building received support during the public meeting for the Downtown Revitalization Initiative. Furthermore, the Local Planning Committee (LPC) supports the project, with committee members citing personal stories of having to travel for the type of specialty services that the Crossroads Professional Building is looking to provide. In addition, the LPC noted the visibility of the site and the proposed improvement of the corner with greenspace.

# JOBS CREATED

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The proposed project will maintain the uses of the current offices, which provide 14 jobs in downtown Hornell. In addition, the proposed project has the potential to create approximately 10 additional jobs.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Purchase of Adjacent Property	Private Equity (secured)	\$125,000
Demolish Adjacent Property / Site Prep		\$35,000
2nd Floor Addition	Private Equity (secured) /	\$12,000
	DRI Funds (proposed)	\$53,000
Elevator / Stair / External Core	DRI Funds (proposed)	\$265,000
Exterior Refurbishing Including Façade		\$102,000
Architect	Private Equity (secured)	\$17,000
Contingency		\$91,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$420,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$280,000</b>
<b>TOTAL PROJECT COST</b>		<b>\$700,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate for the renovation and expansion of the Crossroads Professional Building was based on concept design developed by a professional architect.

The proposed project maintains and improves the facilities of well-established downtown businesses to expand services to local and regional customers. From Hornell, patients must travel nearly an hour or more to reach the closest oral surgeon, endodontist or periodontist. This distance puts a burden on local residents who have to travel for consultations and procedures. Additionally, dental practices have become scarce in the Southern Tier as many offices have closed or dentists have retired. The dental office at the Crossroads Professional Building has recognized this trend and has been able to address the local and regional need as it provides care for over 12,000 patients outside of the Hornell zip code. The proposed improvements will allow the building to continue to serve the community in its centralized downtown location, potentially expanding the services available in the Crossroads Professional Building. This location would benefit the patients of Andolina Dental and surrounding patients of local dental offices for specialized services in the region.

To further the development of this project, the building owner has been in discussions with an oral surgeon. If an elevator was installed, this specialty service provider from outside the area would have the capability to set up a satellite office. The addition of an oral surgeon would potentially facilitate a partnership with the local hospital, which does not currently have an oral surgeon on staff. With the development of a separate entrance, new specialties would be able to clearly operate independently within the building for the benefit of the City and region as a whole.

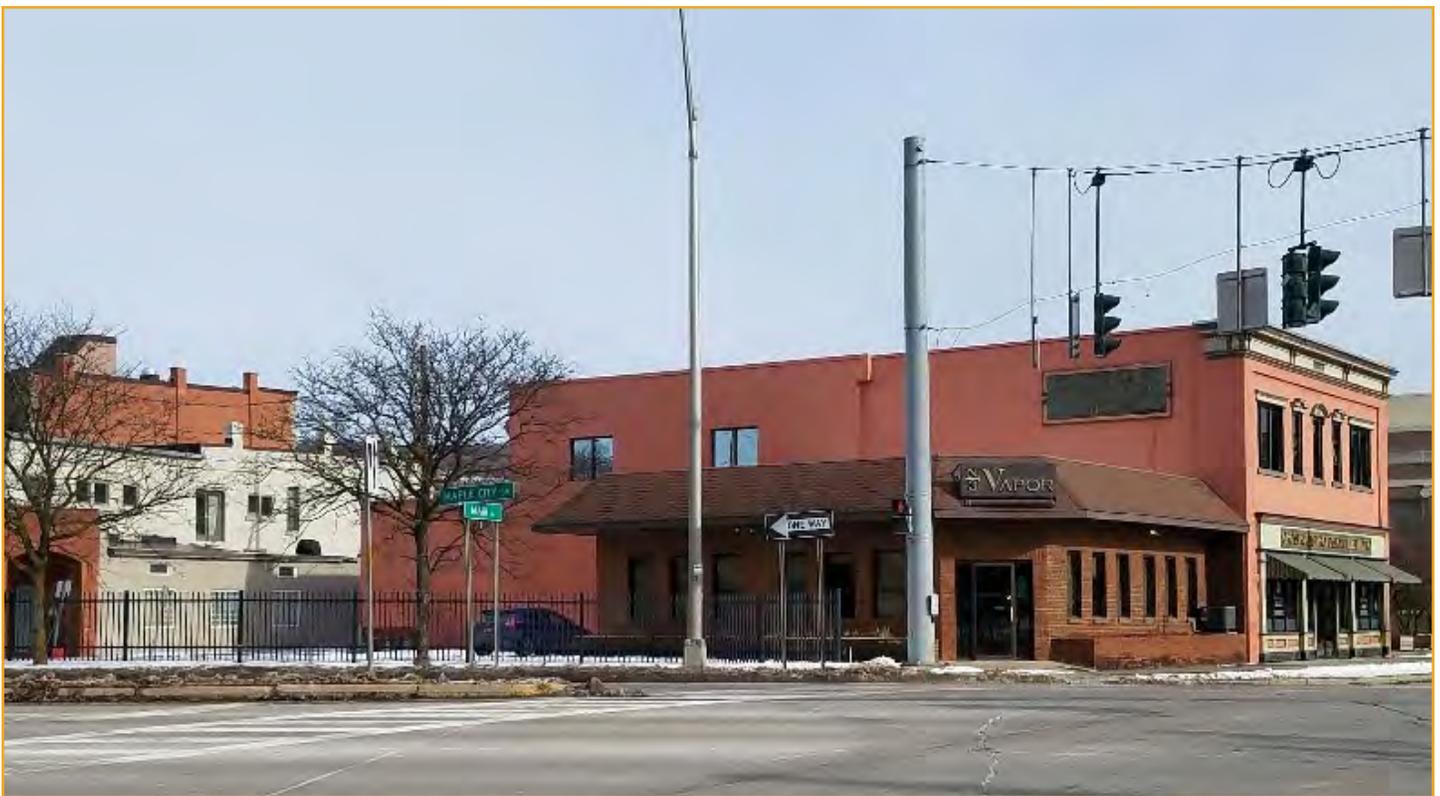
It should also be noted that the improvements within the proposed project align with the Hornell DRI Market Analysis, which recognizes health care as a large and growing industry. According to the analysis, trends in medical office buildings are towards flexible space (flex space) and multi-specialty offices that incorporate a range of medical technology and equipment. The proposed project focuses specifically on this type of development, adding flexibility within the office layout and a modernized building for the potential addition of specialty services.

In addition to addressing the renovations needed for expanded service offerings, the proposed project will create a new greenspace on private property. This greenspace will improve wayfinding by providing clear access and sightlines to the existing public parking facility and rear alleyways. With the potential to feature public art installations, as well as a large mural on the external core addition, the new greenspace will improve the public realm. Located at a key intersection, Main Street and Maple City Drive, the space has the opportunity to impact visitors and residents as they arrive downtown.

## REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS

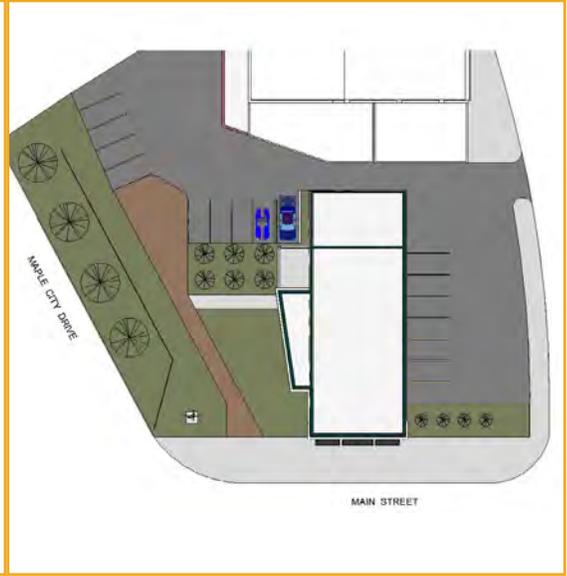


68 MAIN STREET EXISTING FACADE & SITE

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



**PROPOSED STREET PERSPECTIVE**



**PROPOSED SITE PLAN**



**PROPOSED 3D RENDERINGS**



**PROPOSED RENDERING OF MAIN STREET ELEVATION**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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Pending purchase of the adjacent property, work on the proposed project is ready to begin and can be implemented within three years.

## **IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020**

- Purchase of adjacent building

## **DESIGN PHASE (6-8 MONTHS) - WINTER 2020 TO SPRING 2021**

- Development of Design and Construction Documents
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## **CONSTRUCTION PHASE (16 MONTHS) - SUMMER 2021 TO FALL 2022**

- Demolition of Adjacent Building
- Site Preparation
- Exterior Building Renovations
- Interior Building Renovations

## PROJECT REPORTING

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The project sponsor will be responsible for the project and will utilize an architect and contractor to implement the construction of the improvements. Metrics to determine the success after implementation include:

- Number of patients and/or patient visits
- Reduction in the number of referrals to dental services outside of Hornell
- Number of jobs created
- Number of people using the new greenspace space
- User surveys to evaluate the impact of the exterior and greenspace improvements on the downtown atmosphere

# PROJECT 11



## RENOVATE THE BURDETT BUILDING TO INTRODUCE MARKET RATE RESIDENTIAL APARTMENTS

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$300,000</b>
TOTAL PROJECT COST:	\$600,000

### PROJECT DESCRIPTION

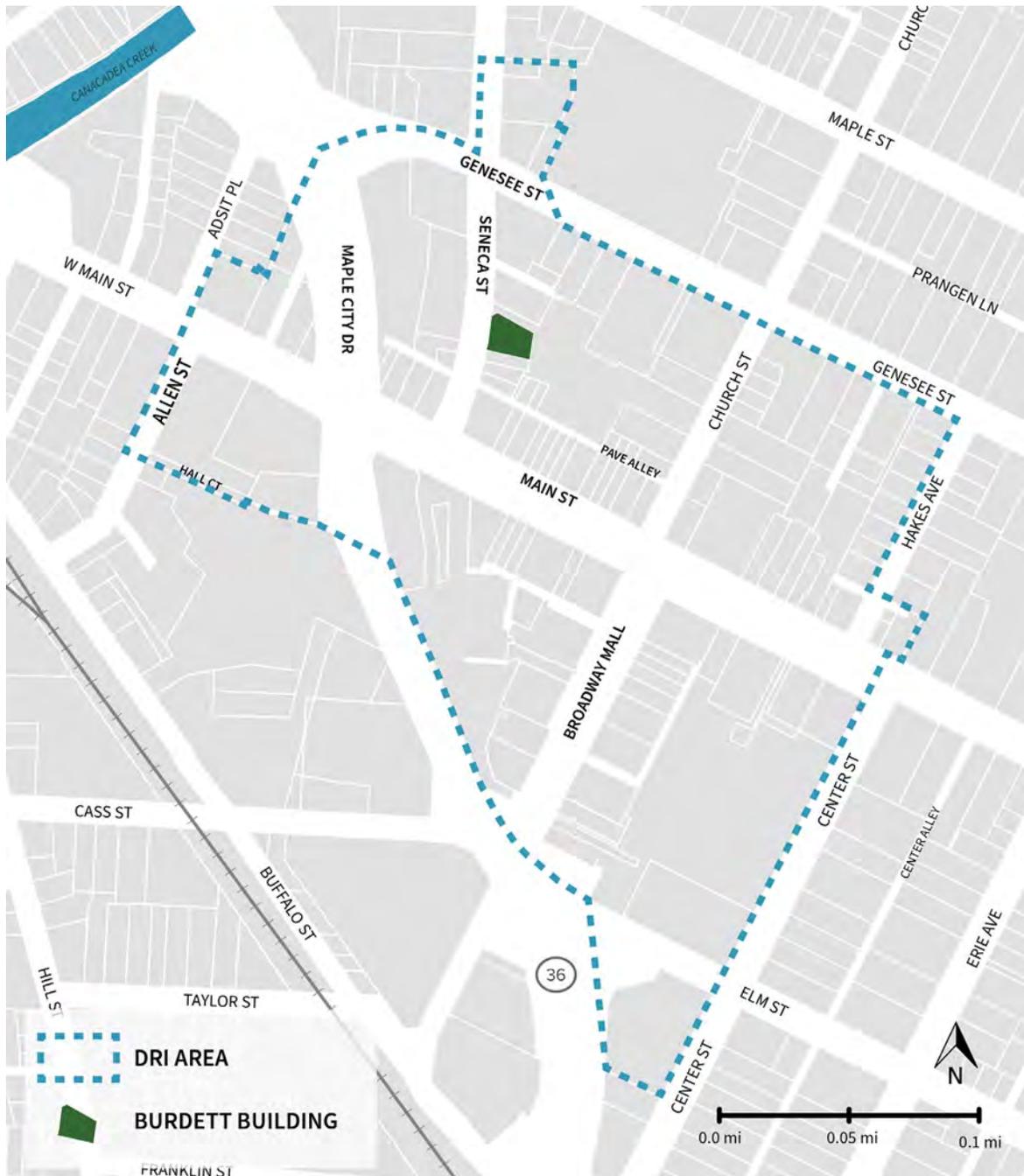
The proposed project will provide renovations to the second floor of the historic Burdett building to create mixed use development. The second floor of the building would include two (2) bedroom apartments and one (1) bedroom apartment, approximately 850 SF each. This project will also include improvements to the facade and first floor entrance. Currently, the first floor is occupied by a dentist office and barbershop. The Burdett building is a valuable community asset based on the diverse range of services it provides and its historic character. The addition of residential market rate apartments on the 2nd floor transforms an upper floor underutilized story building into an appealing and attractive asset.

Total square footage of proposed improvements is approximately 2,500 SF. The proposed renovation of the Burdett Building consists of:

- Removal of existing sidewalk and storefront in recess along Seneca Street
- Installation of new storefront along Seneca Street in the same plane as the barber shop windows
- Development of a new lobby on the Seneca Street facade for access to the ground floor spaces and second floor apartments
- Repair and paint all existing exterior windows and install new storm windows
- Develop one (1) bedroom apartment unit and two (2) bedroom units with kitchen, living room, bathroom, and closets in each unit, with all electrical, mechanical, and plumbing services
- Develop new entry canopy and facade improvements on the rear side of the building

# PROJECT LOCATION

The proposed project is located at 17 Seneca Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

David Juisto of JDKB Properties, LLC is both the property owner and project sponsor.

## CAPACITY

David Juisto is the owner of the historic Burdett Building and has a proven track record of private development success. The project owner has renovated the first floor of the building as Phase I of development to include a dental office and barbershop with his own private capital.

## PROJECT PARTNERS

- None

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Support investment in upper stories of downtown buildings.** The project transforms a currently vacant second floor space into apartment units for a wider range of housing options.



**Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.** The project will sustainably reuse the existing building to provide additional housing options for the Hornell population. The building will be further enhanced with mixed use development increasing downtown's building stock.



**Facilitate the conversion of upper story building space into unique residential offerings.** This project will redevelop a currently vacant space into market rate apartment units.



**Encourage the development of market rate housing to fill gaps in the existing market.** This project will provide more market rate housing options for Hornell residents.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Strengthen the region's tourism and community assets and use them as effective tools to promote the region to visitors, prospective talent and investors.** This project compliments downtown community assets with addition of three apartment units.
- **Attract and nurture a critical mass of entrepreneurs by promoting the commercialization of research from the region's sources of innovation, retaining the brightest college graduates and providing an entrepreneurial ecosystem including incubators, seed capital, support services and attractive communities.** Located in the center of downtown Hornell, this project promotes an entrepreneurial ecosystem and an attractive community through the project's use of mixed use development with quality housing options for interested parties, including college graduates.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Converts a vacant upper floor space into market rate apartments
- Creates additional housing options

## MIDDLE-TERM BENEFITS:

- Draws more people to the downtown area and promotes the use of local business by potential tenants

## LONG-TERM BENEFITS:

- Positively impacts neighboring property values and the surrounding business community

# PUBLIC SUPPORT

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This project was included in the Hornell DRI application as a transformative opportunity site for downtown Hornell. Throughout the DRI planning process, this project received significant support from the LPC and the public. This project aligns with the DRI goal of increasing the number of residential options in the downtown core to meet the needs of the larger community. By providing three additional apartment units for residents, the City of Hornell has recognized this project as an important component of mixed use development.

# JOBS CREATED

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This project will not create any jobs but will have a positive impact on the availability of diverse housing options.

# ACQUISITION OF REAL PROPERTY

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The project sponsor is the property owner; therefore, this project does not require the acquisition of real property.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Remove Existing Sidewalk and Storefront in Recess Along Seneca Street	DRI Funds (proposed) / Private Equity (bank loan to be secured)	\$25,000
Install New Storefront Along Seneca Street (in the same plane as the barber shop windows)		\$25,000
Develop New Lobby on the Seneca Street side (for access to the ground floor spaces and second floor tenants)		\$75,000
Develop New Entry Canopy and Facade Improvements (on the parking lot side of the building)		\$15,000
Repair and Paint All Existing Exterior Windows and Install New Storm Windows		\$80,000
Develop One (1) Bedroom Apartment and Two (2) Bedroom Apartment (with kitchen, living room, bathroom, and closets in each unit, with all electrical, mechanical, and plumbing services)		\$320,000
Design		\$20,000
Contingency		\$40,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$300,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$300,000</b>
<b>TOTAL PROJECT COST</b>	<b>\$600,000</b>	

## FEASIBILITY AND COST JUSTIFICATION

Based on the market analysis findings there is a lack of market-rate residential apartments for Hornell, especially downtown. The high demand for additional market-rate residential apartments in the community is addressed in this project through the creation of three residential upper floor units, enhancing the Burdett's mixed-use building footprint. The project includes a proforma stabilized operating income and expense statement based on inputs provided to Camoin 310 by Bergmann and the property owner. The pro forma financial analysis finds that the proposed renovation of the Burdett Building is feasible with the 50% contribution of DRI funds. Without the DRI funds, the project has a funding gap that exceeds the typical financing that could be acquired from a banking institution or other sources based on a loan to value ratio of 70%.

## REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS





**PROPOSED RENDERING - BUILDING FRONT**



**PROPOSED RENDERING - BUILDING REAR**



**PROPOSED FLOOR PLAN - 1ST FLOOR**



**PROPOSED FLOOR PLAN - 2ND FLOOR**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## IMMEDIATE NEXT STEPS (2 MONTH) - FALL 2020

- Execute contract for design services

## DESIGN PHASE (4 MONTHS) - WINTER 2020 TO SPRING 2021

- Develop construction documents and specifications for building renovation
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (9 TO 12 MONTHS) - SPRING / SUMMER 2021 TO WINTER 2022

- Interior building renovations; repair and painting all existing exterior windows; installation of new storm windows
- Development of market rate unit apartments with creation of kitchen, living room, bathroom and closets in each unit
- Installation of electrical, mechanical, and plumbing services for all apartment units
- Exterior building site improvements; removal of existing sidewalk and storefront; installation of new sidewalk and storefront; development of new lobby on Seneca Street side for access; development of entry canopy and facade improvements on parking lot side of building

## PROJECT REPORTING

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David Juisto will be responsible for project oversight and monitoring of project advancement. David will hire an architectural firm to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Number of tenants occupying apartment units
- Length of tenant lease
- Improved quality of life for Hornell and area residents

# PROJECT 12



## REIMAGINE HORNELL'S POST OFFICE BUILDING

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$264,340</b>
TOTAL PROJECT COST:	\$528,682

### PROJECT DESCRIPTION

The proposed project will rehabilitate and restore the vacant Hornell Post Office building, a prominent community asset. Hornell's former US Post Office building is a 104-year-old two story masonry building occupying a prominent site within the DRI district. The building was in a deteriorated condition when it was acquired by the current owner in 1997. Since then, private funds have been used to stabilize and steadily improve its condition. The building is structurally sound, but all mechanical and plumbing systems are in need of costly improvements.

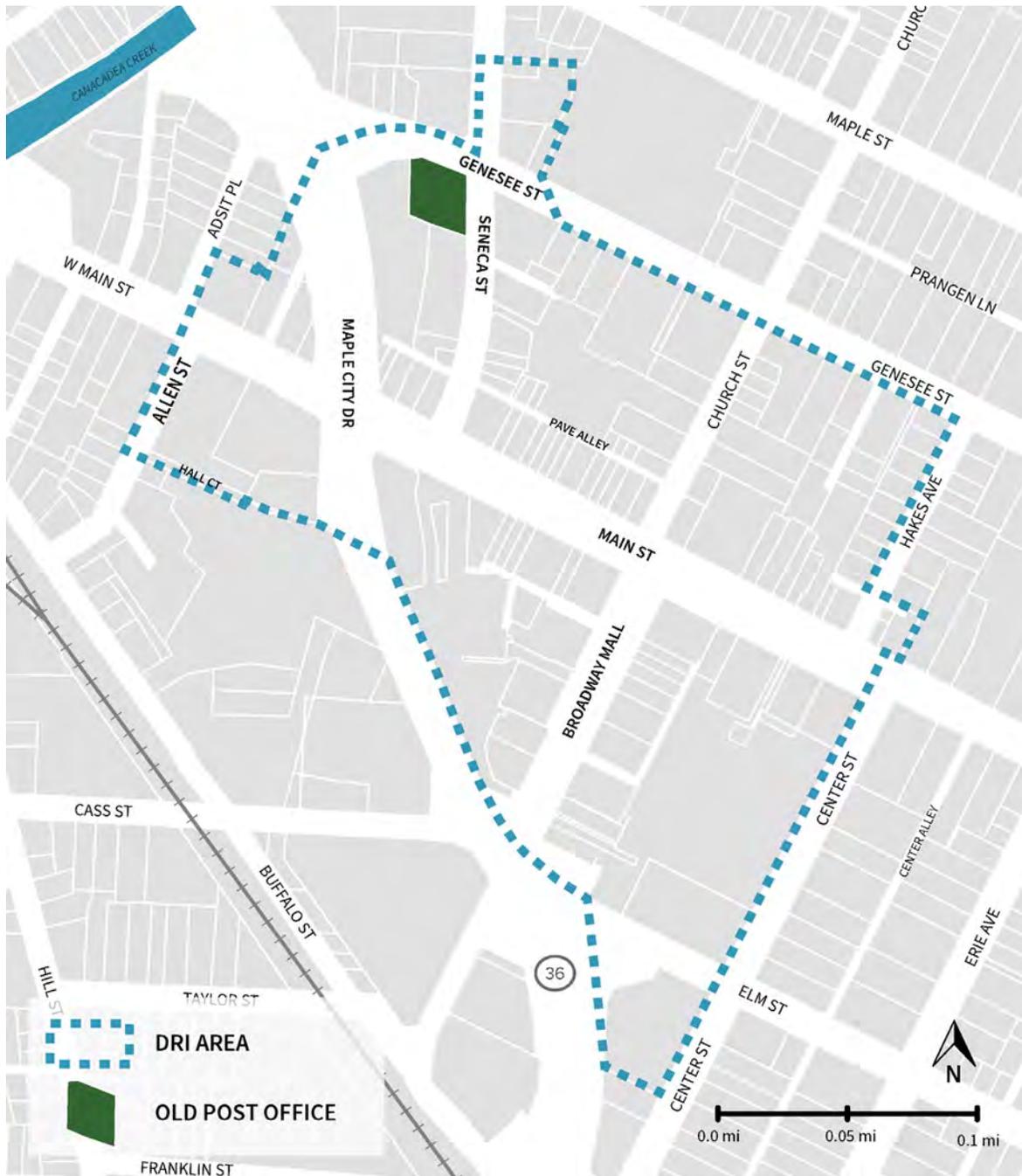
This project will result in a fully revitalized building, transformed into a flexible multi-use space for public and private events, contributing to the renewed vibrancy of the Seneca Street corridor. The strategic reuse plan aims to capitalize and expand upon the building's existing assets – namely its existing architectural character and its two large interior spaces. The desired use will result in a premier space to host special events and meetings while simultaneously providing a setting for cultural happenings and not-for-profit events. With an active downtown street presence, the project plan has the ability to accommodate two discrete commercial spaces on the ground level off Seneca Street.

This iconic building is just one block from the main crossroads in downtown and is highly visible from Route 36 as one drives south from Interstate I-86. This project offers the unique opportunity to make a visual statement about Hornell's vitality and the stewardship of its landmarks. This rehabilitation identifies five categories of upgrades to bring the building back on line as a key contributor to a renewed downtown:

- Exterior Site & Landscape
- Building Systems
- Code & Public Safety
- Building Exterior
- Building Interior

# PROJECT LOCATION

The proposed project is located at 50 Seneca Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

The owner of the property is Jerome S. O'Connor. He has the legal authority to execute contracts with the State and oversee the project and to do the same on behalf of the project sponsor The Old Post Office, LLC.

## CAPACITY

Property owner Jerome S. O'Connor, PE will be responsible for the initial implementation of the project and subsequent sustainment. As owner, he will work with the architect to apply for the building permit and assure that all of the City's requirements for a Certificate of Occupancy are met. During his career as a civil engineer, he has managed more than \$35M in federal research contracts projects and oversaw bridge construction projects that went on to win national awards. For this project, he has formed a multidisciplinary team with varied experience and expertise to help manage it and to ensure a highly successful outcome.

## PROJECT PARTNERS

- Old Post Office, LLC, including property owner

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** The Old Post Office is prominently located in downtown Hornell. Both the facade and interior of the building contain historic detailing worth preserving and restoring. However, the building is currently underused, as the interior renovations completed to date have not yet restored the building to productive re-use.



**Promote diversity of downtown activities to include options for all ages, including families.** The addition of office space and retail space will enhance downtown Hornell's appeal as a business center. In particular, this project will create a mixed use commercial/retail space, which is an expressed strategy meant to attain this goal. The event space will also add diversity to downtown Hornell, making it an area that can support both large or small public and private gatherings.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's Innovation Culture.** The addition of new, mixed-use commercial/retail space will make downtown Hornell an attractive option for new businesses. In particular, the addition of new landscaping will create a pleasant work environment that will make the building competitive with other office and retail spaces in the region.

# ANTICIPATED REVITALIZATION BENEFITS

---

## SHORT-TERM BENEFITS:

- Creates new office and retail space, attracting new businesses
- Draws more people to downtown Hornell for events

## MIDDLE-TERM BENEFITS:

- Boosts the local tourism industry by making Hornell an event destination
- Historic building preservation
- Creates employment opportunities, both for full-time staff and part-time events

## LONG-TERM BENEFITS:

- Creates a space that is able to accommodate the event needs of local art and educational institutions
- Creates a catalytic effect and entices new businesses and entrepreneurs to look at investing in Hornell
- Increases local property values and tax revenue

# PUBLIC SUPPORT

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This building was included in the City's DRI application and recognized as one of downtown's most iconic structures. Reuse of this vacant building has been identified as a high priority by the City, LPC and community members. It is also located across the street from Union Square, another proposed DRI investment project.

# JOBS CREATED

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This project is expected to create two jobs, a facilities manager and an art liaison. Both will be part-time positions.

# ACQUISITION OF REAL PROPERTY

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The project sponsor is the owner of the property; therefore, no acquisition of property will be necessary to implement the project

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Demolition, Site Clearing, Misc Concrete, Metal and Carpentry	DRI Funding (proposed) / Private Equity (bank loan to be secured)	\$8,250
Roofing		\$110,435
Window and Glazing Improvements		\$8,300
Finishes		\$7,700
Equipment (ceiling fans)		\$10,800
MEP (HVAC, electrical, plumbing), Fire Suppression and Security Access and Controls		\$93,750
Exterior Improvements (regrading, retention tank, drainage system, repointing, new cellar access wall, ramp repair, planting, bollards)		\$102,400
Code Contingency		\$34,164
General Conditions, Insurance and GC Fee		\$87,117
Architect/Engineer/Inspection Fees		\$63,203
Filing and Fees		\$2,563
<b>TOTAL DRI FUNDS REQUESTED</b>		
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$264,342</b>
<b>TOTAL PROJECT COST</b>		<b>\$528,682</b>

## FEASIBILITY AND COST JUSTIFICATION

The project sponsor's proposed redevelopment cost of \$46.29 per square foot is reasonable based on comparable developments in the area. The sponsor expects several sources of projected revenue, including: large private events, small private events, extended use (gallery) and two retail spaces. The projected annual income is \$90,000. The projected annual expenses, excluding debt, are roughly \$66,000. Therefore, the net operating income is projected at roughly \$24,000, with debt coverage expected to be around \$16,000.

According to these projections, the project is expecting solid financial returns. However, the market for event space in Hornell is difficult to predict. The project sponsor is currently projecting \$48,000 per year in large events. Given the potential volatility in event revenue, it is reasonable for the sponsor to conservatively project this source of income. Therefore, the requested DRI amount is necessary in order to make this project financially viable.

## REGULATORY REQUIREMENTS

The proposed project will require local approval and building permits.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS



**PROPOSED RENDERING**



**PROPOSED RENDERING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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Assuming project award in late 2020, this project would be ready to commence immediately with final planning and design stages.

## IMMEDIATE NEXT STEPS (1 MONTH) - FALL 2020

- Finalize project design team and develop project-specific risk management plan

## DESIGN PHASE (8 MONTHS) - WINTER 2020 TO SPRING 2021

- Finalize scope of work
- Identify specific systems and assemblies to be included to meet project goals
- Prepare construction documents and submit to the City for filing

## CONSTRUCTION PHASE (9 TO 12 MONTHS) - SPRING 2021 TO WINTER 2022

- Roof repairs
- Landscaping
- Building systems

# PROJECT REPORTING

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The project sponsor will be responsible for project oversight and monitoring. The sponsor is planning to bid the construction portion to a local general contractor. OS Architects has the capacity to oversee construction administration. Metrics to determine project success after implementation include:

- Vacancy rate
- Net revenue retail sales
- Number of visitors
- Number of booked events

# PROJECT 13



## CONTINUE REHABILITATION OF THE HISTORIC ST. ANN'S FEDERATION BUILDING

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$250,350</b>
TOTAL PROJECT COST:	\$500,700

### PROJECT DESCRIPTION

The proposed project consists of the continued historic renovation of the existing 4-story, mixed-use structure known as St. Ann's Federation Building. Built in the early 1900's, the Federation Building is listed on National Register of Historic Places. Rehabilitation of the structure began in 2012, when the owners of the building received \$1,300,000 in NYS funding and invested nearly \$3 million in private funding. These funds were utilized to completely rehabilitate the building's deteriorating facade, develop the upper stories of the former school into nine luxury apartments, and restore the existing 2-story auditorium. These investments kick-started the transformation of the deteriorating building, however, more rehabilitation is needed for the site to realize its full potential.

Currently underutilized, the building features approximately 7,500 square feet of vacant first-floor commercial space. This project proposes the complete reconstruction of the rear facade and fit-out of the interior commercial space to make it suitable and appealing for future tenants. The shell interior renovations would allow for future tenants to customize the space to their needs and branding. Specific facade and exterior improvements proposed as part of this project include:

- Demolition and construction of a wood-framed storefront and facade
- Installation of insulated glazing and new entry doors
- Construction of a new roof over rear storefront area
- Installation of new exterior lighting and building signage
- Painting of existing upper-story masonry panels to blend with the front building facade color scheme

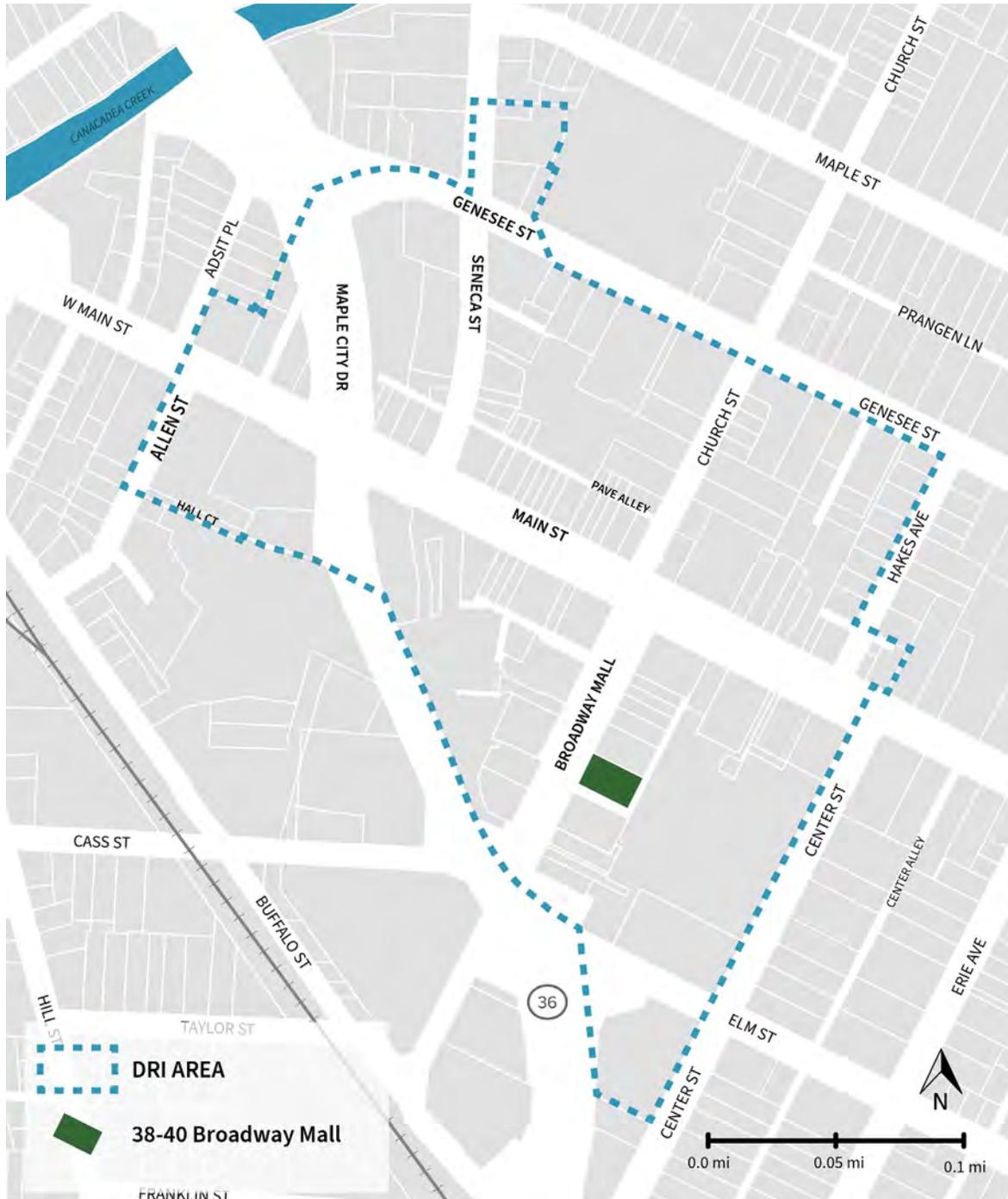
Interior shell improvements of the 7,500 square foot first-floor space include:

- Demolition and renovation of the interior shell
- Installation of new tenant lay-in ceiling, base interior lighting, and new flooring surfaces
- Construction of common bathrooms
- Installation of new base HVAC and mechanical, electrical, and plumbing systems to make suitable for future tenant buildout

This project is located just off Main Street on Broadway Mall, where there is a concentration of local businesses and cultural resources. Continued rehabilitation of the Federation Building would help to re-energize this section of the DRI and catalyze other recommended DRI projects, including the proposed enhancements to the Hornell Community Arts Center and improvements to the building located at 32-34 Broadway Mall.

## PROJECT LOCATION

The proposed project is located at 38-40 Broadway Mall in Hornell, New York.



## PROPERTY OWNER / SPONSOR

Federation Lofts, LLC is the property owner of 38-40 Broadway Mall. Peter L. Krog, Principle Manger of Federation Lofts, LLC and owner of the Krog Group, is the project sponsor. John P. Schleyer, of the Krog Group, will be responsible for administering the implementation of the project on behalf of Mr. Krog.

## CAPACITY

Founded in 1976 by Peter L. Krog, the Krog Group is an established full service construction company with an extensive portfolio, including work in design-build, general contracting, construction management, and real estate development. The company has a proven track-record in successfully implementing adaptive reuse projects, specifically various historic structures. In a partnership with the City of Hornell, the Krog Group has already invested \$3 million in private funding and secured \$1.3 million in state funding to rehabilitate the Federation Building

## PROJECT PARTNERS

- Peter L. Krog of Federation Lofts, LLC and Krog Group (property owner and project sponsor)
- John P. Schleyer of Krog Group (project representative)

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Support increased entertainment and investments in downtown to catalyze additional residential growth.** Further investment in the Federation Building will complete the vision of converting an abandoned school into a vibrant, historic mixed-use building. The vacant commercial spaces provide a significant opportunity to add new amenities for residents in the downtown area.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain active streetscapes.** Transforming the rear façade and first floor commercial spaces will re-energize the streetscape along Broadway Mall and encourage more foot traffic. This project will capitalize on its potential to increase visitation and programming, thereby attracting visitors to the area and promoting business patronization.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Strengthen the region's tourism and community assets and use them as effective tools to promote the region to visitors, prospective talent and investors.** Although the building currently does not have any prospective commercial tenants, by outfitting the space for future tenant use and customization, this project will help to bring more businesses downtown. These potential businesses could provide a number of amenities that would increase visitation, both locally and regionally.

- **Attract young talent via college towns and small towns.** This includes strengthening the college town corridor that winds through the region and leveraging the region's world-class academic institutions, which attract more than 60,000 students each year. The proposed project offers unique, luxury residential units in a historic mixed-use building. Development of the commercial spaces will help to attract new businesses and amenities, contributing to a downtown where young professionals can live, work and play.

## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Continues restoration and preservation of a historic building
- Improves the appearance of a deteriorating rear façade
- Rehabilitates underutilized space into an active commercial and residential building

### MIDDLE-TERM BENEFITS:

- Increases utilization of an underutilized building
- Creates employment opportunities
- Draws more people to the downtown area

### LONG-TERM BENEFITS:

- Positively impacts neighboring property values
- Positively impacts the income tax base
- Catalyzes investment - nearby businesses and owners will be motivated to make improvements
- Attracts new residents to the downtown area

## PUBLIC SUPPORT

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Throughout the DRI planning process, this project received support from the LPC and community members. The proposed project will help to attract and support local businesses as well as contribute to the maintenance of active streetscapes, both goals identified by the LPC and community members.

## JOBS CREATED

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It is anticipated that the improvements as part of this project will create several permanent full-time and part-time jobs. No commercial tenants have been identified, however, the proposed building improvements will help to attract and retain new businesses and tenants.

## ACQUISITION OF REAL PROPERTY

The project sponsor is the property owner; therefore, this project does not require the acquisition of real property.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
<b>REAR FACADE IMPROVEMENTS</b>		
Architectural Design	DRI Funds (proposed) / Private Equity (loan)	\$7,500
Demolition (existing rear facade)		\$5,500
Temperature Protection (use of materials such as tarps and heaters to allow for exterior work in cold weather)		\$3,200
Rough Framing (installation of wall studs and frame opening for windows and doors)		\$22,500
New Roof (over new rear storefront area)		\$16,500
Facia-Trim Carpentry		\$16,500
Glazing		\$15,000
New Doors for Rear-Entry		\$10,500
Electrical and Lighting		\$9,650
Exterior Painting		\$13,520
Building ID Signage		\$4,500
Contingency		\$13,652
General Conditions (site management, material handling, project management)		\$11,650
<b>SUBTOTAL</b>		<b>\$150,172</b>

USE OF FUND	FUNDING SOURCE	AMOUNT
<b>INTERIOR SHELL IMPROVEMENTS</b>		
Architectural Design	DRI Funds (proposed) / Private Equity (loan)	\$7,500
Demolition (existing interior shell)		\$5,500
Base Exterior Wall Furring		\$3,200
Construction of New Restrooms		\$22,500
Flooring Prep and Installation		\$16,500
Ceiling Installation		\$16,500
MEP – Mechanical, Electrical and Plumbing Engineering		\$15,000
General Conditions (site management, material handling, project management)		\$10,500
Contingency		\$9,650
<b>SUBTOTAL</b>		<b>\$350,528</b>
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$250,350</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$250,350</b>
<b>TOTAL PROJECT COST</b>		<b>\$500,700</b>

## FEASIBILITY AND COST JUSTIFICATION

The proposed cost estimates, based on construction standards, have been confirmed to be consistent with industry standards in the Southern Tier area. The proposed project is financially feasible and justified based on its anticipated revitalization benefits, including:

### INCREASED UTILIZATION OF THE SITE

Currently underutilized with numerous vacant commercial spaces, the Federation Building offers prime real estate in the heart of Hornell. This proposed project will transform the existing building's first floor, increasing its marketability to new and existing businesses and improving the overall streetscape. These spaces will offer competitive lease options as well as access to the recently renovated two-story auditorium, which provides space for conferences and other events. These proposed developments will bring new jobs, investment, and people to the downtown core.

## **ECONOMIC RETURNS**

The two-fold rehabilitation of the Federation Building will transform the aging facade into a vibrant, aesthetically appealing structure and transform the interior into “tenant ready” space to help attract and support both new and existing businesses. Local businesses provide tremendous benefits to the community by contributing to its sense of identity, employing local residents and increasing the local tax base. Further, these strategic enhancements will act as a catalyst to improve urban living, increase economic activity and raise property values. Successful rehabilitation of this building will promote investment and encourage reuse of other blighted building stock in the City of Hornell.

## **COMMUNITY REVITALIZATION**

The Federation Building not only provides market-rate apartments in the heart of downtown Hornell, but it also offers prime real estate for future retail or commercial tenants. The revitalization of the mixed-use building will encourage more people to live downtown as well as increase foot traffic by providing more retail and commercial options.

## **PROJECT SYNERGY**

This project is located in a concentration of local businesses and downtown amenities. This concentration of existing amenities, combined with multiple neighboring proposed DRI projects, will enable these project to leverage one another’s momentum and contribute to the success of Hornell’s long-term sustainability.

## **LEVERAGE FUNDING SOURCES**

This project has already received a combined \$1.3 million in funding through the NY Main Street and Restore NY grants. DRI funding will help fit-out the building and rehabilitate the exterior, further increasing its competitiveness and attractiveness to potential tenants and business.

## **REGULATORY REQUIREMENTS**

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This project will require local approvals and permitting from the City of Hornell, as well as approvals from the NYS Historic Preservation Office (SHPO).

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS



PROPOSED RENDERING

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- Federation Lofts, LLC to issue RFP and execute contract for design services

## DESIGN PHASE (4 MONTHS) - FALL 2020 TO WINTER 2021

- Develop construction documents and specifications for building renovations
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (6 MONTHS) - SPRING/SUMMER 2021

- Exterior building renovations
- Interior shell improvements

## PROJECT REPORTING

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Mr. Schleyer will be responsible for monitoring the progress and performance of the project to assess impacts. Project reporting metrics include, but are not limited to:

- Number of commercial spaces being leased
- Success of ground floor businesses measured by customers and spending
- Number of new jobs created
- Increased foot traffic downtown

# PROJECT 14



## IMPLEMENT A DOWNTOWN WAYFINDING SYSTEM AND PUBLIC STREET ART

### DRI FUNDING REQUEST

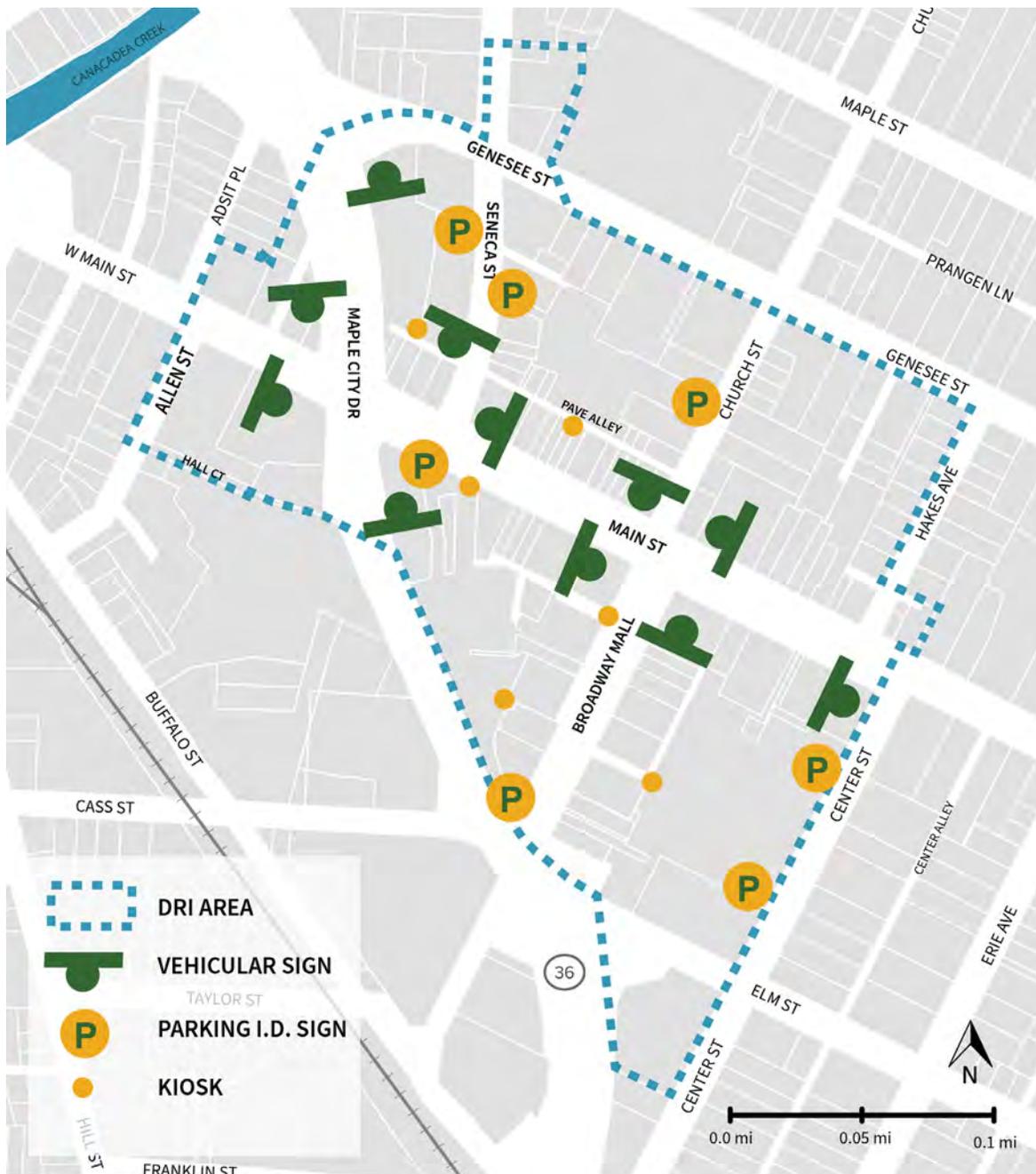
<b>TOTAL DRI FUNDS:</b>	<b>\$250,000</b>
TOTAL PROJECT COST:	\$250,000

### PROJECT DESCRIPTION

Implementation of a comprehensive wayfinding system for both vehicles and pedestrians will provide directional guidance to downtown destinations, major commercial corridors, and public parking facilities. The project includes the design and installation of vehicular & pedestrian directional signs, public parking identification signs and informational kiosks. This project also proposes to expand beyond the traditional wayfinding program. In addition to signage, incorporating public art into the streetscape has the potential to enhance and reinforce the wayfinding system and aid in creating a unique sense of place and identity for downtown Hornell.

# PROJECT LOCATION

The proposed project is located in downtown Hornell throughout the entire DRI area.



# PROPERTY OWNER / SPONSOR

The City of Hornell is the property owner/sponsor for the implementation of the wayfinding system and public street art.

# CAPACITY

The City of Hornell will be responsible for the long-term implementation and maintenance of the wayfinding system and public street art. The City has demonstrated successful implementation of other streetscape signage and amenities in downtown, and the ability of the Department of Public Works (DPW) to maintain these elements.

## PROJECT PARTNERS

- City of Hornell (property owner and project sponsor)
- Artists

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.** Wayfinding signage has the potential to attract additional users and investors to downtown Hornell, creating the demand for retail and residential uses in the historic downtown building stock. The signage along with streetscape improvements will help to create a more walkable and inviting downtown community.



**Activate and enhance alleyways throughout the downtown core.** Pedestrian wayfinding signage such as kiosks are intended to be located at the alleyways connecting public parking facilities to the major commercial corridors of downtown Hornell. The signage will encourage the use of the alleyways and direct users to downtown destinations.



**Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.** Implementation of wayfinding signage and public street art will contribute to creating a unique sense of place and giving an identity to the downtown Hornell public realm.



**Provide a range of unique, sustainable multi-modal amenities that meet the needs of residents and visitors.** Wayfinding signage has the potential to create a more walkable downtown environment, encouraging residents and visitors to use alternative modes of transportation such as walking and biking.



**Establish unique gateways that help to draw people into the downtown core from surrounding destinations within the City.** Locating wayfinding signage strategically at the major entrances to downtown Hornell has the potential to attract visitors to the major commercial corridors of Main Street, Seneca Street and Broadway Mall.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Strengthen the region's tourism and community assets and use them to promote the region to visitors, prospective talent and investors.** This project will enhance Hornell's tourism and community assets through the implementation of a wayfinding system designed for all users. Information incorporated into the signage system will provide visitors and residents with an opportunity to learn about the amenities, local businesses and activities that downtown has to offer.

- **Develop and implement a regional branding and promotion program that will serve as a unifying theme to promote the region's quality of life and capacity for innovation, an ignite a fierce community pride that compels residents to be regional ambassadors.** Through the implementation of wayfinding within the downtown core, residents and visitors will be able to enjoy the businesses, activities and daily functions of the community. The wayfinding system will build upon Hornell's existing branding to help celebrate downtown's unique identity.

## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Improves access to downtown's commercial corridors and public spaces
- Creates a more walkable pedestrian friendly public realm
- Promotes Hornell's unique brand and identity

### MIDDLE-TERM BENEFITS:

- Increases awareness of recreational, cultural facilities and community events

### LONG-TERM BENEFITS:

- Increases sales tax revenues as a result of additional visitor spending in downtown
- Encourages future retail and residential development in downtown

## PUBLIC SUPPORT

---

Projects that promote an active, vibrant and safe pedestrian public realm were recognized in the City of Hornell's DRI application. This project has the potential to create a more connected and cohesive downtown core. Throughout the DRI planning process implementation of a wayfinding system and public street art received strong support from the LPC and is considered a high priority implementation project for the community.

## JOBS CREATED

---

No jobs will directly result from the implementation of this project.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Large Vehicular Wayfinding Signs	DRI Funds (proposed)	\$24,000
Small Vehicular Wayfinding Signs		\$11,000
Parking Lot Identification Signs		\$5,000
Pedestrian Kiosks		\$60,000
Public Art Installations		\$100,000
Work-zone Traffic Control, Mobilization, Survey and Operations, Erosion and Sediment Control		\$20,000
Design Contingency		\$15,000
Construction Contingency		\$15,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$250,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>	<b>\$0</b>	
<b>TOTAL PROJECT COST</b>	<b>\$250,000</b>	

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate was prepared by a licensed landscape architect and is based on standard construction estimate methods, as well as coordination with contractors for material and labor price. The project is a justified use of funds based on its ability to attract visitors to downtown Hornell and its potential to link together major commercial corridors and public event spaces.

## REGULATORY REQUIREMENTS

All vehicular signs must be compliant with the Manual on Uniform Traffic Downtown Control Devices (MUTCD) for Streets and Highways. Work in the state right-of-way will require a highway work permit with potential project mitigation.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



LACK OF WAYFINDING ON MAIN STREET



Vehicular Directional

Pedestrian Directional

Parking Identification

Pedestrian Kiosk

PROPOSED SIGN SYSTEM

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

---

## IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- City of Hornell to issue RFP and execute contract for design services

## DESIGN PHASE (4 MONTHS) - FALL 2020 TO WINTER 2021

- Develop construction documents and specifications
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (4 MONTHS) - SPRING/SUMMER 2021

- Installation of wayfinding system

## PROJECT REPORTING

---

The City of Hornell will hire a consultant to oversee the design and implementation of the wayfinding system and public art. The City will continue to monitor the economic impacts and perceived benefits to the project after construction completion. Potential metrics to measure impacts and benefits include:

- Increased vehicular and pedestrian traffic in downtown
- Increased dollars spent in downtown Hornell
- Increased investment in downtown Hornell
- User feedback

# PROJECT 15



## TRANSFORM THE HORNELL COMMUNITY ARTS CENTER INTO A SOUGHT-AFTER COMMUNITY SPACE

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$200,000</b>
TOTAL PROJECT COST:	\$200,000

### PROJECT DESCRIPTION

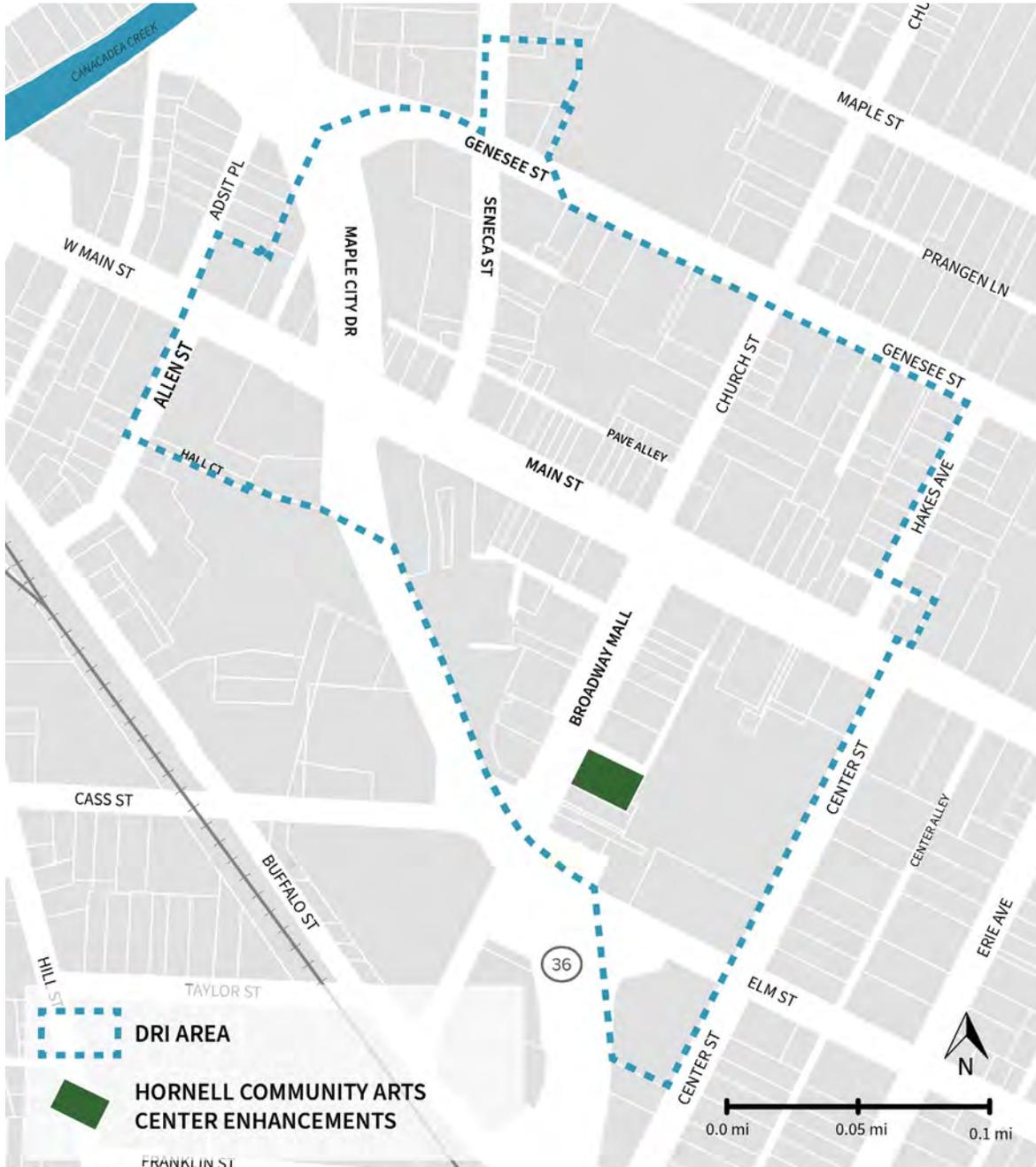
The Hornell Community Arts Center (HCAC) provides programming and activities to engage people in the arts. After being acquired by the City in 2012, the building, which formerly housed a fast-casual chain restaurant, was transformed into a multi-functional space for arts programming as well as an events destination. The HCAC has since prioritized the creation of a permanent space where a community of local arts educators can share their experience, knowledge and personal narratives with the local community. Proposed improvements include:

- Interior bathroom renovations that support ADA accessibility
- New entry on Broadway Mall
- Facade improvements, including materials and painting
- New building signage
- Landscaping and site improvements
- Interior lighting upgrades
- Exhibition space enhancements
- Ceiling improvements

Putting art at the heart of a community has a plethora of benefits and encourages communities to use arts and other cultural strategies to implement community-led change in order to provide for a more vibrant, exciting future. The proposed improvements to the HCAC will help to rejuvenate the physical and social character of downtown Hornell using art as well as provide a public space for City residents.

# PROJECT LOCATION

The proposed project is located at 56 Broadway Mall in Hornell, New York.



# PROPERTY OWNER / SPONSOR

The City of Hornell owns the property that houses the Hornell Community Arts Center, and is the project sponsor.

## CAPACITY

The City of Hornell will be responsible for implementation and maintenance of all improvements. The City of Hornell currently runs the HCAC and has demonstrated its ability to successfully operate the facility, as well as organize a variety of workshops, presentations, and public events within the downtown area that have been hosted at its current location.

## PROJECT PARTNERS

- None

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Create public gathering spaces that allows for year-round programming and entertainment.**

The proposed improvements to the community arts center will provide a unique sense of place in Hornell that could allow for opportunities in community arts programming and public events. The HCAC has experience in organizing several art exhibits, presentations, workshops, and free events that are open to the public. Site and architectural improvements will allow the community arts center to continue to educate, inspire and contribute the betterment of Hornell as a whole.



**Promote diversity of downtown activities to include options for all ages, including families.**

The HCAC has promoted public participation and the appreciation of the arts through exhibitions, educational programs, and other events that have been designed to reach a diverse audience. Functional improvements to the HCAC will enable art students of all ages and differing backgrounds to cooperate in a safe space that is conducive to strengthening the quality of social bonds and igniting an interest in education.



**Support increased entertainment and business investments in the downtown to catalyze additional residential growth.**

People who are interested in the arts typically enjoy a wide range of mediums and learning about different artists. Exploring new areas and experiencing the type of art that local artists are creating in a particular area is both inspiring and educational. Art can communicate political, spiritual, or philosophical ideas that pertain specifically to the artist's personal experience. Hornell is a unique place that possesses distinctive qualities that fascinate individuals from surrounding communities.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's innovative Culture.** Partnering with higher education institutions that are within local proximity will allow for a mutually beneficial environment for both downtown Hornell and the surrounding region. By forming relationships with colleges and universities, Hornell would invite individuals who may come from all over the world, and as a result, expose the Southern Tier to innovative, progressive ideas that will improve cultural and economic ecosystems.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Establishes a formal entrance, which will integrate the HCAC into the Broadway Mall corridor
- Serves as a hub for Hornell's local Community Arts programming

## MIDDLE-TERM BENEFITS:

- Increases attendance, events, and other local programming at businesses and in areas that surround the HCAC
- Attracts students as well as skilled staff and graduates from the School of Art and Design at Alfred University, along with talented architectural students from Alfred State to engage in local community arts programming and create emphasis on improving the City of Hornell through design

## LONG-TERM BENEFITS:

- Supports a thriving arts and cultural center that could attract local university students, staff and skilled graduates
- Encourages infill and redevelopment along the Broadway Mall strip
- Positively impacts neighborhood property values

# PUBLIC SUPPORT

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Throughout the DRI planning process, this project received strong support from both the Local Planning Committee (LPC) and the public. Many successful artists and art professors living in the City of Hornell have been advocating for a thriving arts and cultural center that will ignite the talent that is currently based in Hornell.

# JOBS CREATED

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The proposed project will not have a short-term effect on job creation. Depending on the success of the HCAC, long-term jobs could become available, such as an on-site managerial position.

# ACQUISITION OF REAL PROPERTY

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The City of Hornell is the property owner; therefore, this project does not require the acquisition of real property.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Interior bathroom renovations (ADA accessibility)	DRI Funds (proposed)	\$40,000
New entry on Broadway Mall and facade improvements		\$55,000
New building signage		\$25,000
Landscaping and site improvements		\$35,000
Interior renovations		\$45,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$200,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$0</b>
<b>TOTAL PROJECT COST</b>		<b>\$200,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost estimate was prepared by a licensed architect and landscape architect and is based on standard construction methods.

The HCAC is in close proximity to the School of Art and Design at Alfred University, and its revitalization could help to attract gifted graduates who may be looking for employment, or a space to exhibit and publish their work in a diverse array of artistic mediums. The REDC has identified that retaining these young, talented college graduates and aligning them with local employers will act as a key catalyst in introducing future economic prosperity to the region.

A renovated facility could also allow the HCAC to play a more active role in engaging with its local community, where the organization could partner with established educational institutions, such as local school districts. Such partnerships can provide opportunities for young students to learn to become creative problem solvers through hands-on arts curriculum via after-school and/or summer camp activities. In addition, The HCAC has partnered with Alfred University staff and students in the past for the Annual Hornell Art Walk, and university students have shared their work at the HCAC with the intention of inspiring beneficial projects in the City. The HCAC has also partnered with senior architecture students from Alfred State College, who have taken advantage of the space to exhibit models of transformational designs for downtown redevelopment.

The City of Hornell has noted in its DRI application that there is talent in the downtown district that would boost a thriving arts and cultural center. The proposed improvements would invest in the betterment of a space that supports Hornell's innovation, culture, quality of life, and promotes local pride, while drawing people into the downtown district from surrounding neighborhoods.

# REGULATORY REQUIREMENTS

The proposed project will require local approval and building permits.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS - FRONT



PROPOSED RENDERING - FRONT



**EXISTING CONDITIONS - REAR**



**PROPOSED RENDERING - REAR**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## DESIGN PHASE (6 MONTHS) - FALL 2020 TO SPRING 2021

- Implement contract for final design services for site improvements
- Develop construction documents and specifications for site improvements
- Acquire necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (8 MONTHS) - WINTER 2021 TO SPRING 2022

- Interior renovations
- Exterior renovations

## PROJECT REPORTING

---

The City of Hornell will be responsible for project supervision and monitoring of project development. The City will manage permitting, approvals, construction administration and all technical aspects of the design. Metrics that will determine project success after implementation of improvements include:

- Number of community arts events per year and attendance at each event
- Increase in number of visitors at the community arts center
- Number of students enrolling in programs each year
- Value of investment in surrounding neighborhood

# PROJECT 16



## RENOVATE ALLEGANY EYE ASSOCIATES

### DRI FUNDING REQUEST

**TOTAL DRI FUNDS:**               **\$143,690**

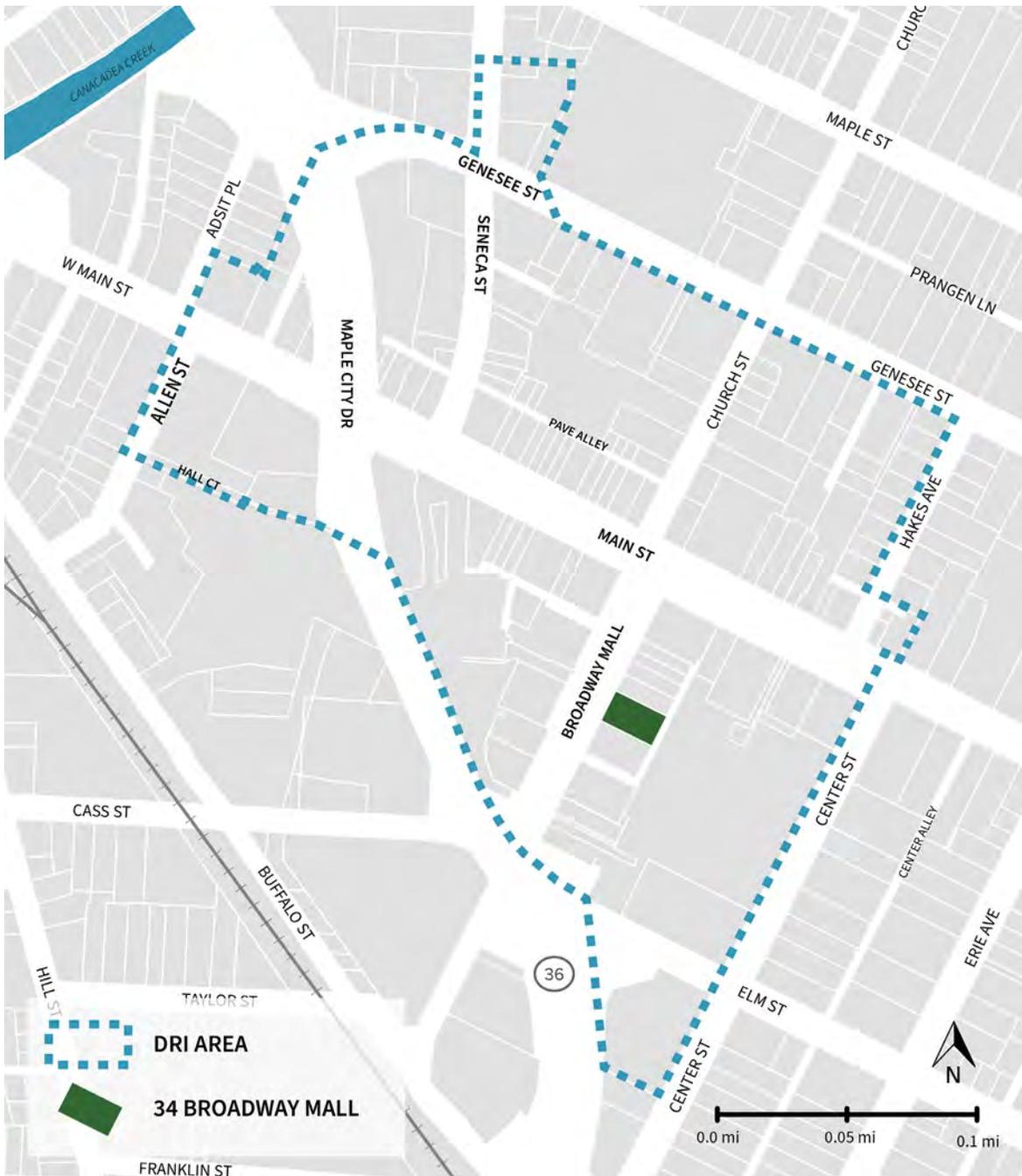
TOTAL PROJECT COST:       \$574,375

### PROJECT DESCRIPTION

34 Broadway Mall is a 7,500 SF building with Allegany Eye Associates currently occupying 2,500 SF and the Hornell Evening Tribune occupying 5,000 SF. The purpose of this project is to redesign the existing space to accommodate a state-of-the-art eye care facility to include an ophthalmologist, optometrists and opticians. Allegany Eye Associates will be relocated to the 5,000 SF space and the Hornell Evening Tribune will move into the 2,500 SF space. The main purpose of this restructure is to facilitate an ophthalmology presence in Hornell, which is currently not available. The renovation includes the interior build-out of the new Allegany Eye Associates and Hornell Evening Tribune. Exterior improvements include new front facade design, windows, and improving ADA accessibility. The rear facade and entry will also be improved.

# PROJECT LOCATION

The proposed project is located at 34 Broadway Mall in Hornell, New York.



# PROPERTY OWNER / SPONSOR

Wellsville Medical Arts, LLC is the property owner and Allegany Eye Associates is the project sponsor.

## CAPACITY

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Wellsville Medical Arts, LLC, a company wholly owned by Kirsten Benham, will be responsible for the implementation of this project. Mrs. Benham, a successful owner/operator since 2003, has established building projects in both Olean and Wellsville.

## PROJECT PARTNERS

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- Wellsville Medical Arts, LLC
- Allegany Eye Associates
- The Hornell Evening Tribune

## STRATEGIES

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The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** This project renovates the Broadway Mall to better serve the Allegany Eye Associates and Hornell Evening Tribune. This restructure is to facilitate an ophthalmology presence in Hornell, which is currently not available.



**Expand workforce development opportunities.** This project expands the workforce by providing an ophthalmology presence in Hornell.

## ANTICIPATED REVITALIZATION BENEFITS

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### SHORT-TERM BENEFITS:

- Provides an ophthalmology presence in Hornell
- Improves building and site accessibility for users

### MIDDLE-TERM BENEFITS:

- Increase in ophthalmology health care services in the area

### LONG-TERM BENEFITS:

- Positively impacts neighboring property values and the surrounding business community

## PUBLIC SUPPORT

This project has been publicly supported by both community members and the LPC. This project aligns with goals that are stated in the City's comprehensive plan.

## JOBS CREATED

This project will retain seven existing jobs in Hornell and potentially create three more full-time jobs.

## ACQUISITION OF REAL PROPERTY

Wellsville Medical Arts, LLC is the property owner; therefore, no acquisition of property is needed for implementation.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Demo / Masonry Demolition Interior Interior Build-out / MEP Rough Framing	DRI Funds (proposed) / Private Financing (bank loan to be secured)	\$360,500
Roofing Coping	Private Financing (bank loan to be secured)	\$3,500
Fascia-Trim Carpentry		\$25,000
Glazing		\$20,500
New Doors		\$6,500
Painting		\$5,000
Electrical / Lighting		\$6,500
Canopies		\$15,000
Signage		\$2,500
RA / PE Design Services		\$26,500
Overhead		\$52,250
General Conditions		\$50,625
<b>TOTAL DRI FUNDS REQUESTED</b>		
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$430,685</b>
<b>TOTAL PROJECT COST</b>		<b>\$574,375</b>

## FEASIBILITY AND COST JUSTIFICATION

Wellsville Medical Arts, LLC has hired an architect to prepare contract documents and cost estimating. The budget is based on standard construction estimating methods.

The project is justified based on its healthcare impact to the community. Allegany Eye Associates has been providing vision services to Hornell and surrounding residents for more than 42 years. They have been at this Hornell location for 10 years. This project would establish an ophthalmology presence in Hornell, which is currently not available.

## REGULATORY REQUIREMENTS

This project will require local approvals and permitting from the City of Hornell.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING CONDITIONS - FRONT OF BUILDING**



**EXISTING CONDITIONS - REAR OF BUILDING**



**PROPOSED RENDERING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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Upon approval of DRI funding and securing funding commitments for the balance of the project, work will commence. Contingent on funding commitments, construction will begin in Spring 2021 and conclude by Fall 2021.

## IMMEDIATE NEXT STEPS (2-4 MONTHS) - FALL 2020

- Design and Contract Documents

## DESIGN PHASE (1-2 MONTHS) - WINTER 2021

- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (4-6 MONTHS) - SPRING 2021

- Interior Floor Plan Buildout
- Front and Rear Facade and Windows
- ADA Upgrades
- Mechanical, Engineering and Plumbing

# PROJECT REPORTING

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Wellsville Medical Arts, LLC. will be responsible for project oversight and monitoring of project advancement. An architectural firm been hired to oversee all technical aspects of the design, permitting, approvals, and construction administration. Metrics to determine project success after implementation include:

- Clients served per year
- Ophthalmology presence in Hornell

# PROJECT 17



## ENHANCE THE MIXED-USE BUILDING AT 200-204 MAIN STREET

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$105,370</b>
TOTAL PROJECT COST:	\$210,740

### PROJECT DESCRIPTION

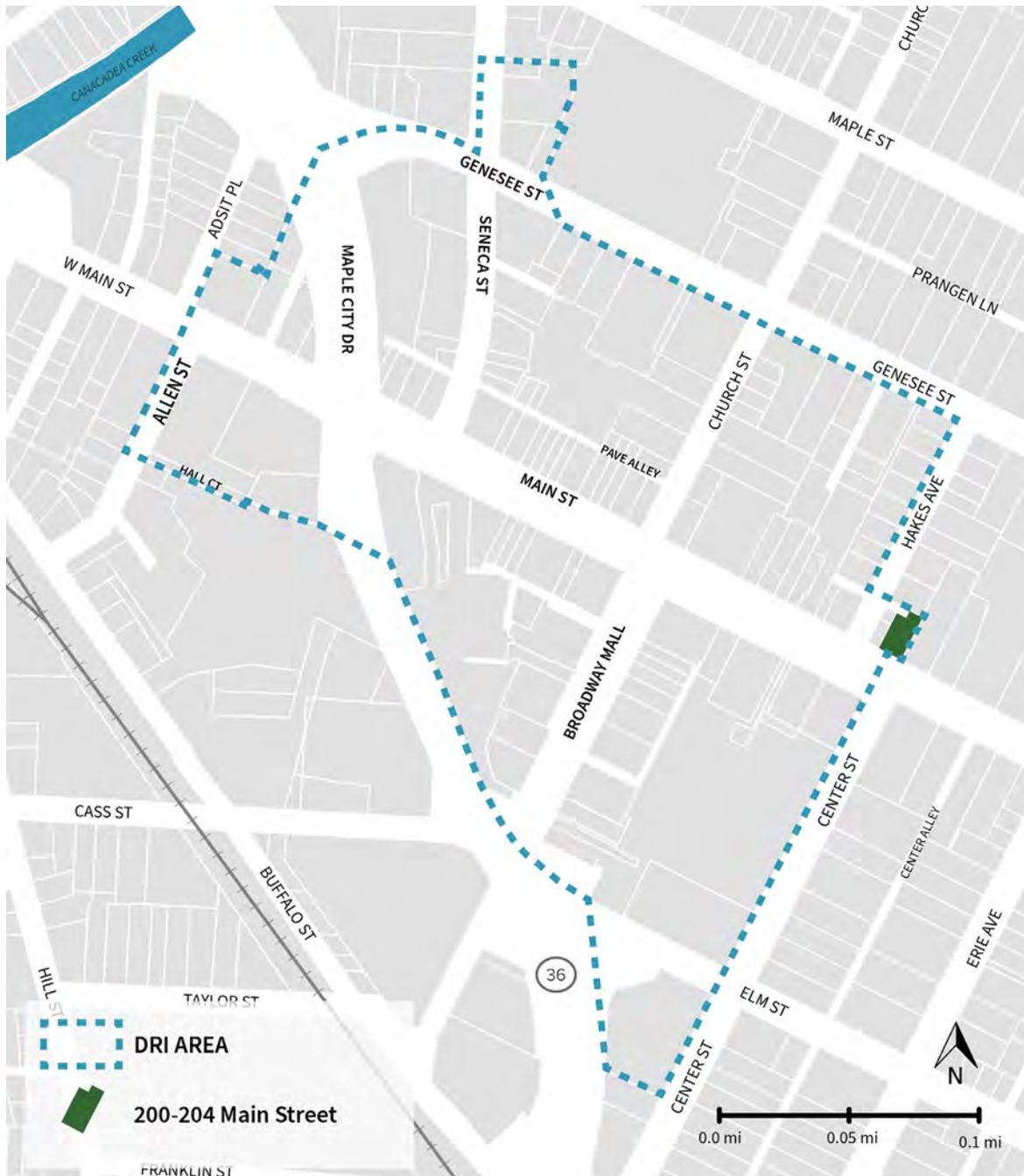
The project includes proposed enhancements to an existing 12,000 square foot mixed-use building located along Main Street. The 3-story structure was built in the late 1800's and currently features eleven residential units and two commercial spaces. The building has recently undergone \$300,000 in interior renovations; however, it is still in need of facade improvements and restorations. Specific exterior improvements proposed as part of this project include:

- Repointing of brick on all exterior walls, ensuring structural integrity and improving the overall aesthetic of the building
- Replacement of all exterior windows, improving the facade as well as providing energy savings for tenants
- Addition of shutters to all of the updated windows, improving the aesthetic and contributing to the building's historical character
- Construction of a large front porch, incorporating planters and custom awnings

Additionally, the project proposes the development of a market-rate one-bedroom apartment on the first floor of the building that features high-end finishes, including granite countertops and stainless steel appliances. This new apartment would transform an existing space that is currently underutilized. The additional apartment would increase the total number of dwelling units in the building to twelve.

# PROJECT LOCATION

The proposed project is located at 200-204 Main Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

Kajen, LLC is the property owner of 200-204 Main Street. Steve Terwilliger represents the company as the property owner and sponsor.

## CAPACITY

Steve Terwilliger of Kajen, LLC will oversee and be responsible for the long-term sustainability of the project. Mr. Terwilliger has a proven track record in developing and managing various residential and mixed-use properties, including those that have qualified for Main Street Grants. He has successfully revitalized a number of mixed-use buildings and has developed numerous housing subdivisions, apartment complexes and single-family homes throughout the Southern Tier and Central New York. Additionally, he acts as a managing partner of multiple LLCs with a focus on residential property management.

## PROJECT PARTNERS

- None

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Encourage the development of market-rate housing to fill gaps in the existing market. Limited housing options can act as a barrier to attracting new residents.** This project will increase market-rate housing options in the downtown area. Access to quality market-rate housing options will help to attract college students, professionals and retirees, as well as foster future impending job growth. The project's Main Street location provides residents with convenient access to various amenities in the DRI.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.** Transforming the aging facade of this building will create a vibrant and aesthetically appealing structure that will help to attract and support economic investments, promote investment in the DRI and encourage further rehabilitation of aging building stock. By dramatically enhancing this building, the proposed project will create a vibrant streetscape and catalyze further investment.

The proposed project also aligns with the following Southern Tier REDC economic development strategies:

- **Strengthen the region's tourism and community assets and use them as effective tools to promote the region to visitors, prospective talent and investors.** Placemaking is an essential component in distinguishing downtown Hornell as an attractive destination. The proposed exterior renovations will help to create a welcoming space that is inviting and contributes to the overall vibrancy of the streetscape. While the commercial spaces are currently occupied, they represent an opportunity for future uses that would increase the amenities available in the DRI, including a possible restaurant and/or bar.
- **Attract young talent via college towns and small towns. This includes strengthening the college town corridor that winds through the region and leveraging the region's world-class academic institutions, which attract more than 60,000 students each year.** Walkability and close proximity to retail, services, transit options and other amenities is a significant asset of the DRI that will attract recent graduates and young professionals. The proposed project offers additional housing options for young professionals, leveraging its convenient proximity to nearby universities and location in the heart of downtown Hornell.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Improves the appearance of a prominent building on Main Street
- Re-energizes the Main Street area
- Project synergy with other proposed DRI projects (including 198 Main Street)
- Attracts new residents to the downtown area

## MIDDLE-TERM BENEFITS:

- Preservation of historic character
- Draws more people to the downtown area
- Beautification of Main Street, catalyzing further investment and revitalization

## LONG-TERM BENEFITS:

- Positively impacts neighboring property values

# PUBLIC SUPPORT

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Throughout the DRI planning process, this project received support from the LPC and community members. The proposed project will help to fill the gap in the existing housing market, preserve the City's historic character, and improve the public realm; all goals identified by the LPC and community members.

# JOBS CREATED

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The implementation of this project will not directly create any new full-time or part-time jobs positions, however, façade improvements may indirectly result in increased investments in surrounding properties and future job growth.

# ACQUISITION OF REAL PROPERTY

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The project sponsor is the property owner; therefore, this project does not require the acquisition of real property.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Design Fees	DRI Funds (proposed) / Private Financing (bank loan)	\$14,312
Repoint All Exterior Brick Walls		\$36,685
Replace All Exterior Windows		\$49,970
Construct a Porch, Install Planters, Awnings and Shutters		\$17,690
Addition of a 1 Bedroom Dwelling Unit (featuring a bathroom, kitchen, dining/living room and bedroom)		\$74,560
Environmental Contingency		\$5,000
Contingency Fees		\$12,523
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$105,370</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>	<b>\$105,370</b>	
<b>TOTAL PROJECT COST</b>	<b>\$210,740</b>	

## FEASIBILITY AND COST JUSTIFICATION

The proposed cost estimates, based on construction standards, have been confirmed to be consistent with industry standards in the Southern Tier. The proposed project is financially feasible and justified based on its anticipated revitalization benefits, including:

### DOWNTOWN REVITALIZATION

Due to its prominent location at Center Street and Main Street, 200-204 Main Street is a high-visible building that currently has an aging façade that is in need of repair and does not contribute positively to Downtown Hornell. The proposed enhancements to the exterior will help to improve sense of place, further building community pride and enhancing the visual appeal and character of downtown. These facade improvements have the potential to positively influence property values, as well as increase the marketability of spaces within the building, therein attracting businesses and people to the area. By creating a welcoming and attractive space, the enhancements will assist in strengthening local businesses, ultimately keeping dollars in the local economy.

### PROJECT SYNERGY

The proposed project, "198 Main Street", is an adjoining building. The proximity of these two residential buildings will enable these projects to leverage one another's momentum, ultimately contributing to the success of Hornell's long-term sustainability. Additionally, the Market Study that was completed as part of this DRI has identified a need for more housing options. The concentration of residential units in close proximity will help to increase residential density, and further promote Downtown Hornell as a desirable place to live.

# REGULATORY REQUIREMENTS

This project will require local approvals and permitting from the City of Hornell.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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Kajen, LLC has been planning for the proposed enhancements to the building and is prepared to begin work once DRI funding is secured.

## IMMEDIATE NEXT STEPS (2 MONTHS) - FALL 2020

- Kajen to execute contract for design and contracting services

## DESIGN PHASE (4 MONTHS) - FALL 2020 TO WINTER 2021

- Develop construction documents and specifications for building renovations
- Obtain necessary permits and approvals
- Issue bid documents
- Award bid to contractor

## CONSTRUCTION PHASE (8 MONTHS) - SPRING / SUMMER 2021

- Exterior building renovations
- Construction of bedroom dwelling unit

# PROJECT REPORTING

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Mr. Terwilliger will be responsible for monitoring the progress and performance of the project to assess impacts. Project reporting metrics include, but are not limited to:

- Success of ground floor businesses measured by customers and spending
- Housing and commercial unit occupancy
- Increased foot traffic downtown

# PROJECT 18



## REHABILITATE THE EXTERIOR OF A DOWNTOWN FITNESS CENTER

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$100,000</b>
TOTAL PROJECT COST:	\$200,000

### PROJECT DESCRIPTION

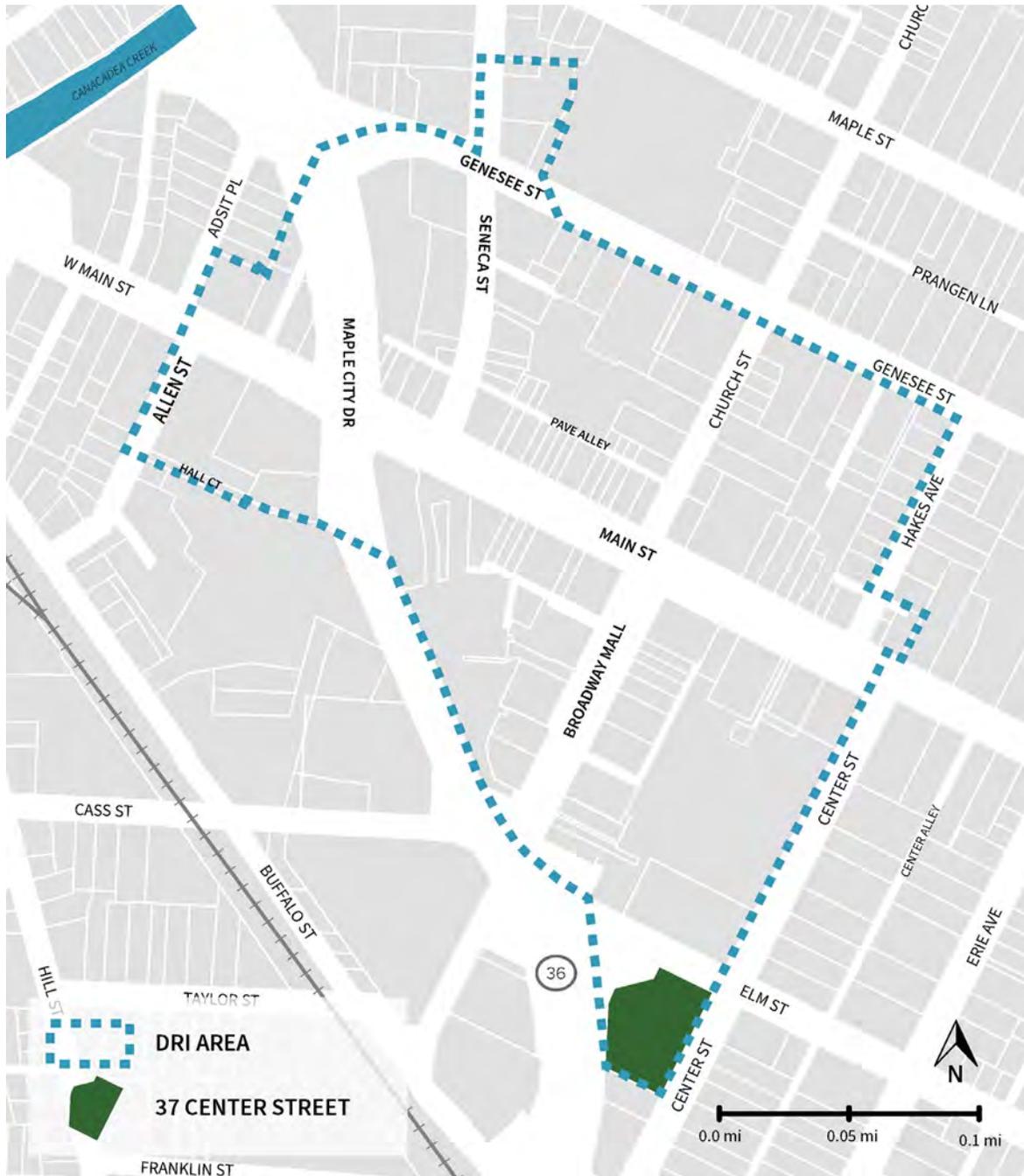
The proposed project restores the building at 37 Center Street to a visually appealing downtown business. Built in 1978, the building was formerly a Pizza Hut and its appearance reflects this former use. In 2016, after a long period of vacancy, the building was sold to its current owner. A tenant was secured for the space and with interior renovations, the building was reconstructed as a fitness center. The fitness center is currently in operation and functions as a well-appointed 24-hour gym. Still the outward appearance reflects Pizza Hut architecture with the building's exterior shell, parking lot and landscaping in need of enhancement. The rehabilitation of 37 Center Street would complete the transformation of this property into a positive, contributing downtown Hornell project. Proposed improvements include:

- New roofing
- Facade painting and repair
- Removal of existing cooler and mechanical work associated with former restaurant use
- New building signage and removal of empty signage fixture
- Parking lot repair and repaving
- Site lighting and landscaping

These exterior improvements will enhance the property to sustainably maintain active tenant use in the long-term for the benefit of the downtown community.

# PROJECT LOCATION

The proposed project is located at 37 Center Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

SPB Properties, LLC is the owner and sponsor.

## CAPACITY

The current property owners have successfully renovated the interior of the building. The proposed project would be a continuation of the project sponsor's existing investment and improvement of the property.

## PROJECT PARTNERS

- SPB Properties, LLC
- Functional Performance by Oakden Express Location (Fitness Center)

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** The proposed project completes the adaptive reuse of the former Pizza Hut into an active commercial property that contributes to the downtown.



**Create a distinctive public realm through the incorporation of public art, landscaping and wayfinding elements.** Landscaping and parking lot improvements at 37 Center Street, as well as the removal of an empty freestanding sign structure, will remove exterior signals of the building's former vacancy and reflect the operational adaptive reuse of the property.



**Support increased entertainment and business investments in the downtown to catalyze additional residential growth.** The proposed improvements to 37 Center Street will help to improve the property for the existing fitness center which provides an amenity to existing and future residents.



**Support mixed-use development, prioritizing retail/commercial uses on the ground level to maintain an active streetscape.** The building's current use as a 24-hour fitness center serves as a vibrant use along the streetscape throughout the day and evening hours.



**Promote diversity of downtown activities to include options for all ages, including families.** The use as a fitness center promotes an active healthy lifestyle that is beneficial for people of all ages and, with a 24-hour schedule, provides flexible access to exercise.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's Innovative Culture.** The transition of a vacant iconic building to a functioning adaptive use aligns with the community's innovative culture that makes Hornell an attractive place to grow a business.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Demonstrates the adaptive reuse of the property
- Enhances the streetscape with landscaping and façade improvements

## MIDDLE-TERM BENEFITS:

- Supports the long-term sustainable use of the property
- Promotes healthy active lifestyles
- Adds to the vibrancy of the public realm

## LONG-TERM BENEFITS:

- Positively impacts neighboring property values

# PUBLIC SUPPORT

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The proposed rehabilitation of the exterior of the fitness center was highly supported during the public meeting for the Downtown Revitalization Initiative. In addition, the Local Planning Committee noted the position of the building on a highly visible corner lot and supported the exterior improvement.

# JOBS CREATED

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This project will not result in the creation of permanent jobs.

# ACQUISITION OF REAL PROPERTY

---

The project sponsor owns the property; therefore, property acquisition is not required.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Façade Improvements and Roofing	DRI Funds (proposed)	\$85,000
Site Improvements (including paving and landscaping)	DRI Funds (proposed) /	\$15,000
	Private Equity (loan to be secured)	\$60,000
Removal of Cooler and Associated Mechanical Work	Private Equity (loan to be secured)	\$40,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$100,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$100,000</b>
<b>TOTAL PROJECT COST</b>		<b>\$200,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost was developed by SPB Properties, LLC, who will be responsible for the implementation of the project. The renovation is a continuation of existing investment in the building to complete needed exterior renovations to the project that will facilitate the long-term use of the building as an attractive location.

The investment in the building is justified by the significant improvement the proposed project will provide to the exterior of the building. The project sponsor has already invested in the redevelopment of the interior space and has successfully implemented the adaptive reuse of the building as a fitness center. Still, the exterior of the building is reminiscent of the former Pizza Hut rather than the new adaptive reuse. This appearance gives the perception of blight, negatively impacting the surrounding area. The aesthetic improvement of 37 Center Street will show the investment in this downtown building and add to a vibrant public realm with active commercial uses. Furthermore, located on a corner lot at Center Street and Elm Street where there is Annual Average Daily Traffic (AADT) count of 4,122, the exterior improvement has the potential to benefit overall downtown beautification efforts.

## REGULATORY REQUIREMENTS

This project will require local approvals and permitting from the City of Hornell.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS



PROPOSED RENDERING

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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SPB Properties, LLC, is prepared to begin work immediately upon DRI funding award announcement.

## **IMMEDIATE NEXT STEPS (1-2 MONTHS) - FALL 2020**

- Develop design and construction drawings

## **DESIGN PHASE (1-2 MONTHS) - WINTER 2020 / 2021**

- Obtain necessary permits and approvals

## **CONSTRUCTION PHASE (4-6 MONTHS) - SPRING 2021 TO FALL 2021**

- Exterior building renovations
- Site renovations

# PROJECT REPORTING

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SPB Properties, LLC would be responsible for the management and implementation of the project. Metrics to determine success after implementation include:

- Improved recognition of the existing fitness center
- Increased fitness center customers
- Improved visual appeal of the building

# PROJECT 19



## CONVERT A HOUSE INTO CHURCH STREET SUITES

### DRI FUNDING REQUEST

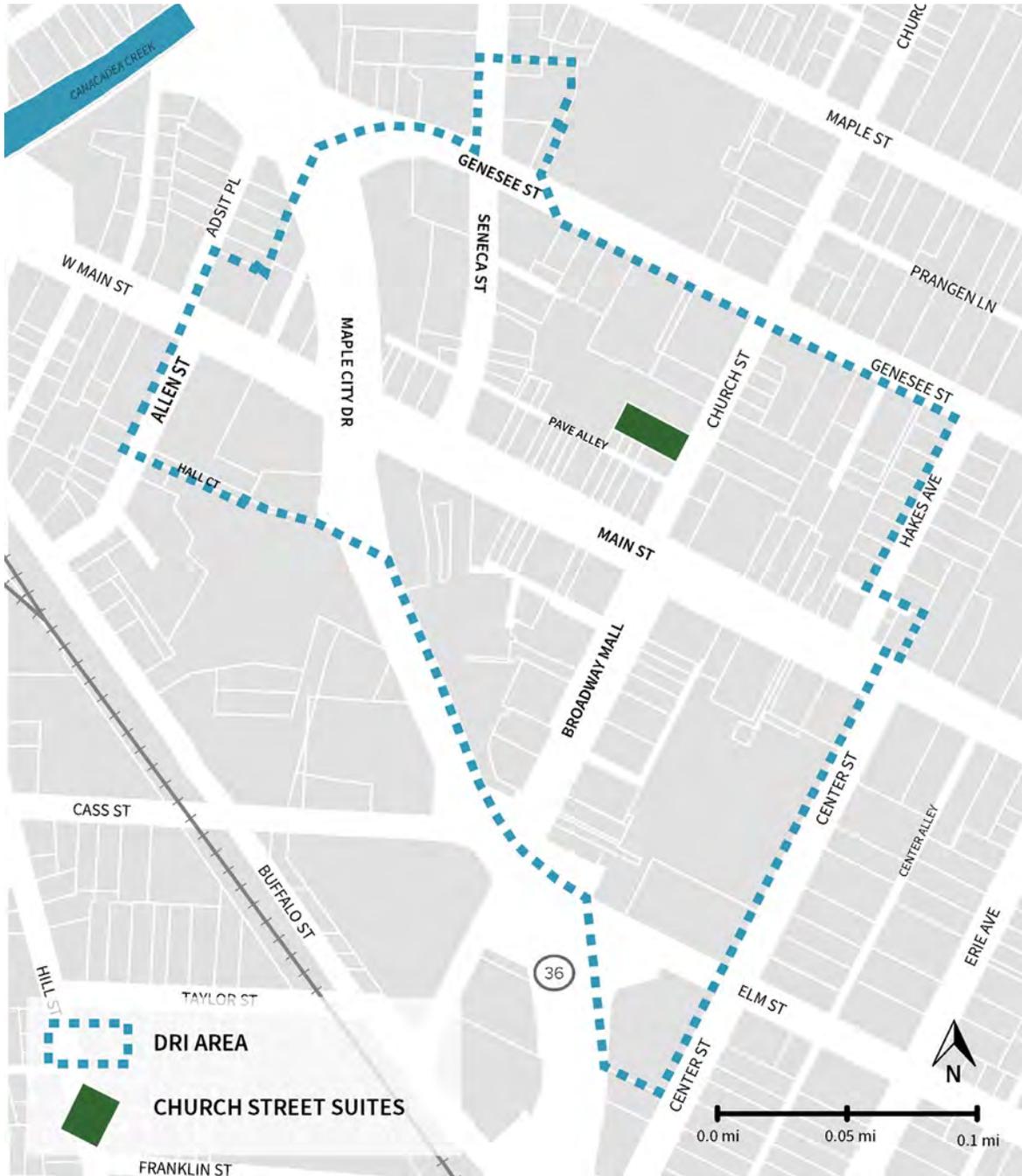
<b>TOTAL DRI FUNDS:</b>	<b>\$ 98,480</b>
TOTAL PROJECT COST:	\$246,200

### PROJECT DESCRIPTION

24 Church Street was a dilapidated and neglected property upon purchase and was used to house a law office, hair salon, and radio station. The project sponsor, Hector Hoyos, has made limited improvements to clean up the exterior of the house and now intends to convert the existing house into six short term rental suite-type apartments. The project will create residential suites for short term and extended stays for business professionals, tourists, and visitors. This project was conceived based on Hornell's growing need for short term living arrangements for professionals transitioning to life in Hornell and its surrounding area. The property is located at a crucial junction between the municipal parking area for downtown Hornell and the start of residential property on Genesee Street. This location is within walking distance of many local businesses and restaurants. By creating a home in this location for individuals visiting or transitioning to life in Hornell, this will highlight and promote the businesses located in the downtown. The project has been already been approved by the City of Hornell Planning Board.

# PROJECT LOCATION

The proposed project is located at 24 Church Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

Hector Hoyos is the owner of 24 Church Street, as well as the project sponsor.

## CAPACITY

The project sponsor previously developed four rental units at 54-60 Genesee Street in Hornell, New York. Those rental units have achieved a 98% to 100% yearly occupancy rate over the past 14 years, suggesting the sponsor's capacity to lease and maintain units. The units described required significant interior renovation to reach habitability, which the project sponsor completed to the satisfaction of would-be tenants. The scope of Church Street Suites is similar.

## PROJECT PARTNERS

- None

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** Church Street Suites will transform an existing vacant structure into short term rental housing.



**Encourage the development of market rate housing to fill gaps in the existing market.** Church Street Suites includes market rate short-term housing that fills an identified need in the local housing / lodging market.



**Provide high quality short-term housing options that meet the needs of our diverse community.** Church Street Suites will provide quality short-term housing which will encourage new visitors, business professionals, and residents to stay in the Downtown area.

## ANTICIPATED REVITALIZATION BENEFITS

### SHORT-TERM BENEFITS:

- Creates new short-term rental space
- Addresses a lack of hotels near downtown
- Allows would-be residents to stay close to Downtown longer than in a hotel with less commitment than with a home purchase or year-lease
- Fixes dilapidated structure near entry to residential neighborhood

### MIDDLE-TERM BENEFITS:

- Increases daytime traffic and local spending in downtown

- Encourages potential new residents and visitors to spend more time downtown

### LONG-TERM BENEFITS:

- Increases awareness of Hornell and downtown from visitors

## PUBLIC SUPPORT

The project received strong support from the public and fills an immediate need in the local housing market.

## JOBS CREATED

No permanent jobs are anticipated.

## ACQUISITION OF REAL PROPERTY

The project sponsor is the owner. No property acquisition is required.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Hard Construction Costs	DRI Funds (proposed) / Construction Loan	\$183,200
Soft Costs and FFE		\$25,000
Environmental Requirements		\$18,000
Fire Protection/Sprinkler System		\$20,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$98,480</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$147,720</b>
<b>TOTAL PROJECT COST</b>		<b>\$246,200</b>

## FEASIBILITY AND COST JUSTIFICATION

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All project costs are supported by quotes for work to be performed and have been reviewed by industry professionals. The project sponsor's proposed redevelopment cost of \$76 per square foot is reasonable based on the usage and direct management of local labor and inclusion of suite amenities. The sponsor expects revenue primarily from six suite-type units which will host hotel stays and short-term tenants, and expect the annual income to be \$66,800. The projected annual expenses, excluding debt, are projected to be approximately \$34,667 in the first year of stabilized operations. Therefore, the net operating income was projected at roughly \$32,000, with debt coverage ratio expected to be 1.33 in the first year of stabilized operations.

According to these projections, the project is projected to generate good financial returns to the sponsor at a 40% funding level. Due to the physical structure, achievable hotel room rates were deemed to be approximately \$100/night, \$20 less than the Main Street Inn in Downtown Hornell but higher than the motels on the outskirts of town. Church Street Suites aims to cover the gap in Hornell's rental market, short term, mid-priced rentals. The project sponsors will see a return on equity, contingent upon debt pricing and achievable gross rental income. The sponsors project a blended occupancy rate of approximately 76%.

The comparable rental rates used to assess project feasibility are reasonable and the project is feasible at the requested DRI amount. The requested DRI funding level is necessary in order for the project sponsor to achieve a return on equity given the uncertainty in developing short term rental units, a high priority for the Hornell DRI, as well as to protect downside from any additional scope that may be imposed during the permitting or asbestos survey process.

## REGULATORY REQUIREMENTS

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Church Street Suites will have to secure local building permits.

## IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING CONDITIONS**



**PROPOSED RENDERING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## IMMEDIATE NEXT STEPS (1 MONTHS) - FALL 2020

- Prepare construction drawings

## DESIGN PHASE (2 MONTHS) - FALL 2020

- Finalize and secure all permits
- Complete asbestos survey

## CONSTRUCTION PHASE (8 MONTHS) - FALL 2021

- Complete interior renovation
- Contingent on results of asbestos survey: abate asbestos
- Demolish interior walls
- Construct addition
- Repartition space to accommodate short term rental type units
- Repair and replace finishes

## PROJECT REPORTING

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Hector Hoyos will be responsible for project oversight and monitoring of project advancement. Metrics to determine project success after implementation include:

- Vacancy rate
- Increased number of visitors to downtown
- Increased property values

# PROJECT 20



## ENHANCE AND UPGRADE 198 MAIN STREET TO CREATE HOUSING UNITS

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$82,500</b>
TOTAL PROJECT COST:	\$165,000

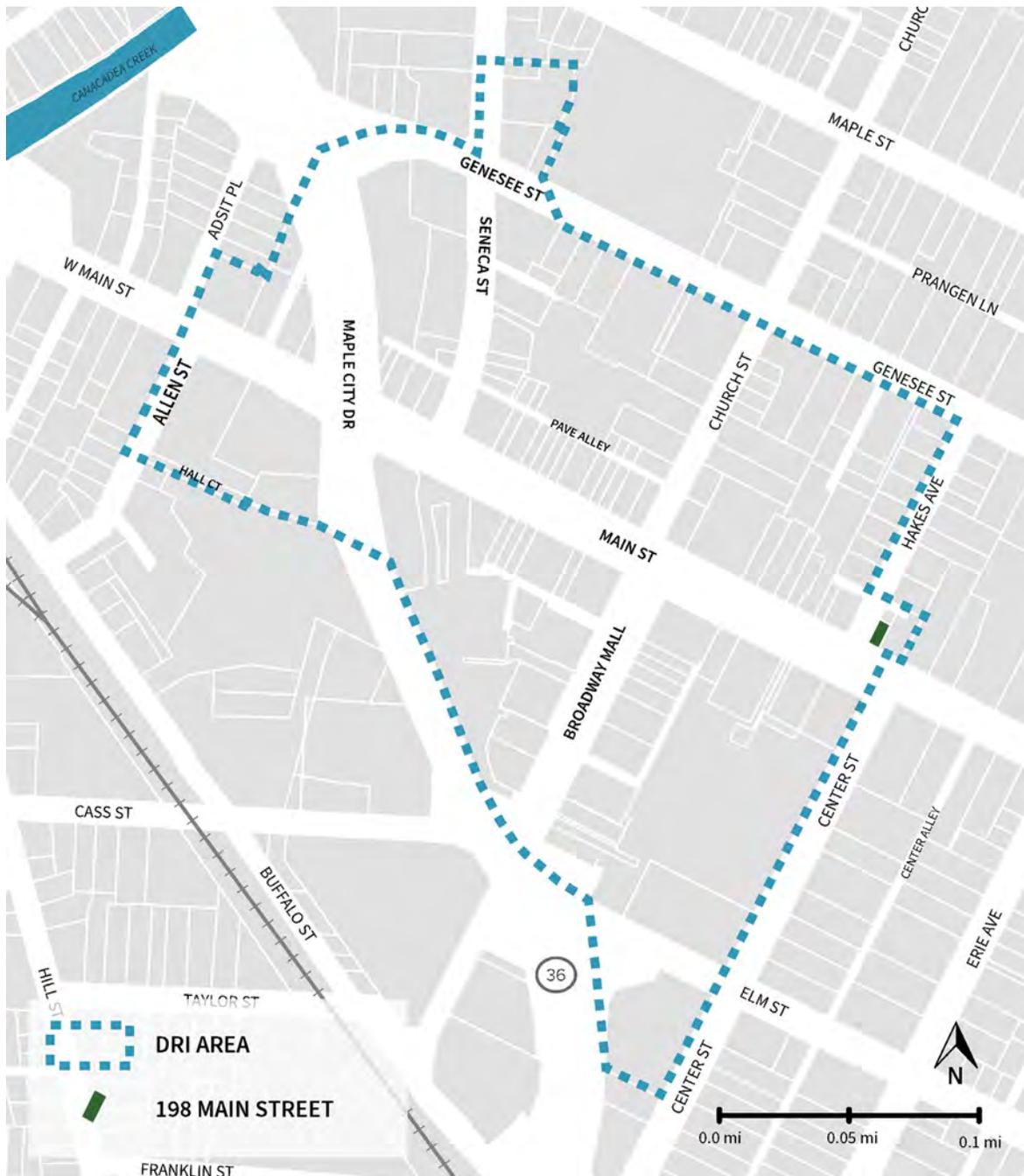
### PROJECT DESCRIPTION

The building at 198 Main Street contains four levels and totals 4,901 SF. The first-floor level contains 1,381 SF of commercial space. The second, third and fourth floors are residential. The first two floors are occupied and need relatively minor enhancements. The second and third floors have already been gutted, but need substantial redevelopment. In addition, the built-in gutter system on the building has already been upgraded. The building has an impressive facade, that once restored will create a landmark in downtown Hornell. It will enhance an ideally located commercial space and create new housing stock. The proposed redevelopment consists of:

- Upgraded wiring throughout
- Upgraded heating system throughout
- Upgraded plumbing throughout
- New kitchens on the second, third and fourth floors
- Ceiling repairs on the second, third and fourth floors
- New windows on the fourth floor
- New flooring throughout
- Repointing of all exterior brick
- Removal of existing front porch structure
- Rebuild new porch structure

# PROJECT LOCATION

The proposed project is located at 198 Main Street in Hornell, New York.



# PROPERTY OWNER / SPONSOR

Joe Duffy is the owner of 198 Main Street.

## CAPACITY

The project sponsor, Joe Duffy, has extensive experience redeveloping properties of this approximate size. He owns six properties in the southern tier. The properties include multifamily buildings and duplexes. Most of the properties, including the renovation of a 6-bedroom apartment building, required rehabilitation upon acquisition. Mr. Duffy has experience working with New York State redevelopment initiatives, having completed a partial renovation of a property through the New York Main Streets Program.

## PROJECT PARTNERS

- None

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** Hornell's main street is filled with historic buildings that contribute to the corridor's unique character. Finding adaptive uses for these properties is not always easy. The project sponsor will restore this large, historic space to productive use by reimagining the current space. It will be a mixture of retail and residential. The historic facade will be juxtaposed with a modern, newly renovated interior.



**Support mixed-use development, prioritizing retail / commercial uses on the round level to maintain an active streetscape.** 198 Main Street is prominently located at a corner along the main street corridor. The proposed improvements, particularly the restoration of the retail storefront, will greatly enhance the streetscape. Once the retail space is restored, it will attract a permanent tenant who will drive foot traffic and economic activity to the area.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's Innovative Culture.** The renovation of 198 Main Street meets the smart growth goal of investing in downtowns. Redevelopments such as these will create a more walkable, livable and vibrant downtown.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Creates new retail space and attracts new businesses
- Draws more people to Main Street
- Restores the aesthetic of the building facade

## MIDDLE-TERM BENEFITS:

- Increase the visitation and walkability of the downtown corridor
- Historic building preservation
- Potential catalytic effects of successfully restoring a building downtown, which may in turn lead to additional private investment

## LONG-TERM BENEFITS:

- Increases local property values
- Increased tax revenue from productive use of the building
- Enhanced business climate from having a long-term retail tenant

# PUBLIC SUPPORT

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Based on feedback from the LPC and public meetings, the local community is in full support of the project, as the property is strategically located and physically connected to another prominent building at 200-204 Main Street.

# JOBS CREATED

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The restoration of the commercial space is projected to create 1-3 full-time jobs.

# ACQUISITION OF REAL PROPERTY

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The project sponsor is the owner of the property; therefore, no acquisition of property will be necessary to implement the project.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Interior Renovation	DRI Funds (proposed) / Private Equity	\$70,000
Add-on Structure 3rd Floor		\$20,000
Add on 2nd Floor Deck		\$10,000
Built-in Gutter Upgrade		\$5,000
Repoint Exterior Brick		\$25,000
Removal of Existing Wood Porch Structure and Replacement		\$35,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$82,500</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$82,500</b>
<b>TOTAL PROJECT COST</b>		<b>\$165,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The project sponsor is proposing redevelopment costs of roughly \$25/square foot (not including repointing of exterior brick). While this is relatively low, the ground level is already in usable condition, and in fact has a part-time tenant already. In addition, the 2nd and 3rd floors have already been substantially gutted.

The project sponsor intends to use a loan of \$82,500 to complete the renovation. Therefore, the debt coverage on the property should be relatively low, in the range of roughly \$500 per month (assuming 7% rate and 15-year term). With three apartment units and a commercial space, the property should be able to comfortably maintain its debt coverage.

## REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



EXISTING CONDITIONS



PROPOSED RENDERING

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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## IMMEDIATE NEXT STEPS (1 MONTHS) - FALL 2020

- Select and engage designer

## DESIGN PHASE (5 MONTHS) - FALL 2020 TO WINTER 2021

- Schematic design
- HTC submission
- Contract documents
- Bidding

## CONSTRUCTION PHASE (6 MONTHS) - SPRING / SUMMER 2021

- Upgraded wiring throughout
- Upgraded heating system throughout
- Upgraded plumbing throughout
- New kitchens on the second, third and fourth floors
- Ceiling repairs on the second, third and fourth floors
- New windows on the fourth floor
- Addition of a second-floor outdoor deck
- New flooring throughout
- Removal and construction of front porch

## PROJECT REPORTING

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The project sponsor will be responsible for project oversight and monitoring. The sponsor is planning to bid the construction portion to a general contractor. Metrics to determine project success after implementation include:

- Vacancy rate
- Net revenue retail sales
- Number of retail visitors

# PROJECT 21



## ENHANCE THE WAREHOUSE INTO A YEAR-ROUND EVENT SPACE

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$ 52,000</b>
TOTAL PROJECT COST:	\$104,000

### PROJECT DESCRIPTION

The proposed project would facilitate the continuation of renovations to this historic warehouse space by making into a year-round entertainment and event space that is framed by a visually accessible greenspace at the center of Broadway Mall. Improvements to the building and adjacent greenspace will help to achieve the vision established for the Warehouse business as “a venue for special events, concerts under the stars and fun activities.”

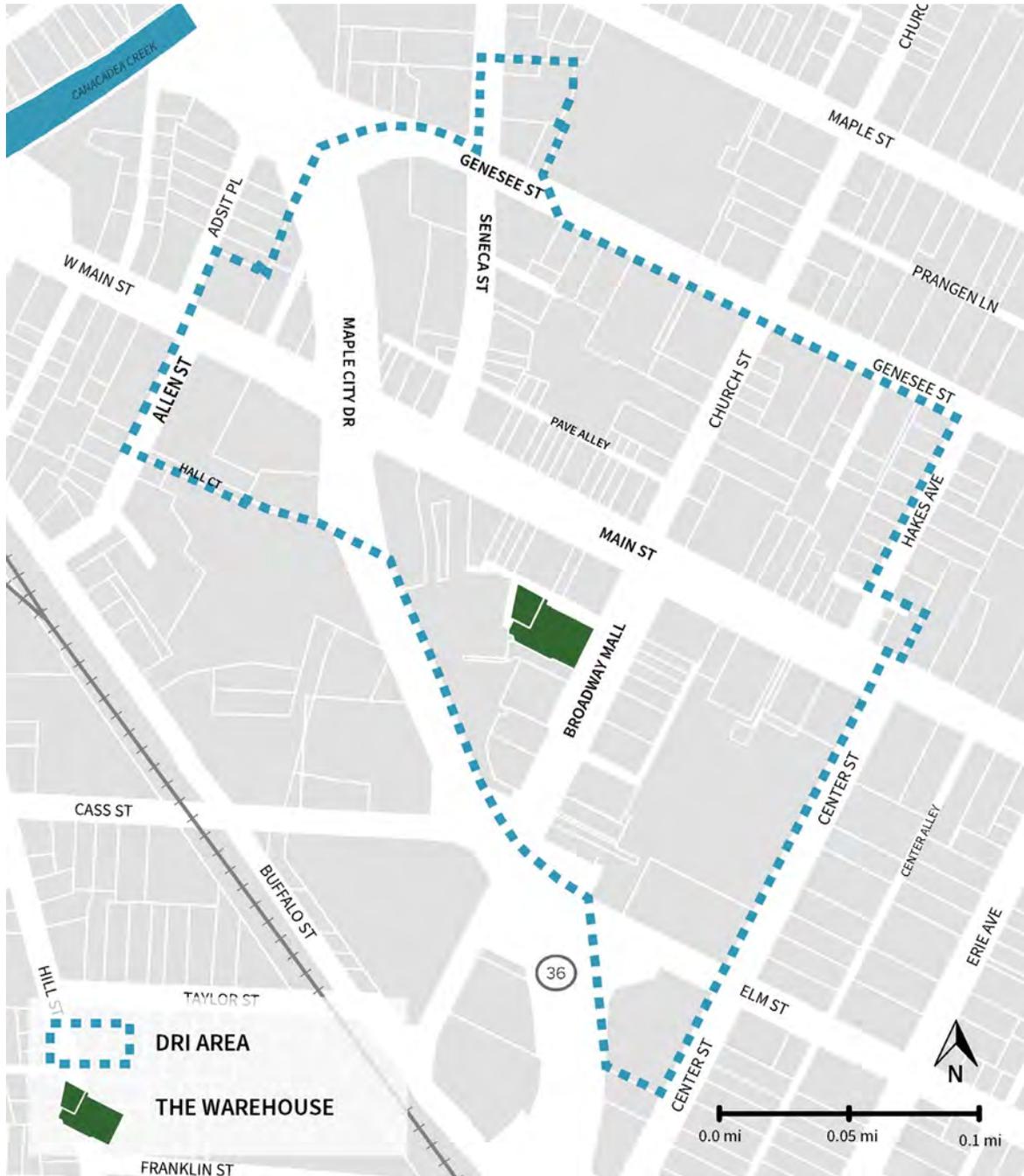
The historic building, located at 101 Opera House Lane, was constructed in 1905 as a warehouse for the department store on Main Street named Tuttle-Rockwell. After the closing of the department store, the building was left vacant. Later the building was converted to a nightclub, which also closed. In 2016, the building was purchased by the current owner who has made significant renovations to the building, investing approximately \$200,000 on extensive repairs to the existing sprinkler system, the construction of a new exterior performance stage with two new large glass overhead doors connecting it to the interior stage, the renovation of two interior bars and the renovation of interior wood floors. The proposed project would accomplish planned improvements that were not completed due to the extensive costs of existing renovations. These improvements include:

- Installation of a commercial grade forced air heating unit for the 1st and 2nd floor to facilitate year-round programming
- Development of a secure transparent fence, including piers and gates, for a more accessible greenspace on Broadway Mall

Steuben County has faced significant job loss, with nearly 12% of its working residents unemployed as of July 2020 due to the COVID-19 pandemic (NYS Department of Labor). As communities continue to open up, existing businesses have the opportunity to re-hire their employees and explore expanding their services. Investment in this proposed project would ensure The Warehouse has the ability to do just that – create up to 5 new jobs and expand its offerings to year-round programming. Implementation of this project would create an active and inviting space on Broadway Mall that features community entertainment and flexible event space. This would allow for a space where local residents and visitors can safely enjoy year-round socially distant community event opportunities. With plans to work with Hornell Partners for Growth and the local business community, the space can also provide a location for public events that attract people to the downtown.

# PROJECT LOCATION

The project is located at 101 Opera House Lane (building) and 17 Broadway Mall (greenspace).



# PROPERTY OWNER / SPONSOR

Curtis Flaitz is the owner and sponsor.

## CAPACITY

The project sponsor is an entrepreneur from Hornell who has developed a widely recognized underwear brand and is familiar with business development. Industry knowledge and national travel provide the experience to implement the detailed vision that has been developed for the Warehouse.

## PROJECT PARTNERS

- Curtis Flaitz
- Hornell Partners for Growth

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** The continuation of this renovation project provides a new life for this former warehouse as a welcoming year-round entertainment and event space.



**Support investment in upper stories of downtown buildings.** The improvements to the building include the installation of a heating system of the 1st and 2nd floor to make both floors usable year-round.



**Create a distinctive public realm through the incorporation of public art, landscaping and wayfinding elements.** The development of a transparent fence around the greenspace will create an attractive and visually accessible space in the center of Broadway Mall that can be opened for public events via the new fence gates.



**Create public gathering spaces that allow for year-round programming and entertainment.** The indoor and outdoor space at the Warehouse provide an opportunity for community events through partnership with Hornell Partners for Growth.



**Support increased entertainment and business investments in the downtown to catalyze additional residential growth.** The space will be able to accommodate both local and national shows, promoting the local arts and bringing in a-list concerts that attract more people to downtown Hornell.



**Promote diversity of downtown activities to include options for all ages, including families.** The Warehouse indoor and outdoor space can be used for a variety of family-oriented events such as farmers markets, weekly local bands and seasonal events.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Promote the Southern Tier's Innovative Culture.** The Warehouse is a place for entertainment that promotes the local talent, which is necessary for an innovative culture, through weekly concerts and other 'makers' events.
- **Transform the Food and Agricultural Industry.** Developed by a Hornell entrepreneur, the concept for the Warehouse focuses on bringing the community together and putting money back into the local economy; one of the ways the business intends to do this is through family-oriented farmers markets for local shops and farmers.

# ANTICIPATED REVITALIZATION BENEFITS

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## SHORT-TERM BENEFITS:

- Allows for the year-round use of the entertainment and event space
- Enhances the public realm along Broadway Mall
- Creates employment opportunities

## MIDDLE-TERM BENEFITS:

- Provides a space for community and private events
- Attracts visitors to a-list concerts
- Provides a platform for local artists, businesses and entrepreneurs
- Provides entrepreneurial training through partnership with local schools

## LONG-TERM BENEFITS:

- Establishes a destination for local and regional entertainment
- Brings visitors, residents and businesses to downtown Hornell
- Increases the frequency of community events

## PUBLIC SUPPORT

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The proposed project was highly supported during the public meeting for the Downtown Revitalization Initiative.

## JOBS CREATED

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The year-round business will create a minimum 3 to 5 full time jobs including a building manager.

## ACQUISITION OF REAL PROPERTY

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The project sponsor owns the property; therefore, property acquisition is not required.

## PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Installation of Commercial Grade Forced Air Heating Unit for the 1st and 2nd Floor (including necessary ducting and air handlers)	DRI Funds (proposed) / Private Financing	\$50,000
Fence, Piers and Gates for Broadway Mall Greenspace		\$40,000
Project Contingency		\$14,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$52,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$52,000</b>
<b>TOTAL PROJECT COST</b>		<b>\$104,000</b>

## FEASIBILITY AND COST JUSTIFICATION

The cost is based on an estimate from a professional architect and contracting firm, which has been reviewed and confirmed. The project cost is justified because it allows the space to be a year-round venue that offers indoor and outdoor entertainment opportunities. Improvements would allow for the expanded operation of the facility into the winter, spring and fall seasons when events require indoor heat. In addition to the added functionality of the indoor space, the project improves the public realm along Broadway Mall by providing visual access to the greenspace in front of the Warehouse. These improvements complete the renovations that have already taken place on the property at a cost of approximately \$200,000.

This project is part of an established vision for the Warehouse as a welcoming business for local weekly concerts, a-list concerts, private events, and weddings. As an entrepreneur from Hornell, the project sponsor is focused on improving the community and plans to partner with Hornell Partners for Growth, local businesses, and nearby school systems offering a flexible space for local use. With a familiarity of the music industry, the Warehouse will look to bring in concerts that attract crowds from all over the state to see great concerts while experiencing all that downtown Hornell has to offer.

Finally, this project aligns with the Hornell DRI Market Analysis, which identifies tourism as a key economic driver for the state and region. The analysis also identifies the Hornell Arts, Entertainment and Recreation industry as projected to grow an additional 84.8% into 2029. As a year-round space, the Warehouse has the opportunity to expand the number of community events and partner with others in the arts and entertainment industry, potentially contributing to the growth in the Hornell tourism economy.

## REGULATORY REQUIREMENTS

The proposed project will require local approvals and building permits.

# IMAGES OF CURRENT AND PROPOSED CONDITIONS



**EXISTING CONDITIONS**



**PROPOSED RENDERING**

# TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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The project team is prepared to begin work immediately upon DRI funding award announcement.

## IMMEDIATE NEXT STEPS (1 MONTH) - WINTER 2020

- Prepare construction drawings

## DESIGN PHASE (1 MONTHS) - WINTER 2020 / 2021

- Obtain necessary permits and approvals
- Select contractors

## CONSTRUCTION PHASE (6 MONTHS) - SPRING / SUMMER 2021

- Exterior building renovations
- Interior renovations

# PROJECT REPORTING

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During the implementation of the project, construction will be monitored by a technical team hired by owner Curtis Flaitz. Upon completion, Curtis Flaitz will be responsible for the management of the Warehouse and will hire Warehouse staff. Metrics to monitor the success of the project include:

- Number of community events per year and attendance at each event
- Number of private events each year
- Number of jobs created
- User feedback on the improvements to the public realm

# PROJECT 22



## ESTABLISH DESIGN GUIDELINES TO ENSURE COHESIVE DOWNTOWN CHARACTER

### DRI FUNDING REQUEST

<b>TOTAL DRI FUNDS:</b>	<b>\$50,000</b>
TOTAL PROJECT COST:	\$50,000

### PROJECT DESCRIPTION

The intent of the design guidelines is to ensure Downtown Hornell supports a vibrant, pedestrian-friendly downtown where people live, work and play. The design guidelines will ensure new, infill development and renovation projects preserve the existing historic character in downtown Hornell. The design guidelines will ensure a cohesive design aesthetic, facilitating new investment with the DRI area. Design standards will support:

- Site and landscape design that promotes green infrastructure, embraces public art, and incorporates landscaping and beautification
- Building design and facade standards that will retain the architectural fabric of downtown, including signage

The Downtown Design Guidelines could provide guidance to support the Downtown Grant Fund. The fund aims to assist property owners with small projects that may include capital improvements, interior and/or exterior renovations, signage, as well as electrical, mechanical and plumbing infrastructure.

### PROJECT LOCATION

The Design Guidelines will be applied throughout the DRI Area, with an emphasis on Main, Seneca and Broadway.

### PROPERTY OWNER / SPONSOR

The City of Hornell is the project sponsor.

## CAPACITY

The City of Hornell Planning Department and City Code Enforcement Department will be responsible for the implementation and oversight of the Downtown Design Guidelines. The City has demonstrated its ability to implement and enforce a range of regulations as well as review proposed development actions.

## PROJECT PARTNERS

- City of Hornell
- DRI Property Owners

## STRATEGIES

The proposed DRI project is aligned with numerous strategies intended to fulfill the established DRI goals. These strategies include:



**Invest in infrastructure improvements that facilitate the reuse and sustainability of the downtown's building stock.** These design guidelines will provide guidance in determining the suitability and architectural compatibility of proposed building, landscape and sign improvements, while at the same time, allowing for sensible changes that will meet contemporary needs.



**Promote the adaptive reuse of underutilized buildings in the downtown to support a mix of uses.** A well-integrated public realm makes for a cohesive, attractive downtown area that is harmonious and inviting. Design guidelines will reinforce the character of Downtown Hornell and establish uniform criteria that shapes future building improvements and creates a vibrant environment for residents.



**Create a distinctive public realm through the incorporation of public art, street trees, landscaping and wayfinding elements.** Design and management strategies will allow for traffic calming, which would combat speeding and other unsafe behaviors of drivers in order to balance traffic in downtown streets and provide a walkable and pedestrian friendly environment.

The proposed project also aligns with the following Southern Tier REDC economic development strategy:

- **Invest in the advanced manufacturing industry.** By promoting the region's vibrant community through attractive and sustainable design, companies could see the downtown district as a fitting environment for the development of their businesses.
- **Promote the Southern Tier's innovative culture.** Creating a uniform, shared identity that is lively, inviting and enhances its rich history will help to generate "pride of place" and build respect and appreciation for the area. This will allow residents to feel a strong sense of local identification and compel them to become regional ambassadors that will promote the Southern Tier.

# ANTICIPATED REVITALIZATION BENEFITS

## SHORT-TERM BENEFITS:

- Increases City-wide visual appeal and aesthetics
- Ensures that the City of Hornell is a safe, comfortable place for pedestrians to explore

## MIDDLE-TERM BENEFITS:

- Creates an increase in foot traffic in the downtown district
- Increases investment in downtown buildings

## LONG-TERM BENEFITS:

- Positively impacts neighborhood property values
- Increases in number of residents and businesses
- Draw entrepreneurs into downtown and enable them to create a thriving entrepreneurial ecosystem

# PUBLIC SUPPORT

Throughout the DRI planning process, this project received strong support from both the Local Planning Committee (LPC) and the public. A need for Downtown Design Guidelines was identified as a key opportunity during the review of the Downtown Profile Key Findings.

# JOBS CREATED

This project will not directly create any new jobs.

# PROJECT BUDGET AND FUNDING SOURCES

USE OF FUND	FUNDING SOURCE	AMOUNT
Develop Downtown Design Guidelines	DRI Funds (proposed)	\$50,000
<b>TOTAL DRI FUNDS REQUESTED</b>		<b>\$50,000</b>
<b>TOTALING FUNDING FROM OTHER SOURCES</b>		<b>\$0</b>
<b>TOTAL PROJECT COST</b>		<b>\$50,000</b>

## REGULATORY REQUIREMENTS

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The proposed project will require local approvals and building permits.

## TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

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### DEVELOPMENT PHASE (6-8 MONTHS) - FALL 2020 TO SPRING 2021

- Develop Design Guidelines

## PROJECT REPORTING

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The City of Hornell Planning Department and City Code Enforcement Department will oversee development and implementation of the design guidelines and will monitor social, economic and cultural benefits after the completion and application of the Downtown Design Guidelines. Potential metrics to measure impacts and benefits include:

- Additional foot traffic
- Increased dollars spent in Downtown Hornell
- Increased private downtown investment
- User feedback



## SECTION V.3

# PIPELINE PROJECTS

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In addition to the 22 projects recommended for DRI funding, the LPC also identified six pipeline projects. Pipeline projects are those that have been recognized for their importance in advancing the DRI's vision and goals, but are not recommended for DRI funding. These projects may not have been recommended due to a number of reasons, including but not limited to, lack of leveraged funding, inability to implement the project in the near-term or limited capacity. While these projects may not be ready for implementation now, they present unique opportunities to leverage the proposed DRI projects and further catalyze development in Hornell's downtown core. The six pipeline projects are summarized in the following section.

- 1 11 Pave Alley
- 2 Elks Lodge
- 3 The Courthouse
- 4 20 Elm Street
- 5 Tribune Building
- 6 Center Street Redevelopment

## 11 PAVE ALLEY



### LOCATION

11 Pave Alley

### DESCRIPTION

This proposed project consists of the redevelopment of an 1860's vintage brick building. The building is located within close proximity to ample municipal parking and easy access to Main Street. This project presents a unique opportunity to revitalize a historically charming building and redefine Pave Alley as a welcoming space with a distinct sense of place. Specific details on the building's future use have not been finalized, however, proposed redevelopment ideas will be consistent with the DRI's established visions and goals.

## ELKS LODGE



### LOCATION

60 Broadway Mall

### DESCRIPTION

The Hornell Elks Lodge was built in 1912 and houses the Elks Club, a fraternal organization that operates as a 501(c)(8) not-for-profit. The three-story building is a fixture in downtown Hornell, however, it is currently underutilized. This project proposes the complete renovation of the 2,100 SF third floor into a ballroom, creating a multi-functional space for the community. Additional needed improvements to the building include ADA accessibility, replacement of exterior windows, facade repairs and upgrades to all mechanical, electrical, and plumbing systems. This project would positively impact the downtown area by promoting diversity of downtown activities and improving the organization's capabilities.

# THE COURTHOUSE



## LOCATION

10 Allen Street

## DESCRIPTION

The property owner has recently invested personal equity to renovate the basement and first floor of the building that currently houses several mixed-use businesses that include a Wine and Book Bar, Martial Arts Gym and a Crafts Store. The courthouse building is eligible to be listed on the National Register of Historic Places, and the property owner aims to maintain the historical and architectural elements. Proposed future projects seek to leverage the recent investment through continued building restoration. The proposed project will create an outdoor seating and gathering space in the rear of the historic courthouse building, and will also regrade the second-floor for future improvements as an event space.

# 20 ELM STREET



## LOCATION

20 Elm Street

## DESCRIPTION

This project proposes the renovation of a former medical office to create short-term residential units to support the Medical Student Housing for the Rural Track Primary Care Residency Program through St. James Hospital. The Hospital has housed previous residency students at a residential home in Hornell and this project will enhance and sustain the ongoing medical students who obtain medical residency through St. James. Any future use of this partially vacant building will help to activate a highly visible location within the DRI, directly across from the HCAC.

# TRIBUNE BUILDING



## LOCATION

85 Canisteo Street

## DESCRIPTION

Built in 1965, the 25,461 SF Tribune Building is currently vacant. The building presents an opportunity for redevelopment in the heart of downtown Hornell. A private development group has proposed to purchase and redevelop the historic Tribune Building into affordable housing, filling another gap in the downtown Hornell market. Although this project is located just outside of the DRI boundary, it has the potential to contribute to the DRI's established vision and goals by diversifying housing options in downtown Hornell.

# CENTER STREET



## LOCATION

Center Street, from Main Street to Buffalo Street

## DESCRIPTION

The LPC identified Center Street as an important corridor for potential revitalization. Located adjacent to the DRI area, Center Street is home to multiple building sites that can leverage the momentum generated from DRI investments. There are various commercial establishments that may benefit from downtown investment projects, spurring additional investment in the City.

