



**Downtown
Revitalization
Initiative**

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Hudson Strategic Investment Plan

NEW YORK STATE DOWNTOWN REVITALIZATION INITIATIVE | APRIL 2018

CAPITAL REGION REDC

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This document was developed by the Hudson Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State, NYS Homes and Community Renewal, and Empire State Development.

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Round 2 DRI Communities



Foreword

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

—GOVERNOR ANDREW M. CUOMO

Nationally and globally, business and development leaders recognize that the creation of new downtown communities with public amenities and a high quality-of-life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. Governor Andrew Cuomo recognized this potential and launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The Governor’s ten Regional Economic Development Councils (REDCs) each identified one community in which to invest \$10 million to improve the vitality of those urban centers. The DRI funding supports a community planning and implementation process where each community develops the key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and a strategic plan to implement catalytic projects identified in the plan.

Communities selected in Round One included:

- Elmira (Southern Tier Region)
- Geneva (Finger Lakes Region)
- Glens Falls (Capital Region)
- Jamaica (NYC Region)
- Jamestown (Western NY Region)
- Middletown (Mid-Hudson Region)
- Oneonta (Mohawk Valley Region)
- Oswego (Central NY Region)
- Plattsburgh (North Country Region)
- Westbury (Long Island Region)

In 2017, the enacted state budget included another \$100,000,000 for downtown revitalization. DRI Two is again supporting a community planning process, conducted by staff from the Department of State Office of Planning, Development, and Community Infrastructure and the NYS Homes and Community Renewal. This multi-agency effort, led by Secretary of State Rossana Rosado, also includes staff from Empire State Development and assistance from other agencies like the state Department of Transportation and state Department of Labor based on projects identified by the communities.

Communities selected in Round Two included:

- Watkins Glen (Southern Tier Region)
- Batavia (Finger Lakes Region)
- Hudson (Capital Region)
- South Bronx (NYC Region)
- Olean (Western NY Region)
- Kingston (Mid-Hudson Region)
- Rome (Mohawk Valley Region)
- Cortland (Central NY Region)
- Watertown (North Country Region)
- Hicksville in Oyster Bay (Long Island Region)

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

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

Executive Summary: Building on Momentum

Overview

In 2017, Hudson was selected by New York State's Capital Region Regional Economic Development Council (CREDC) for one of the ten DRI Round Two awards. The City was awarded \$10 million in state funding to revitalize the designated BRIDGE District (Build- Renew- Invent- Develop- Grow- Empower) on the western side of downtown Hudson.

Hudson's BRIDGE District has the look and feel of the post-industrial cityscape that many people seek, yet retains a working historic waterfront along the Hudson River. Housing in the DRI area ranges from historically-designated single-family homes to townhouses and high-rise apartments, served by a variety of dining and shopping options in revitalized historic structures. Recent organic, entrepreneurial development has primed Hudson for the next phase of its revitalization: the increased development of mixed-use projects that incorporate affordable and market-rate housing and transportation oriented development; job incubation to create high quality, living-wage jobs; workforce development to prepare local workers for year-round local employment; and a re-imagining of the waterfront for expanded public use and enjoyment. The DRI investments will drive continued success of existing private and public ventures; emphasize job growth and attractiveness of the district; and set the stage for economic and civic expansion in the district and across Hudson. With nearly \$50 million in additional leveraged funds, the impact from the DRI will go far beyond the initial grant.

A Community Vision

Hudson established a Local Planning Committee (LPC) that was made up of a cross-section of community members. The LPC assumed a highly engaged role, establishing subcommittee groups that met separately to develop the DRI Goals and Strategies.

In addition to the LPC, hundreds of Hudson residents played an integral role in the formation of Hudson's DRI Plan. Key stakeholders were engaged individually, and the general public was invited to participate in a series of events as well as through online media. The input from these conversations was incorporated as the plan developed. The process built on prior community engagement initiatives held recently in Hudson for other planning projects. The DRI team coordinated dates and event formats with other public engagement projects concurrently underway in Hudson.



Community members discussed their vision for downtown at a kickoff workshop.



Three public events at key milestones invited residents and stakeholders to provide input to the plan. Along with input from the LPC, the following Vision Statement emerged:

Our Vision

BRIDGE:

Build—Renew—Invent—Develop—Grow—Empower

Increased development of sustainable mixed-use projects that incorporate affordable and market-rate housing and transportation oriented design; workforce development; access to healthy, affordable food; and re-imagining the waterfront for expanded public use and enjoyment. Preserve and enhance diversity in the district by prioritizing current residents. While tourism is an engine for the Hudson economy, leverage the DRI to create an environment for high-quality, year-round, living-wage jobs for local residents core of our family-friendly community.



The Hudson River is a distinguishing downtown feature and popular amenity.

Understanding Market Realities

A residential market analysis of the BRIDGE District revealed potential for 505 new housing units to be developed over the next five years. This includes both single and multi-family units available for sale or rental. Approximately 250 units would be multi-family rental units, 43 multi-family for-sale, 68 single-family attached for-sale, and 144 single-family detached for-sale. On an annual basis, the market would support 52-62 multi-family rental units per year, 6-9 multi-family for-sale, 12-14 single-family attached for-sale and 26-30 single-family detached for-sale units. Other parts of the analysis identify a certain percentage of each unit type for affordable and workforce housing, an important need in the community. There is also a recommendation that new development match the scale of existing housing options so that there is continuity within the District.

A retail analysis of Hudson was conducted to develop an understanding of consumer attitudes and physical characteristics. Despite variations in median age and median household income, the predominant market segments were cost conscious, favoring low to mid-price points and traditional or contemporary goods. The commercial analysis also identified retail surpluses and leakages within the community. A surplus indicates that local businesses sell more than local residents are purchasing, while a leakage means that residents are spending more money than local stores are selling. The surpluses total approximately \$2.8 million, spread out over various categories while the leakages were significant, demonstrating that there is room for development that promotes economic growth.

Goals and Strategies

Through public engagement, studying the planning reports and by knowing the BRIDGE District, the LPC identified five core goals and developed supporting strategies for each. The full set of strategies are included in this plan.

1. **Goal: Create employment opportunities.**

Prioritize projects that provide quality jobs, training, and employment pathways for Hudson residents.

2. **Goal: Increase access to healthy and affordable foods.**

Promote food business incubation with support for new food entrepreneurs and existing businesses; create food-related employment opportunities; and increase options for affordable food.

3. **Goal: Promote livable community features and values.**

Prioritize mixed-use, mixed-income development with active first floor spaces and a high quality public realm.

4. **Goal: Develop safe and accessible transportation options.**

Improve circulation and connectivity, and prioritize Complete Streets redesign of streets within the BRIDGE District.

5. **Goal: Create one connected uninterrupted waterfront.**

Preserve, restore, enhance, and increase amenities across the waterfront; improve access to and from the Hudson River.

DRI Priority Projects

The LPC was tasked with reviewing all of the preliminary projects and selected the ones that advance the goals and strategies developed for the Hudson DRI. Making sure that projects were aligned with the

identified plan goals and were supported by the community were clear priorities of the LPC.

The LPC identified 19 projects that were recommended for funding. They also identified additional projects to be included in the plan that aligned with the core goals and were important for Hudson, but for a number of reasons did not recommend funding for these. In total, the projects represent over \$55 million in investment in public spaces, new development and rehabilitation, branding, and grants and loans.



Promenade Hill Park is a signature public space in the BRIDGE District that provides sweeping views of the Hudson River Valley.

DRI Project Highlights

Promenade Hill Park: This project will renovate the oldest planned park in New York (above), providing accessibility for people of all abilities. Approximately half of the DRI request is for public realm improvements including streets, sidewalks, parks, and the waterfront.

North Bay ReGeneration: This project will provide workforce training and outdoor community space for Hudson residents. The site north of Warren Street was impacted by a building fire several years ago and this project will return it to community benefit.

State Street Mixed-Income Housing: The Hudson Housing Authority is soliciting a developer partner to build new mixed-income housing as part of a strategy to increase affordable and healthy homes for year-round Hudson residents.

GOAL 1: Employment Opportunities



Prioritizing projects that provide high-quality jobs.



Creating a central workforce development hub close to downtown.

GOAL 2: Food Access



Increasing access to affordable, healthy foods.



Producing job and training opportunities in food-related businesses.

GOAL 3: Livable Community



Promoting civic engagement, pride, and a sense of place.



Providing safe and sustainable choices for housing and infrastructure.

GOAL 4: Transportation



Developing safe and ready access to all types of transportation.



Connecting the community with the BRIDGE District and its assets.

GOAL 5: Waterfront



Connecting to the waterfront and providing an environment available for the community.

SOURCE: GOOGLE EARTH

Project List Linked to Goals and Strategies

PROJECT NUMBER	PROJECT NAME	PROJECT DESCRIPTION	GOALS					DRI REQUEST
			W	T	L	E	F	
PUBLIC IMPROVEMENTS								
1	Implement Multimodal Circulation and Connectivity Improvements	The City of Hudson will use DRI funds to design and construct a phased Complete Streets initiative that includes streetscape improvements across the study area, including the North Bay Connector linking the BRIDGE District to the Columbia Land Conservancy property in the Greenport Conservation area.						\$3,982,550
2	Design and Construct Railroad Point Pier	The City of Hudson will use DRI funds for design, permitting and construction of a pier with boat docking and marine pump-out station on the Hudson Waterfront.						\$1,210,000
3	Renovate Promenade Hill Park for ADA Access to All Park Amenities	DRI funds will be used for the design and renovation of Promenade Hill Park.						\$1,100,000
4	Cross Street Streetscape and Staircase Connection	The City of Hudson will use DRI funds to design and implement streetscape improvements along Cross Street and reconstruct the Second Street stairs.						\$250,000
5	Provide Free Wi-Fi to Hudson Residents and Visitors	Hudson Development Corporation will use DRI funds to complete necessary planning and implement citywide Wi-Fi in partnership with the City of Hudson and a qualified provider.						\$175,000
6	Repurpose Historic Fishing Village as a City Park	The City of Hudson will preserve and redesign the Furgary Fishing Village into a public park. DRI funds will be used for site cleanup, remediation, design services and site preparation.						\$150,290
TOTAL							\$6,867,840	



 WATERFRONT



 TRANSPORTATION



 LIVABLE COMMUNITY



 EMPLOYMENT OPPORTUNITIES



 FOOD ACCESS

PROJECT NUMBER	PROJECT NAME	PROJECT DESCRIPTION	GOALS					DRI REQUEST
			W	T	L	E	F	
NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES								
7	Stabilize the Dunn Warehouse for Future Re-Use	The City of Hudson will use DRI funds to stabilize and prepare the Dunn Warehouse for future to-be-determined use.	■		■		■	\$1,000,000
8	Construct Modern Mixed-Income Housing on State Street	The Hudson Housing Authority will use DRI funds to construct a mixed-use, mixed income rental housing project, with retail and community space on the first floor. DRI funds will be used for soft costs and construction costs.			■			\$800,000
9	Establish a Community Food Hub to Improve Food Access and Provide Employment Opportunities	Hudson Valley AgriBusiness Development Corporation will acquire and renovate a building to create a Community Food Hub. The Community Food Hub will provide on-site retail, a commissary kitchen, aggregation and distribution of local produce and support food business incubation.			■	■	■	\$700,000
10	Redevelop the KAZ Site as Mixed-Use Transit-Oriented Development	Hudson Development Corporation will use DRI funds to support the redevelopment of the KAZ site. It is expected that funds will be used for demolition and infrastructure improvements to support a mixed-use development on the site.		■	■	■		\$2,000,000
11	Establish the North Bay ReGeneration Project to Provide Educational Programming, Youth Workforce Development, Sustainable Technologies, and Urban Agriculture	Kite's Nest will use DRI funds to develop a new Urban Environmental Education Center at North Front Street. The project involves site development, planning, infrastructure and renovations to support educational programming, installation of a large-scale green house, and exterior site improvements to provide outdoor community space and an additional connection to the Columbia Land Conservancy property and its extension trails in the Greenport Conservation Area.	■		■	■		\$400,000
12	Create Community Makerspace/Business Incubator	Hudson-Creative will use DRI funds to renovate space within the Warehouse and establish a makerspace. The project will include HVAC, electrical, plumbing, access controls and parking.				■		\$264,700
13	Winterize Basilica Hudson and Create High-Visibility Public Greenspace	Basilica Industries, LLC will use DRI funds to winterize buildings on the Basilica campus and create public greenspace. The project will also include a new movie theatre, prep kitchen and audio video studio to allow additional programming at Basilica.	■		■	■		\$250,000
14	Provide Workforce Development Infrastructure at River House	River House Project, LLC will use DRI funds to renovate portions of a 1903 schoolhouse to create professional workspace.			■	■		\$250,000

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PROJECT NUMBER	PROJECT NAME	PROJECT DESCRIPTION	GOALS					DRI REQUEST
			W	T	L	E	F	
NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES								
15	Fit-Out Commercial Kitchen and Retail Space to Provide Workforce Training	Wm. Farmer & Sons will use DRI funds to renovate 14-16 Front Street. The project will create a mixed-use space that includes a commercial catering kitchen, storefront market, coffee shop and live-work employee suites. It will focus on job creation, workforce training and development.						\$230,000
16	Prepare Sites on State Street and Columbia Street for Mixed-Income Housing	Hudson Community Development and Planning Agency (HCPDA) will use DRI funds to complete site-preparation work on vacant lots. This site-preparation work is expected to facilitate development of affordable housing.						\$24,500
TOTAL							\$5,919,200	
BRANDING AND MARKETING								
17	Develop Comprehensive Wayfinding and Signage	Hudson Development Corporation will develop a wayfinding and signage program to assist visitors and highlight key aspects of the BRIDGE District and surrounding City. DRI funds will be used for design, development and installation of signs and related materials.						\$200,000
TOTAL							\$200,000	
GRANTS AND LOANS								
18	Provide Homeowner Improvement Grants	Hudson Community Development and Planning Agency will implement a grant program for homeowners. DRI funds will be made available to improve exterior and interior home features.						\$500,000
19	Provide Minority, Women and Veteran Owned Business Support	Hudson Development Corporation will implement a grant program to support minority, women and veteran-owned businesses. DRI funds will be made available to support capital improvement expenses.						\$100,000
TOTAL							\$600,000	

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DRI-Aligned Projects for Future Consideration Linked to Goals and Strategies

PROJECT ID	PROJECT NAME	PROJECT DESCRIPTION	GOALS					TOTAL PROJECT COST
			W	T	L	E	F	
1	Electric Bus	A new electric bus to increase public transportation options to connect the BRIDGE District and waterfront with other parts of the City and region.						\$394,000
2	59 Allen Street Bed and Breakfast	An underutilized building at 59 Allen Street will be renovated for use as a bed and breakfast, providing much needed lodging options and creating several new jobs.						\$1,010,840
3	22-24 Warren Street Mixed Use with Affordable Housing	A vacant building at 22-24 Warren Street will be rehabilitated into a mixed-use property with four affordable housing units and ground floor commercial space.						\$1,129,300
4	Robert Taylor House	The Robert Taylor house, one of Hudson’s most historically significant buildings, will be renovated into a new restaurant or similar commercial space.						\$615,520
5	Salvation Army	The Salvation Army will create a 3,000 square foot space to support homeless and disadvantaged residents in Hudson.						\$558,375

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An aerial photograph of a city, likely Hudson, New Jersey, showing a dense urban grid, a river, and surrounding greenery. A large red circle is overlaid on the center of the image, containing the text 'PART ONE' and 'Hudson Downtown Vision Plan'. A large red number '1' is also overlaid on the circle, with the text 'PART ONE' positioned above it and 'Hudson Downtown Vision Plan' positioned below it.

PART ONE

Hudson Downtown Vision Plan

Section 1

Downtown Profile

The City of Hudson is located on the east side of the Hudson River in Columbia County, approximately 120 miles north of New York City and 45 miles south of Albany. The City has a diverse population of approximately 6,600 residents living within its 2.2 square miles. As its name suggests, the City is inseparable from the Hudson River. Spectacular views of the Hudson and the Catskill Mountains to the west are available from many vantage points throughout the City. In fact, the City is surrounded by Hudson River viewsheds of national and international significance.



View south from Promenade Hill Park.



View from Henry Hudson Riverfront Park.

Overview

1.1 BRIDGE District Overview

The BRIDGE District (*Build- Renew- Invent- Develop- Grow- Empower*) is on the western end of the City's vibrant downtown. The District has 1,272 people representing 19% of the City's population, all socioeconomic categories, and a multitude of ethnicities.

BRIDGE forms a crossroads for this permanent population, along with second-home owning, part-time Hudsonites, shoppers and service-seekers from surrounding Columbia County, and ever-increasing numbers of tourists and visitors seeking recreational and entertainment venues.

The profile that follows provides context for understanding what makes the BRIDGE District unique, displaying its different cultural and economic strengths as well as areas of potential growth and development.



Figure 1: Regional Context Map

1.2 BRIDGE District Profile

The City of Hudson’s BRIDGE District boundaries create a compact, transit-oriented, and walkable urban core that provides the physical framework for the DRI. Hudson’s BRIDGE District is characterized by well-defined boundaries, with Second Street to the east, the Hudson River to the west, wetlands to the south, and conservation land to the north. The BRIDGE District, at about 130 acres, makes up roughly 10% of the land area within the City of Hudson. The BRIDGE District features commercial/industrial uses both north and south of Warren Street, both market-rate and affordable housing within the core area, and a mostly intact urban street grid. Spectacular vistas of the Hudson River and the Catskill Mountains are visible from many locations within the District.

New York’s oldest planned public park, originally called Parade Hill and now known as Promenade Hill, is located in the center of the BRIDGE District. Henry Hudson Riverfront Park provides public access to the waterfront. Several Amtrak routes bring visitors to the District via the historic Hudson station, located along South Front Street in the southern portion of the BRIDGE District. The Amtrak line connects Hudson directly to New York City, Albany, the Capital Region, and points beyond. Along Warren Street, residents and visitors alike are greeted by block after block of dining and shopping venues, and an array of commercial enterprises that extend eight blocks from the Hudson River to the City’s eastern edge.

The compact nature of the BRIDGE District allows it to be walkable and bike-able, although the topography rising to Warren Street creates some limitations. Walk Score is a metric that analyzes walking routes to nearby amenities, population density, and road metrics such as block length and intersection density to determine how walkable an address is. The BRIDGE District has a Walk Score of 67 out of 100, described as a “Somewhat Walkable” place where some errands can be accomplished on foot. Nearby Warren Street has a Walk Score of 84 or “Very Walkable”.



Public spaces include New York’s oldest planned public park, Promenade Hill.



Hudson’s Amtrak station connects the City to the region, bringing visitors and connecting workers to New York City and Albany.

1.3 District Boundaries and Area

Figure 2 identifies the boundaries of the BRIDGE District. To the north, the boundary is roughly along Dock Street. A notable site is the Furgary Fishing Village, a historic site containing 17 fishing shacks, some of which were built toward the end of the 19th century on the edge of the North Bay, a significant tidal wetland. Surrounding the bay is an evolving conservation area and greenway that would connect the BRIDGE District to the Greenport Conservation Area, a popular recreation destination. This area is also home to Harney and Sons Fine Teas and Hawthorne Valley's sauerkraut manufacturing factory. The residential neighborhood nearby has several large multifamily developments and is home to a culturally diverse community of low and moderate income families and children.

The southern boundary is defined by a protected wetland. Nearby is the City's historic manufacturing area, an area of historical and contemporary importance. Some of the sites include the historic Basilica Hudson, the Warehouse (a large makerspace that is home to Hudson Brewing Company), Hudson Barbell, and Digifabshop among others. The Basilica, originally a forge and foundry built in 1880, is now a non-profit multidisciplinary arts center. Basilica is also the home for Kite's Nest, an independent education center to promote various creative and community-focused programs. Other buildings nearby have undergone redevelopment and now house hotels, restaurants, and other amenities necessary for a thriving urban framework.

The western boundary of the BRIDGE District is formed by the Hudson

River and the City's historic waterfront. On the southernmost edge of this boundary is a privately owned, deep-water industrial port. Just to the north of the port is Henry Hudson Riverfront Park. The park affords the community an opportunity to engage in a variety of activities, from pick-up soccer games to festivals celebrating Hudson's diverse cultural and ethnic makeup. Seasonal ferry service and sightseeing cruises provide some access to the river, however, increased riverfront access has been identified by residents as a priority.

The eastern boundary is along Second Street, a residential street that runs parallel to the river. Housing ranges from historically-designated single-family homes to townhouses and high-rise apartments built in the 1970's and 1980's.

Captured between these boundaries is an area that is full of cultural and historical value, and opportunities for growth and smart development that will benefit the entire City. In the context of Hudson as a whole, the BRIDGE District stands out as a welcoming anchor for an area that is ripe for continued investment.



Figure 2: Downtown Revitalization Initiative Boundary Map

1.4 Previous Planning Work

Hudson’s prominent strengths are the outcome of its gritty resilience and demonstrated capacity to repeatedly reinvent itself. Over the years the City has transitioned from an early Colonial trading and transportation nexus to whaling, to heavy industry, to a tawdry detour through crime, to an antiques destination, and now to a thriving multi-faceted economy featuring health care, education, tourism, culture and arts, specialized manufacturing, and small-scale creative enterprises.

As Hudson has evolved, numerous plans and planning initiatives have taken place that influence planning in the BRIDGE District today. These initiatives provided conceptual as well as practical support for today’s DRI goals and plans. They also summarize the existing conditions and will allow the City to focus more quickly and directly on the implementation of DRI priority projects. The visions, key goals, and strategies of these plans are highlighted below.

HUDSON VALLEY PATTERN FOR PROGRESS—URBAN ACTION AGENDA 2015: CITY OF HUDSON

Funded through the Ford Foundation, the Hudson Valley Pattern for Progress Urban Action Agenda (UAA) is a three-year initiative led by Hudson Valley Pattern for Progress to promote the revitalization of urban centers throughout the nine-county Hudson Valley Region. The report highlights housing, income and poverty, education, the economy, and overall quality of life (food access, obesity, crime, etc.)

<http://www.pattern-for-progress.org/wp-content/uploads/2016/02/Hudson-Valley-Profiles-Hudson.pdf>

CITY OF HUDSON: LOCAL WATERFRONT REVITALIZATION PROGRAM (LWRP)

Hudson’s draft LWRP includes strategies for addressing key waterfront issues: enhanced waterfront access, water and environmental quality, sustainable waterfront development, zoning, and the community’s vision for the future of its entire waterfront. The draft LWRP was approved by Hudson’s City Council in 2011. The zoning component is in place and will be updated as part of current work of completing the LWRP.

http://www.cityofhudson.org/document_center/Waterfront/884.pdf

Vision statement for the draft LWRP:

“It is the City’s primary goal through the adoption of this LWRP, its enabling legislation and any ancillary agreements, to reconnect the Hudson River and the waterfront land to the City by restoring transportation and pedestrian links, reconnecting hydrology, encouraging compatible residential, commercial and industrial uses within the waterfront boundary area which build upon and support the revitalization efforts in the upland portions of the City; restoring and maintaining the City’s historic connection to the river for shipping via the port; restoring and maintaining view sheds to and from the waterfront and the river; and improving existing and ensuring additional public access to the River and the entire waterfront for water dependent and enhanced recreational and other purposes wherever possible.”

ALIGNMENT WITH CAPITAL REGION REDC

The goals for the Capital Region Regional Economic Development Council (REDC) include:

- **Leverage and collaborate:** Leverage existing partnerships while building new collaborations across academia, the private sector, and government to make the Capital Region a destination of choice.
- **Open new doors:** Create ready access to capital by making it easy to identify existing sources and creating new collaborative sources of funding to stimulate economic expansion.
- **Prepare for tomorrow:** Leverage the strength of the education system, from kindergarten through post-graduate, while collaborating with the public and private sectors to create a workforce that gives employers what they need and students what they deserve.
- **Build a superhighway:** Ensure that a 21st Century infrastructure exists so the Capital Region will become the first destination for business in New York State and be accessible to build, grow, and expand business.
- **Bring cities to life:** Capitalize on urban centers within the Capital Region that have a history rich in vibrancy and return them to centers of influence that are alive with business, residential, and cultural programs that will revitalize them as active neighborhoods.
- **Celebrate and optimize our surroundings:** Attract visitors, new residents, and businesses by sustaining and optimizing our rural assets and working landscapes that provide a backdrop for the Region.
- **Showcase our beauty:** Capitalize on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts, and culture and use them as beacons and anchors to make our communities thrive.

- **Spotlight our strengths:** Create and celebrate our distinct and comprehensive regional identity by reaching out to other geographies to feature these assets and make the Capital Region the first destination in New York.

Several of these goals directly relate to the BRIDGE District and its vision: bringing cities to life, showcasing our beauty, and preparing for tomorrow. Several other goals are indirectly related, and all provide a framework to think about how to improve the BRIDGE District for everyone.

<https://www.regionalcouncils.ny.gov/capital-region>

LEVERAGING REGIONAL ASSETS FOR A VIBRANT FUTURE – CAPTIVATE REPORT (2015)

This plan focuses on a 60-mile radius of Albany and includes Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington counties, the area of New York’s Capital Region REDC. While this is a much wider area, the plan is the most recently completed and was heavily cited within the Hudson DRI submittal. The core goals align strongly with the themes for the BRIDGE District and are focused on ensuring:

- The Capital Region is recognized regionally, nationally, and internationally as a hub of creativity.
- More tourists visit the region, attracted by the creative places and cultural assets.
- New residents, drawn to its creative places, make the Capital Region their home.
- Creative freelancers earn a better living.
- Higher education institutions have greater success recruiting students and faculty.

- New creative enterprises are established and thrive, creating thousands of new jobs.
- Lower-income and minority youth are inspired to complete their education and continue in a creative field.
- Non-profit cultural institutions extend their reach through increased collaboration, efficiencies, and scale.

https://www.cfgr.org/cms/upload/pdf/CAPTIVATE_NOVEMBER2014.pdf

CITY OF HUDSON COMPREHENSIVE PLAN (2003)

The Comprehensive Plan focuses on all aspects of the community that affect the community’s quality of life. Its focus is on protecting the assets that have made Hudson attractive to generations of residents. Additionally, it prioritizes walkability, Hudson’s culture, its public parks, and overall quality of life. The key goals in the plan are:

- Goal 1: Protect the Traditional Character of Hudson’s Downtown Neighborhoods
- Goal 2: Protect and Strengthen Hudson’s Sense of Community
- Goal 3: Promote Economic and Cultural Vitality
- Goal 4: Give the Community the Tools to Implement and Manage the Plan

http://www.cityofhudson.org/document_center/Business/126.pdf

1996 HUDSON VISION PLAN (1996)

The Hudson Vision Plan focused on enhancing “the City’s quality of life as a place to live, work and recreate through revitalization of Hudson’s Core – Warren Street between, Fourth Street and the waterfront.” The primary objectives of the plan have been realized.

http://www.cityofhudson.org/business/vision_plan_-_1996/index.php

Why the BRIDGE District? Why Now?

Recent organic, entrepreneurial development in the BRIDGE District has created momentum for the next phase of its revitalization: the increased development of mixed-use projects that incorporate affordable and market-rate housing and transportation oriented design; workforce development; and re-imagining the waterfront for expanded public use and enjoyment. DRI investment in these initiatives will drive the continued success of existing private and public ventures, and set the stage for economic and civic expansion in the District and across Hudson.

Striking a balance between Hudson’s growing tourist economy and other job sectors is critically important to Hudson’s economic health overall, and in particular to the BRIDGE District’s residents of low and moderate income. The high levels of poverty, lack of year-round living wage jobs, food access, and the need for affordable housing options cannot be overlooked when assessing the current conditions of Hudson and the BRIDGE District.

The City of Hudson’s DRI plan addresses these needs and more. It includes actionable strategies for entrepreneurial incentivization, workforce development, high quality living-wage jobs, new affordable housing options, and infrastructure improvements that make the BRIDGE District shovel-ready and primed for long-term investment.

1.5 BRIDGE District Snapshot

Demographics

POPULATION AND HOUSEHOLDS

The following tables provide a brief overview of demographics in the BRIDGE District and City of Hudson, and how they have changed over the past 15 years. The changes have been minor, although the overall decrease in population along with the relatively flat number of housing units may be indicative of changing household types and a higher concentration of non-traditional family households.

Table 1: BRIDGE District Demographic Summary

	2000	2010	2011-15
Population	1,334	1,163	1,311
Households	602	559	658
Housing units	673	625	674

Sources: U.S. Census, American Community Survey, Longitudinal-Employer Household Dynamics Program

Table 2: City of Hudson Demographic Summary

	2000	2010	2011-15
Population	7,524	6,713	6,572
Households	2,951	2,766	2,787
Housing units	3,347	3,315	3,322
Jobs	3,023	3,473	3,153

Sources: U.S. Census, American Community Survey, Longitudinal-Employer Household Dynamics Program

RACE AND ETHNICITY

Hudson has long been a racially and ethnically diverse city, and the BRIDGE District is slightly more diverse than the City as a whole.

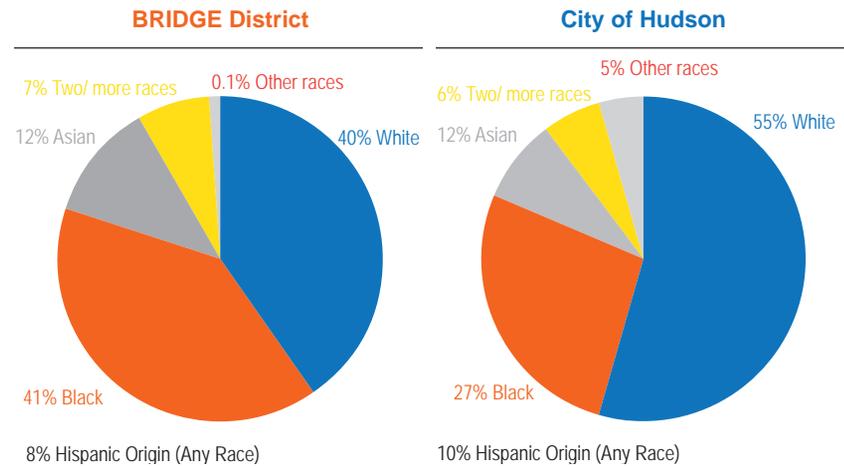


Figure 3: Race and Ethnicity

EDUCATIONAL ATTAINMENT AND WORKFORCE MIX

While a slightly smaller percentage of BRIDGE District residents have at least a bachelor’s degree relative to those in the City as a whole (23% versus 25%), both rates are low when compared against the national average of 32.5% (U.S. Census Bureau, 2015).

The unemployment rate within the BRIDGE District is nearly double that of the City (13% versus 7%). Residents who work are primarily employed in the services and retail trade industries.

Household income is considerably lower in the BRIDGE District than in the City. This is driven by the large number of affordable, subsidized housing units north of Warren Street. Workforce training, job opportunities, and affordable fresh food access are some of the community priorities that stem from this disparity.

Table 3: Educational Attainment of Population above 25: 2017

Category	BRIDGE District	City of Hudson
Less than 9th Grade	8.7%	5.9%
9th - 12th Grade, No Diploma	9.0%	12.0%
High School Graduate	22.1%	22.1%
GED/Alternative Credential	13.8%	8.4%
Some College, No Degree	9.3%	16.6%
Associate Degree	14.5%	10.4%
Bachelor's Degree	7.1%	13.4%
Graduate/Professional Degree	15.5%	11.3%
Total	702	4,727

Sources: ESRI

Table 4: Households by Income: 2017

Range	BRIDGE District	City of Hudson
<\$15,000	32.1%	18.8%
\$15,000 - \$24,999	19.7%	16.4%
\$25,000 - \$34,999	13.0%	13.1%
\$35,000 - \$49,999	9.4%	13.4%
\$50,000 - \$74,999	15.0%	17.3%
\$75,000 - \$99,999	4.0%	7.6%
\$100,000 - \$149,999	5.6%	9.8%
\$150,000 - \$199,999	0.4%	2.1%
\$200,000+	0.9%	1.4%
Average Household Income	\$37,798	\$52,233

Sources: ESRI

Housing

The BRIDGE District has a mix of historic and 1970's/1980's era housing, low housing vacancy, and a high share of renter-occupied housing. There is a wide variety of unit types including single-family, townhouses, and large multifamily buildings such as the 117-unit, nine-story Bliss Towers owned by the Hudson Housing Authority. The percentage of rental versus owner-occupied housing in the BRIDGE District (75% of the occupied units) is higher than the surrounding area and significantly higher than the national average (36%). There are few vacant housing units in the District but many more citywide. Some of these vacant units are likely being used as AirBnB rental units (219 rentals were returned when searching AirBnB's website in March 2018) or are currently undergoing renovation. Tables 5 and 6 summarize this data. Median housing value in Hudson City has risen by 134% since 2000, and this increase is having a strong negative impact on lower-income residents. The Hudson median housing value for owner-occupied units in 2000 was \$76,100. In 2015, it had risen to \$179,373 (source: www.city-data.com).

Table 5: Housing

	DRI	City of Hudson
Total Units	674	3,322
Own/Rent	25%/75%	34%/66%
Vacancy	2.4%	16.1%
Median Year Structure Built	1972	1939

Source: American Community Survey 2011-2015

Table 6: Housing Types

	DRI	City of Hudson
Detached single-family unit	107 (15.9%)	815 (24.5%)
Attached single-family unit	74	224
2 units	46	963
3 or 4 units	76	579
5 to 9 units	131	321
10 to 19	58	127
20 to 49	17	79
50 or more	157 (23.3%)	205 (6.2%)
Mobile home	9	9
Total Units	674	3,322

Sources: American Community Survey 2011-2015

1.6 Physical Conditions

OVERVIEW

The DRI study area contains a mix of physical conditions. Warren Street, the central main street, is lined with historic two- and three-story traditional structures, many with storefronts on the first floor. Most of the buildings along Warren Street are occupied and well maintained, and ongoing renovations indicate continued investment here. Streets south of Warren Street are primarily residential, ranging from single family housing to small apartment buildings. A majority of the buildings are in moderate to good condition, although some disinvestment in single-family homes is evident. The streetscape along most streets has been neglected, with deteriorated sidewalks. Streets north of Warren Street have both smaller houses and larger apartment buildings. Structures are in various stages of repair, with considerable vacancy. Front Street, running parallel to the river, has a mix of housing and commercial buildings. There is a large subsidized housing complex on Front Street that has recently been renovated and is in good condition.

Physical conditions within the BRIDGE District include:

- Land use includes a mix of commercial, residential, and recreational property. There is a concentration of subsidized housing west of Front Street and north of Warren Street, including Hudson Terrace Apartments, Schuyler Court, Providence Hall (a Section 8 senior housing mid-rise) and Bliss Tower (a high-rise owned by the Hudson Housing Authority). The northern portion contains limited industrial property as well as the City’s sewage treatment and DPW facilities. Industrial activity and employment centers are clustered toward the south end of the district. A portion of the riverfront is dedicated to Henry Hudson Riverfront Park, but much of it is occupied by private boating slips and the active deepwater port south of the park.



No curbs, sidewalks or bike lanes exist along Front Street south of the train station.



Sidewalks along Allen Street are inconsistent and vary widely in terms of quality.



The physical condition of housing structures ranges widely across the study area. Housing conditions south of Warren Street are mostly better than in other areas of the City. There is a high level of renovation work occurring across the study area.

- Hudson’s busy Amtrak train station is located at the intersection of South Front and Cross Streets in the southern part of the BRIDGE District. The tracks run parallel to Hudson’s historic waterfront and limit access to it. The bridge at Ferry Street is currently open to pedestrian traffic only, with plans for replacement by 2020. The intersection of South Front and Broad Streets also leads to the river, but the area is very poorly defined and is a confusing point of convergence between trains, trucks, cars, pedestrians, and bicyclists.
- Streetscape conditions vary across the district. Warren Street and portions of Front Street north of the train station have mature trees along both sides, sufficient lighting, and a good pedestrian walking environment. Many of the neighborhood streets have poor lighting conditions and some require sidewalk repairs. The streetscapes within the industrial area range from poor to nonexistent. The City is looking to invest in streetscapes as part of the DRI initiative.
- The City of Hudson has significant historic resources, including many along Warren Street. The Amtrak station on South Front Street is a magnificent 1874 brick Eastlake structure that continues to serve passengers. Promenade Hill, one of the oldest spaces set aside for public use in the country, sits on a bluff overlooking the Hudson River. Some resources have been revitalized with a change in function/use. For example, the Basilica is an 1880’s factory building that is currently used for weddings, large-scale music, arts, and craft fair events, and other activities that draw regional and New York City audiences. The Wick Hotel, originally a candle and soap manufacturing facility, is now a boutique hotel providing easy access to the Amtrak station, waterfront, and Downtown Hudson. Another former industrial structure has been turned into a service building by bringing in a gym, artists, and a digital fabrication shop. Other historic resources are in a very poor state of stability and will require significant investment or even demolition to better use the



The southern and northern areas of the BRIDGE District are industrial in character.



The waterfront parks are a major asset to the BRIDGE District. However, they are currently limited in terms of their accessibility and are in need of improvements.

space. The Dunn Warehouse adjacent to Henry Hudson Park is being investigated for adaptive reuse, but will require investment to stabilize and reuse the structure. Other New York State investments have also been committed to the restoration of this building.

- The street grid is easily navigable and forms a strong core for future development in the district. Road conditions are very poor in the southern industrial area, however, and need significant investment. Public water and sewer service exists, but the system's maintenance status and remaining capacity to accommodate new development are currently unknown.

TRANSPORTATION AND TRANSIT NETWORKS

The current transportation conditions in the BRIDGE District are dominated by two primary modes: automobiles and rail/Amtrak. Pedestrian conditions like sidewalks and crosswalks vary on a block-by-block basis, and there are limited amenities for biking. Importantly, in many parts of the District, streets are completely lacking curbs and sidewalks. The following diagrams highlight where these issues are most common.



Amtrak provides daily service to New York City, Albany, and other locations.



Passengers walk or drive to their destination in Hudson.

STREET WIDTHS

Figure 4 shows the varying street widths throughout the district. Front Street is wider (30-40') than the majority of streets within the BRIDGE District. This is important to note as it provides the greatest opportunity for a fully shared, multi-modal street. Narrow neighborhood streets like Allen and Union require two-way traffic to yield to oncoming cars to safely pass.

Currently, street conditions are not conducive to multimodal use, particularly from the perspective of pedestrians and bicyclists. With the exception of Warren Street, most intersections lack marked crosswalks despite the foot traffic from residents and visitors.



Figure 4: Street Widths
Street widths vary, and wider streets like Front Street provide opportunities for multimodal improvements.



Figure 5: Traffic Counts
 Traffic counts are highest outside the BRIDGE District but still manageable.

STREETS AND TRAFFIC COUNT

Figure 5 identifies traffic counts in the BRIDGE District and nearby downtown. Warren and Columbia Streets are the primary east-west corridors through downtown, and both have average daily traffic (ADT) counts of between 1,500 and 4,000 cars. Front Street, which runs north-south within the study area, has a similar amount of car traffic. Pedestrians generally have few problems crossing streets in the BRIDGE District due to low traffic volumes.

AUTOMOBILE AND TRUCK ROUTES

The primary vehicular corridors through the BRIDGE District are Front Street, Second Street, and Warren Street. Neighborhood streets like Columbia and Allen are secondary routes. Local streets are primarily alleys and lightly traveled streets along the riverfront.

Third Street and Columbia Street east of Third Street are designated state truck routes. There is a private one-way extension at the southern end of Front Street used by the trucks bringing gravel to the port. Truck traffic is a frequently cited issue along South Front Street and Columbia Street west of Third Street. These streets serve a large number of trucks carrying material to the deepwater port at the southern end of the BRIDGE District.



Figure 6: Automobile Routes
Warren, Front and Second Streets are the primary vehicular routes through the BRIDGE District.

TRAIN SERVICE

Dozens of passenger and freight trains pass through Hudson on a daily basis. Amtrak’s Empire service stops at the Hudson depot. This station ranks third among all of Amtrak’s 27 stops across New York State for “on-off” ridership, surpassed only by New York City and Albany. Freight trains also share these rail lines.

PUBLIC TRANSPORTATION

Public transportation in Hudson is provided by Columbia County Public Transit. Commuter buses between Hudson and Albany are available, although the number of trips are limited and the trip takes one hour and fifteen minutes. Cash fare rates range between \$2.00 and \$5.50. There is also a Hudson/Greenport shopping shuttle that runs more frequently on approximately an hourly basis. This shuttle stops at locations in Greenport including ShopRite, Aldi, the Salvation Army thrift store, Walmart, and other national chain stores.

The number of taxi services in Hudson has grown from one in the late 1970s to nearly a dozen today, providing transportation options that are likely to expand now that Uber and Lyft are authorized to operate upstate.

Hudson is predominantly car-dependent—96% of homeowners own at least one vehicle. However, approximately 30% of all households do not own a vehicle at all (see Table 7). The use of taxis, Uber, or other car services to purchase groceries and other goods often becomes necessary for these households.

CONNECTION TO TRAILS

There is an unofficial connection to the Columbia Land Conservancy property in the Greenport Conservation Area near the northern boundary of the study area. Promenade Hill is disconnected from the rest of the waterfront area due to a steep, approximately 40’ elevation change. There is limited connection to the regional trail system. Plans are being developed to bring the Empire State Trail through Hudson on a route that would pass Promenade Hill, and continue north via Dock Street, the Dugway and Harry Howard Avenue.

Table 7: Vehicles Available

	DRI	City of Hudson
Total	658	2787
Owner Occupied		
No Vehicle	27 (4.1%)	121 (4.3%)
1 Vehicle	50	418
2 Vehicles	86	315
3+ Vehicles	0	93
Renter Occupied		
No Vehicle	240 (36.5%)	724 (26.0%)
1 Vehicle	216	913
2 Vehicles	28	148
3+ Vehicles	11	55

Sources: ESRI American Community Survey Summary 2010-2015

ANCHOR INSTITUTIONS, ATTRACTIONS, AND OTHER RESOURCES

Figure 7 at right identifies the major attractions and anchor institutions within the BRIDGE District.

- Anchors include Basilica Hudson (a non-profit multidisciplinary arts center), Hudson’s busy Amtrak Station, and the recently opened Wick Hotel (within a renovated former candle-making factory).
- Attractions within the district include Henry Hudson Riverfront Park, Promenade Hill, the Basilica event space, the Furgary fishing village, and the public boat launch on the river.
- Fishing, boating, and kayaking are popular on the Hudson River, although public access is somewhat limited by the train tracks and private boat docks.
- The Riverfront Antiques and Design Center is a community of antique dealers, designers and entrepreneurs operating inside the Warehouse, a 300,000 square foot multi-tenant space. The Center has “managed to spiritually capture the manic, classy, grungy, glamorous, artistic fury of the early days of Hudson’s turn-of-the-century artistic revitalization, all under one roof.” (Jamie Larson, Rural Intelligence, 5/24/16)
- The Columbia County Chamber of Commerce is housed in a restored firehouse at the entrance to Hudson’s historic Promenade Hill Park at the foot of Warren Street, and functions as an important information hub for visitors to Hudson and the region.
- Hudson’s evolving hospitality scene has anchors in the BRIDGE District. Three historic Front Street buildings have been renovated into Wm. Farmer and Sons Boarding and Barroom, a full service restaurant and bar with 14 overnight guest rooms. Just to the south is the hopping nightspot, Half Moon Bar.
- The private deep water dock south of the Amtrak Station and Riverfront Park is owned by A. Colarusso and Son, a substantial gravel and sand operation that serves the entire region. (There is pending site plan review being undertaken by the Hudson Planning Board.)

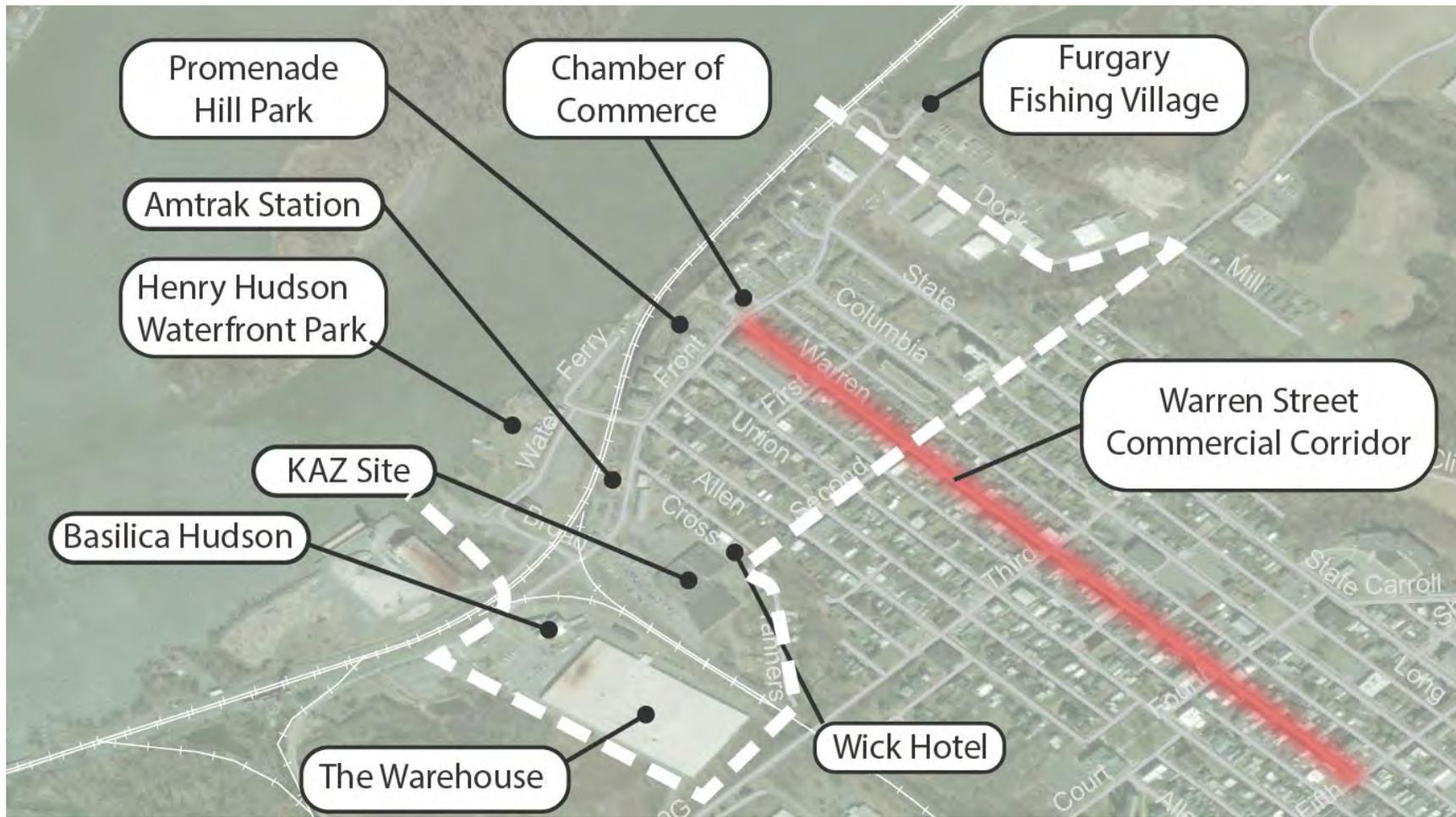


Figure 7: Anchors and Attractions

1.7 Market Analysis

RESIDENTIAL MARKET ANALYSIS

An analysis of residential market potential was conducted for the BRIDGE District. The depth and breadth of the potential market was derived from housing preferences and financial capacities of households using a proprietary target market methodology. The analysis concluded that the BRIDGE District could potentially absorb 75 to 92 new units per year over the next five years, for a total of 375 to 460 new primary/year-round mixed-income housing units. Table 8 describes the annual average and mid-range of the five-year total projected housing demand.

Approximately two-thirds of the potential demand is for multi-family for-rent housing. Approximately 15% of the potential demand is for detached single-family for-sale housing, and the remainder is for attached single-family for-sale (townhomes) and multi-family for-sale (condos).

It should be noted that it is likely that there will be a fairly robust market for new for-sale units from buyers from outside the area who would purchase them as second homes or weekend units rather than primary residences. These buyers are likely to be considerably more affluent than the primary unit buyers, and their impact on the ownership housing market could well drive up prices to levels that would put the new units outside the purchasing capabilities of potential local buyers.

It will also be important that new development match the scale of the City, both in physical quality and quantity. While one 50-unit mixed-income rental building could be leased up over the course of a year, two 25-unit mixed-income buildings would be a more appropriate fit for Hudson’s scale. Condominiums could be developed in small “mansion” buildings—a “missing middle” housing type that would offer a greater diversity of housing options. Mansion buildings are two- to three-story buildings with a street facade that resembles a large house and that can accommodate four to six units per building. Rowhouses/townhouses should be built in increments of three to four units to blend with the City’s current housing development patterns.

Table 8: Residential Market Opportunity

	Annual Average	Percent	Five-Year Total
Multi-family for rent	57	68.7%	285
Multi-family for sale	6	7.2%	30
Single-family attached for sale	8	9.6%	40
Single-family detached for sale	12	14.5%	60
Total	83	100%	415

Sources: Zimmerman Volk Associates, 2017

RETAIL/COMMERCIAL ANALYSIS

A retail analysis was conducted on the buying habits of Hudson's population. It found that the City's population was growing more slowly than the county's and that the City's average age was lower. The City is also more diverse than the county, but has lower median incomes. These features influence the local retail potential.

A psychographic review (a method to describe personality features of consumers) was also conducted as part of this study. This type of analysis is useful for retailers to understand the markets they are serving. A key highlight is that there are more deal-seeking consumers who are conscious of finances living in Hudson as compared to Columbia County. Visitors to the City skew this in the opposite direction, however, and may be seeking higher price points and more trendy retail and food and drink options.

Retail Leakage and Surplus

Part of the analysis was a surplus/leakage analysis, which compares the total discretionary income of residents within the trade area (area where a community generates many of its customers, the City of Hudson in this case) against the total sales estimated for local businesses within the same trade area.

- A *surplus* indicates that local businesses sell more than local residents are purchasing. This means that outsiders may be coming into the area to shop.
- A *leakage* means that residents are spending more than local stores are selling, suggesting that residents are spending outside the trade area.

Due to the success of Warren Street and high volume of tourists, there is approximately \$2.8 million in total retail trade and food and drink surplus within Hudson, however, in other categories such as groceries and general merchandise, there is a significant amount of leakage outside of Hudson. For grocery alone, there is roughly \$5 million worth of leakage (Figure 8).

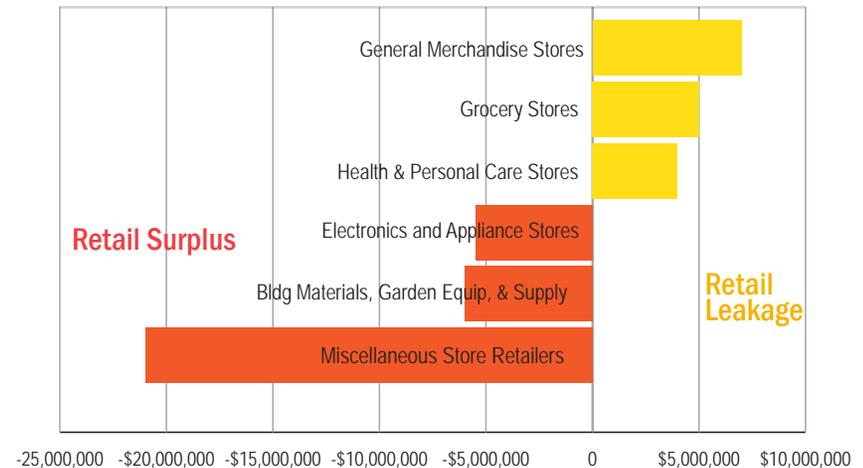


Figure 8: Retail Leakage and Surplus

Retail leakage may suggest opportunities for both existing and new businesses to better meet the needs of the residential customer base.

WORKFORCE ANALYSIS

A workforce analysis was also conducted as part of the existing conditions analysis. Health care/social assistance and public administration are the two largest categories of jobs in Hudson, owing primarily to the presence of Columbia Memorial Hospital, Hudson Correctional Facility, and Columbia County Family Court (Figure 9).

The occupations that are expected to grow the most in the New York Capital Region include those in:

- Advertising, Marketing, and Public Relations
- Financial Specialists
- Computer and Mathematical Occupations
- Engineering
- Life Sciences
- Social Services
- Healthcare
- Food Preparation

Many workers in these industry sectors are able to work remotely or may require flexible workspaces such as co-working offices, maker spaces, and food incubators, creating opportunities for the BRIDGE District. Currently, broadband Internet access is not readily available in the BRIDGE District and will need to be provided.

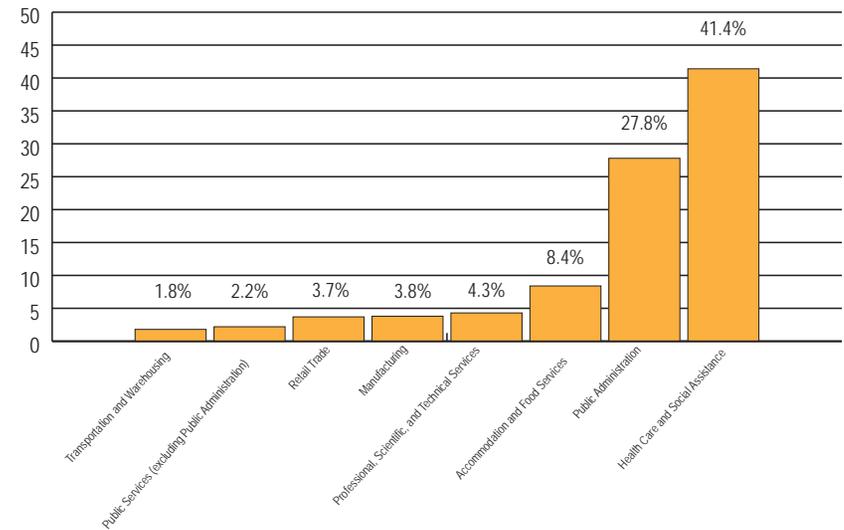


Figure 9: Jobs by NAICS Industry Sector

The existing Hudson workforce profile is dominated by healthcare and social assistance and public administration jobs.

Regulatory Framework

LAND USE

The land use make-up within the BRIDGE District is primarily residential, commercial, and industrial (see Figure 10). The residential areas are on either side of Warren Street, with higher levels of multi-family housing west and north of Warren Street, and a higher level of single-family housing south of Warren Street. Commercial land is primarily along Front and Warren Street, and industrial areas are located in both the southern and northern parts of the District.

ZONING

As written, the City's zoning ordinance does not describe the purpose or intent of all zoning districts; such statements are provided only for the Core Riverfront, Recreational Conservation, Institutional-Residential Conservation, and Riverfront Gateway districts. Purpose statements are short summaries that describe the overall character of development that the zoning district is designed to promote. They are meant to communicate the most important distinctions associated with each district in a concise and non-technical manner.

Many zoning uses appear to have been added or revised in recent years. Over time, incremental changes to enumerated uses can create inconsistencies, loopholes, and unintentional consequences that lead to difficulties for government staff and applicants. This is particularly true for ordinances that expressly incorporate the enumerated uses of one district into another (e.g., the City's Residential Special Commercial district references all uses permitted or conditionally permitted in the Three-Story Multiple Residence district), and for those that do not compile enumerated uses into a single table.

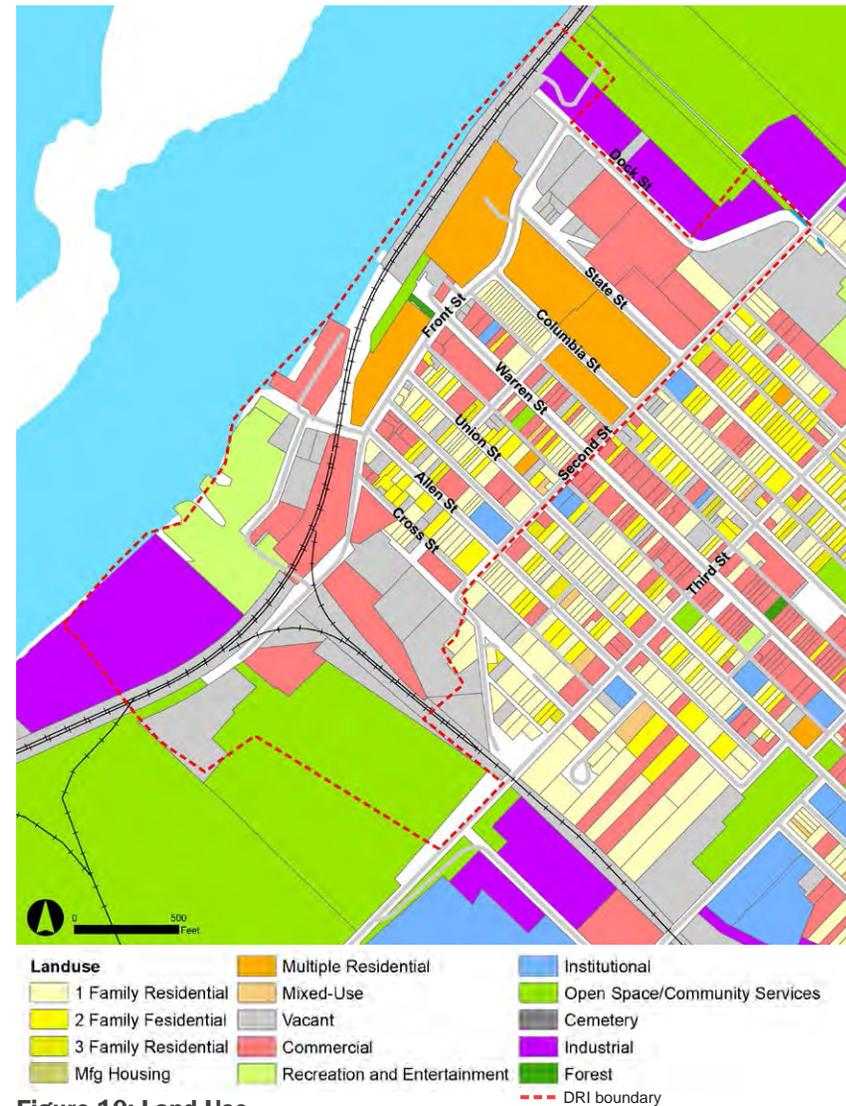


Figure 10: Land Use

For example:

- Lists of permitted/conditional/accessory uses also include definitions, contextual modifiers, or de facto regulations (e.g., “Assembling, converting, cleaning or any other processing of products within a fully enclosed building. Such processing shall be confined to light industry only.”, or “Outdoor storage of lumber, building materials, contractors’ equipment, trucks, vans, buses, passenger motor vehicles or any combination thereof, whether new, used or in use, for sale or for hire. However, all such outdoor storage operations shall be screened as required by the Planning Board if the Planning Board deems such screening necessary.”). Over time, modifications within development areas can lead to conflicts regarding how zoning documentation applies to similar locations.
- Use definitions are featured in various locations (e.g., Article V: Supplementary Regulations).
- Many uses are entirely undefined. This has important practical implications for staff and applicants. For example, what is an “eating and drinking place?” The use of this one term to cover all food service-related uses means that a small coffee shop, nightclub, and a drive-through fast food restaurant are regulated in a similar manner, when in practice they have very different impacts on their neighbors and neighborhoods. Reliably clear and nuanced definitions would help facilitate appropriate development character from district to district. Staff and applicants would be well-served by a comprehensive review and revision of the City’s enumerated uses, which create an opportunity to improve definitions and modernize the list of enumerated uses.

The addition of use and design examples that incorporate graphics into the zoning ordinance would better explain development concepts to a wide variety of applicants. As not all site plan applications are developed by architects, landscape architects, or other design professionals; many applicants are unfamiliar with the concepts of scale, massing, relationship to the street, or other ideas that have real implications on design quality. Graphics can help nonprofessional (and professional) applicants and planning commissioners to better understand how the ordinance regulates issues such as setback, lot coverage, fenestration or building articulation. Graphics can be developed as general guidance (i.e., “encouraged/discouraged”) or as part of new design standards (i.e., requirements for various types of development). The City’s 2002 Comprehensive Plan (see Figure 11) features some such graphics – a similar, updated set of graphics should be incorporated into the zoning code to more clearly demonstrate the types of character that should be fostered by development applications.

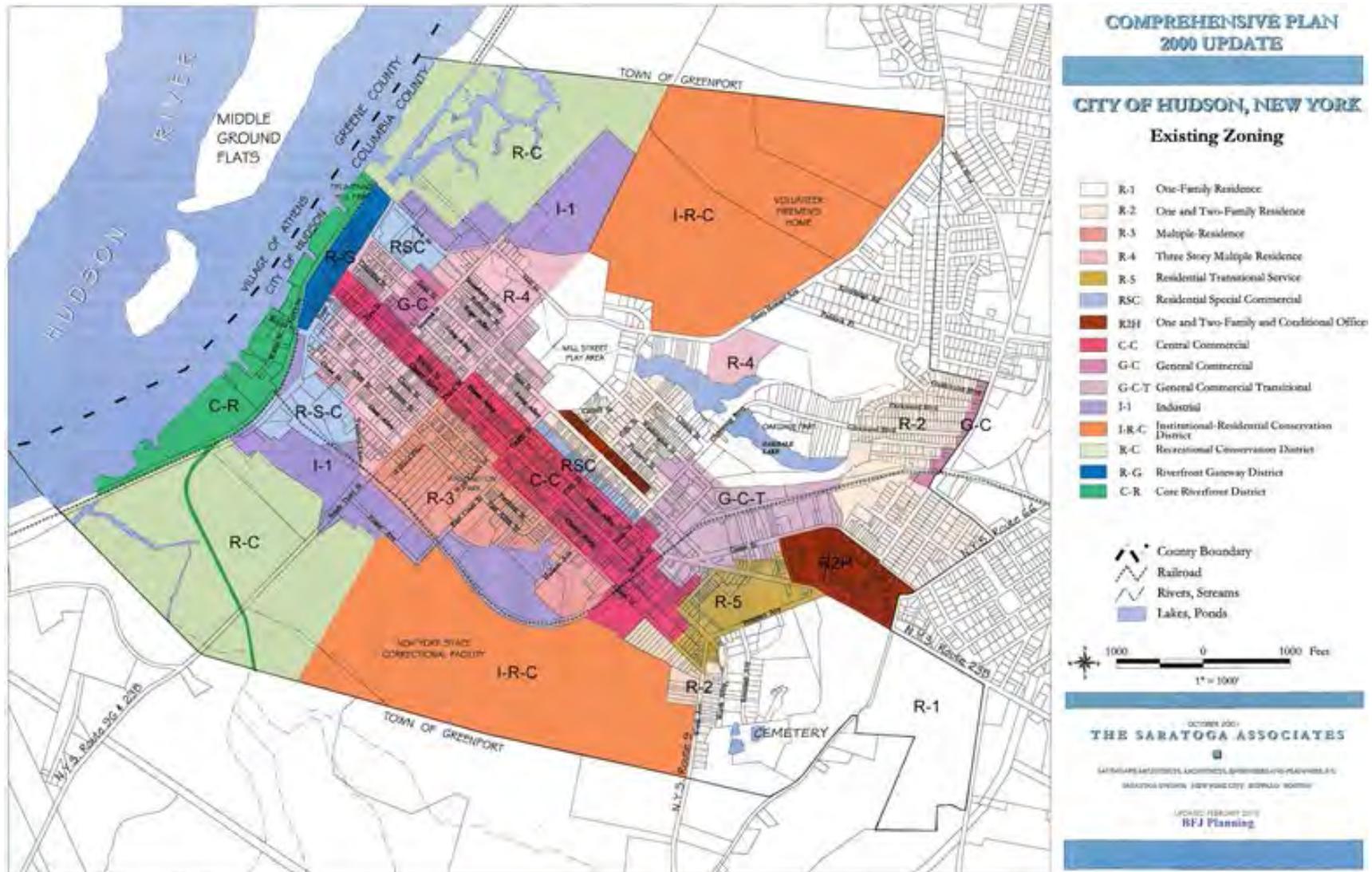


Figure 11: Zoning

Section 2

Downtown Vision, Goals and Strategies

Developing the Vision Statement

The Vision Statement, Goals, and Strategies were developed through collaboration of the Hudson Local Planning Committee and the general public. To fully develop the goals and supporting strategies, the LPC created subcommittee groups that met regularly during the planning process. Draft vision statements, goals, and strategies were reviewed by the entire LPC, and their comments were incorporated into the final version. The draft vision statement was also shared at public workshops in which residents were asked to provide feedback.

Vision Statement

Vision Statement

Hudson’s overall vision for the DRI is threefold and builds on the acronym that defines the BRIDGE District:

Build—Renew—Invent—Develop—Grow—Empower

- 1) Increase development of sustainable mixed-use projects that incorporate affordable and market-rate housing and transportation-oriented design; workforce development; access to healthy, affordable food; and re-imagining the waterfront for expanded public use and enjoyment.
- 2) Preserve and enhance diversity in the district by prioritizing current residents.
- 3) While recognizing that tourism is an engine for the Hudson economy, leverage the DRI to create an environment for high-quality, year-round, living-wage jobs for local residents.



GOAL 1—EMPLOYMENT OPPORTUNITIES. Create opportunity for training and employment of Hudson residents that provide for sustainable, living-wage occupations, with the potential for advancement.

STRATEGIES

1. Prioritize projects that will provide high-quality, full-time, living-wage jobs with the potential for advancement.
2. Prioritize projects with a commitment to providing job training and workforce development opportunities for Hudson residents.
3. Create a central workforce development hub in or in proximity to downtown Hudson.
4. Support and build connections between employers and existing job training programs.
5. Address key gaps by expanding workforce training programs and developing incentives and opportunities for apprenticeships and on-the-job training



GOAL 2—FOOD ACCESS. Increase access to healthy, affordable foods, while creating living-wage jobs and training opportunities in food-related businesses.

STRATEGIES

1. Food business incubation
 - a. Support new food entrepreneurs (including micro food businesses) through revolving loan fund and additional services, prioritizing current residents and businesses owned by people of color.
 - b. Provide support for existing food-related businesses to scale up.
 - c. Create a shared-use commercial kitchen for start-up food businesses.
2. Workforce development
 - a. Create opportunities for food-related workforce development (culinary skills training, kitchen apprenticeships, food service training, urban agriculture, etc.)
3. Retail space
 - a. Develop a local food distribution hub to increase access to healthy, locally produced, affordable and culturally desired foods, while supporting local farmers.
 - b. Develop retail space for affordable prepared foods (i.e., food court, shared use retail space/pop-up space for new food entrepreneurs).
4. Transportation
 - a. Increase public transportation options to existing grocery stores and affordable food options.
5. Food waste
 - a. Create systems for reclaiming food waste to generate renewable energy.



GOAL 3—LIVABLE COMMUNITIES: Promote civic engagement, pride, and a sense of place through safe, sustainable choices for housing, transportation, education, cultural diversity and enrichment, and recreation.

STRATEGIES

1. Prioritize mixed-use, mixed-income development.
2. Focus on real opportunities—from small to big wins—across the BRIDGE District.
3. Identify local needs and facilitate access to available public and private financing for homeowners and business owners.
4. Increase not-for-profit partnerships to expand local capacity to deliver available resources.
5. Mixed-use development should prioritize an active first floor and adjacent public realm.
6. Increase the supply of quality rental housing available to residents at all income levels.
7. Create support network for lower-income residents by increasing access to supporting opportunities and information.
8. Prioritize adaptive reuse.
9. Incorporate sustainable green building methods.
10. Increase capacity of City to support the management of DRI loan/grant fund.
11. Leverage historic tax credits (state and federal—if still available), owner-occupied tax credits.



GOAL 4—TRANSPORTATION. Safe and ready access of all types of transportation, allowing everyone to easily reach and connect with all the BRIDGE District’s assets and the community as a whole.

STRATEGIES

1. Improve circulation south of Cross Street.
2. Prioritize Complete Streets redesign of streets within BRIDGE District.
3. Improve public transportation options.
4. Make at-grade rail crossings safe.
5. Investigate potential for relocation of CSX/truck crossing further south.
6. Improve Second Street stairs and other pedestrian connections.
7. Increase use and opportunities for car rentals and shares from Amtrak station.
8. Support transit-oriented development.
9. Investigate opportunity for electric bus circulator connecting the Amtrak station, BRIDGE District, Warren Street, and other locations.
10. Link to regional bike trail network.
11. Leverage Ferry Street bridge improvements as part of DRI.



GOAL 5—WATERFRONT. One connected waterfront with uninterrupted access extending from the North Bay to the South Bay. This one connected waterfront will generate new activities and attract residents and visitors alike, taking advantage of Hudson’s historic waterfront, the River, and the extraordinary views beyond.

STRATEGIES

1. Dunn Warehouse and adjacent property
 - a. Preserve, restore, and enhance the Dunn Warehouse Building and contiguous property including “the ridge” to the north.
 - b. Promote development of two or three complementary structures on “the ridge” north of the Dunn Warehouse.
 - c. Ensure viability by considering year-round farmers market, commercial kitchen, or other public use(s).
2. Create a Public Pier to maximize dockage, improve water access, and encourage more visitors by water.
3. Strengthen Waterfront Access
 - a. Promote and enhance public access and meaningful interaction with the waterfront for pedestrians, boaters, bicyclists, and vehicles.
 - b. Improve access from both land and water.
 - c. Build a continuous trail/path along the river connecting the North and South Bays, including Promenade Hill and Riverfront Park.
4. Improve connectivity to waterfront with streetscape upgrades, corridor beautification, and green streets.

5. Connect where possible to Columbia Land Conservancy (CLC) lands and proposed Empire State Trail from North Bay/Furgary Fishing Village to South Bay/Basilica.
6. Relocate Water Street east of the Dunn Building (formerly Franklin Street).
7. Improve and beautify the Furgary Fishing Village site:
 - a. Restore at least one of the shacks (erected or salvaged from remaining buildings).
 - b. Build a pedestrian connection between the Furgary Fishing Village site to North Bay and proposed CLC and Empire State trails.
Include wayfinding/signage here with history/photo board.
8. Develop and improve the Second Street steps as well as a viable way to connect the North and South parts of town and a Bridge District loop:
 - a. Connect Tanner's Lane, the Wick Hotel, and Second Street steps into a public square.
9. Improve the public parking near the Hudson Boat Launch with plantings, seating, etc.
10. Incorporate permeable paving and other green/resilient infrastructure that can help mitigate (or at least withstand) periodic inundation.

Section 3

Downtown Management and Implementation Strategy

The City of Hudson's partnership with the Hudson Development Corporation [HDC] and the Columbia Economic Development Corporation [CEDC] were integral to the Hudson DRI planning effort. Once the investment strategy is approved and the implementation efforts commence, the City of Hudson administration and staff will continue to work with both entities to ensure that each project, public or private, is well-coordinated and supported.

The public improvement projects will be administered in partnership with the City's Department of Public Works [DPW] and the City's public benefit authority, Hudson Community Development and Planning Agency [HCDPA]. DPW and HCDPA have a long-standing and continued working relationship with each other that ensures efficient coordination and completion.

Separately, the HDC will coordinate and implement the projects that satisfy City and regional economic development priorities as well as satisfy their mission as a local development corporation. These projects include the KAZ redevelopment project, wayfinding project, broadband project, and business development grant.

As is noted in the project profiles, these initiatives include an administrative budget allocation, and both entities will need this support to ensure implementation success.

The City of Hudson will also be supported in its efforts in part by the following partners:

- **Columbia Economic Development Corporation (CEDC):** The County economic development agency has been a partner to the City throughout the DRI process and contracts with the City's Industrial Development Agency (IDA) to provide support services.
- **Hudson Development Corporation (HDC):** HDC is a non-profit Local Development Corporation and has been a partner to the City throughout the DRI process. It was established to sustain, promote and attract projects that improve economic opportunities for businesses and residents, create jobs and enhance the quality of life in the City of Hudson.
- **Columbia County Chamber of Commerce:** The Chamber advances the business and community interests of the region through advocacy, member services, and community enhancements. It will provide support to local businesses, both existing and start-up.
- **City of Hudson Industrial Development Agency (IDA):** The City of Hudson IDA actively promotes, encourages, attracts and develops job opportunities and economically-sound commerce and industry throughout the City. The agency offers companies comprehensive services including needs assessment, site selection, financial incentives, and access to other public-sector programs.
- **Columbia County Industrial Development Agency (IDA):** The Columbia County IDA actively promotes, encourages, attracts, and develops job opportunities and economically sound commerce and industry throughout the county. The agency offers companies comprehensive services including needs assessment, site selection, financial incentives, and access to other public-sector programs.

- **City of Hudson Waterfront Advisory Committee:** The City of Hudson Waterfront Advisory Committee will have responsibility for advancing projects along the Hudson River waterfront. The committee will also be working to finalize the draft LWRP which will provide an overall framework for activity on the waterfront.
- **DRI Local Planning Committee:** The LPC will provide ongoing support as local champions and promoters of the initiative. Each member brings unique expertise that will be available to support implementation. At the final LPC meetings, members discussed forming a new “implementation” subcommittee to assist with project oversight and ensure DRI goals are being met.
- **City of Hudson Common Council and supporting boards and committees:** The Common Council will support the DRI by facilitating downtown redevelopment that advances the DRI goals. It can arrange PILOT (payment in lieu of taxes) agreements, offer expedited project review, and provide other incentives to promote high-quality development. The Planning Board, Zoning Board of Appeals, Conservation Advisory Committee, Historic Preservation Commission, and others will all play roles in supporting and facilitating the implementation process.
- **State Agency Resource Team:** Representatives from multiple state agencies involved in the DRI have visited Hudson to learn more about the recommended projects and they participated in all public and LPC meetings. This team will review DRI funding applications and support inter-agency cooperation to achieve the community’s goals.

Section 4

Public Involvement

INTRODUCTION

Community stakeholders played an integral role in the formation of Hudson’s DRI Plan. Key stakeholders were engaged individually, and the general public was invited to participate in a series of events as well as through online media. The input from these conversations was incorporated as the plan developed. The process built on prior community engagement initiatives held recently in Hudson for other planning projects. The DRI team coordinated dates and event formats with other public engagement projects concurrently underway in Hudson.

STAKEHOLDER DEBRIEFS

Interviews were conducted with various stakeholders at the beginning of the planning process. Key stakeholders included business owners, community leaders, and public officials within the area. Interviews were conducted in October by members of the planning team.

PUBLIC EVENTS

Public involvement included public meetings during the DRI planning process. Each of these events was open to residents, stakeholders, and anyone interested in learning more about the DRI.

PUBLIC MEETING 1: DRI WORKSHOP

Date: October 26, 2017

Location: John L. Edwards Elementary School, 360 State Street

The planning team met with approximately 100 residents who worked to provide insights into what they hope to see for the future of the BRIDGE District. The kickoff meeting started with a presentation that introduced the project, the team, key dates where the public could participate, current conditions of the District, and a review of the preliminary planning process. The planning team discussed the existence of initial projects within the DRI as well as the possibility for new projects and initiatives to be developed. The planning team also emphasized the importance of the public’s engagement throughout the project.

Following the presentation, a community visioning workshop took place that included an individual and group exercise. The goal was to develop a sense of priorities for downtown, and to get feedback about the draft vision statement. After completing the exercise, the residents in each group compiled lists of priorities and identified their top five. Representatives were sent from each table to present their agreed-upon five priorities to the larger group. While there were many priorities shared, common themes emerged around making sure that the District remain affordable to all residents (in terms of housing, restaurants, groceries, and clothing), around improving public green spaces and around providing opportunities for work and workforce training. A more detailed list of priorities is provided below:

Transportation and Circulation

- Public transportation around the City and to surrounding areas
- Connections to the waterfront
- Pedestrian and bike access

Food Access

- Food Hub
- Food access in the form of markets, a farmers market, community gardens, and locally owned, affordable restaurants
- Compost facility
- Food job training

Jobs and Training

- Vocational training
- Living-wage jobs

Waterfront

- Permanent access
- Development and improvements

Affordable and Mixed-Income Housing

Public Pier Project

Throughout the meeting, comments were collected from the public regarding personal visions, goals, and priorities for the project. These comments were instrumental in developing the DRI goals, as well as subsequent subcommittees and strategies. Many of the comments call for more accessible green space and mixed-use affordable development within the area.



Approximately 100 residents participated in the first Hudson DRI Public Workshop.



Each table group reported their top five shared priorities to the entire group.

PUBLIC MEETING 2:

Date: December 7, 2017

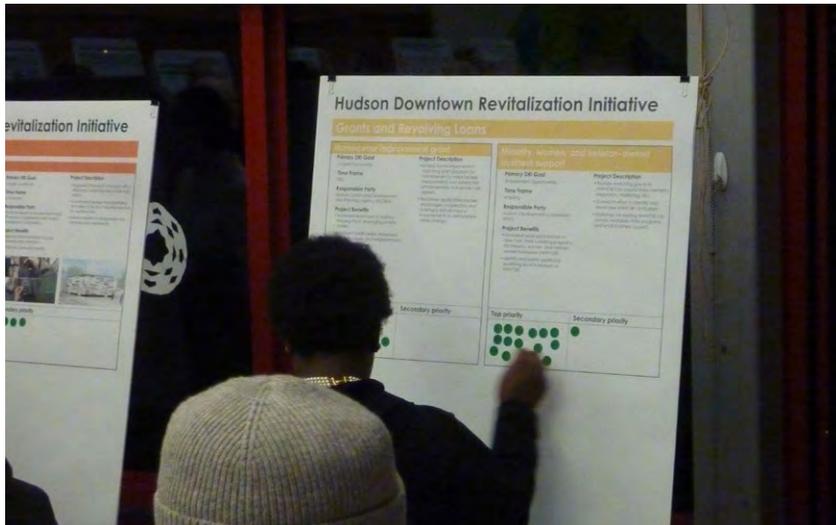
Location: John L. Edwards Elementary School

The second public meeting, attended by approximately 75 people, gave residents the opportunity to meet again with the planning team to receive an update on components of the DRI plan. The planning team provided a review of the planning process, retail market findings, a discussion of the considerations in designing affordable housing, draft goals and strategies developed by the LPC subcommittees, and an overview of possible DRI projects that had been proposed so far.

A primary goal of the presentation/open house was to review and receive community input on the Goals and Strategies and on the preliminary projects being considered for DRI funding. These were briefly described in the presentation. An exercise was completed to prioritize possible projects that could be included within the DRI.

The public input revealed some of the community's top priorities including:

- North Bay ReGeneration
- Improvement of pedestrian and vehicular circulation
- Community food hub
- Community makerspace/ business incubator
- Installation of citywide Wi-Fi
- Dunn Warehouse – adaptive reuse and environs
- Creation of North Bay/ Empire State Trail sidewalk connections
- Basilica Hudson, Phase II
- Enhancement of Promenade Hill Park gateway and plaza
- Initiation of community food waste processing
- KAZ mixed-use and transit oriented development
- The Warehouse—facade improvements, Digifab expansion, and makerspace hub
- Minority, women, and veteran-owned business support
- Hudson youth works hub



Community members weighing in on the project profiles.

PUBLIC MEETING 3:

Date: February 8, 2018

Location: John L. Edwards Elementary School

The final presentation was made to the Local Planning Committee and to the public to confirm the overall DRI strategy. This meeting featured a presentation that briefly summarized the planning process and resulting DRI strategy for the District, followed by an open house during which attendees spoke with different members of the LPC and consultant team.

Community members were asked to participate in a smartphone/online survey at the meeting, which was then made available online for other community members to participate. More than 70 people completed the survey.

Community members were also asked to identify the projects that most excited them. Public improvement initiatives continued to be the projects most favored by the community.

What do you think is the most important DRI project type?

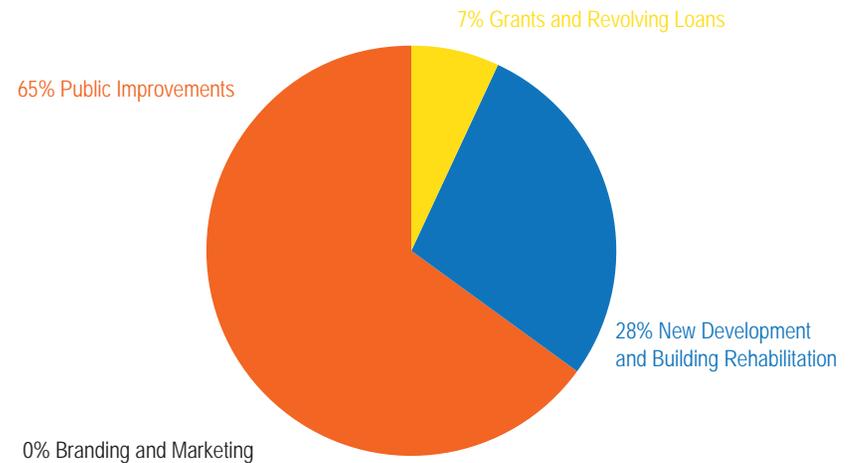


Figure 12: Most important DRI Project Types



Figure 13: Word cloud of public's one word to describe the future of the BRIDGE District

LOCAL PLANNING COMMITTEE (LPC)

A Local Planning Committee was established, comprised of local stakeholders and representatives (named on the inside cover of this document). They held six meetings between October 2017 and March 2018. The LPC had several roles and responsibilities including:

- Establish the vision for downtown revitalization
- Brainstorm ideas and provide direction to consultants at meetings
- Review draft DRI documents
- Help implement the public engagement process
- Identify and prioritize projects for the plan

The LPC subsequently formed five subcommittees, each targeting a specific DRI goal. These subcommittees met outside the six full committee meetings. The LPC also worked to identify and prioritize different strategies pertaining to each goal within the project scope.

LPC MEETING 1:

Date: October 19, 2017

Location: John L. Edwards Elementary School

This kickoff meeting introduced the DRI planning team, DRI vision process, and reviewed the roles and responsibilities of the LPC. The DRI vision statement was introduced, and largely supported by the LPC. Clarifications were made regarding transportation-oriented design, as well as priorities that existed within the vision regarding housing and jobs. A discussion followed, targeting various factors involved with how the DRI plan applies to the area.

LPC MEETING 2:

Date: November 14, 2017

Location: John L. Edwards Elementary School

The second LPC meeting was held with two primary purposes in mind: 1) to update the LPC on the planning process; 2) to conduct a work session to develop DRI goals. The discussion included such topics as the public participation plan, definition of the DRI Boundary, a revised DRI vision statement, and DRI goals. It ended with a public comment period. The public outreach plan was discussed to include a series of meetings (both LPC and general public), stakeholder interviews, and digital and other targeted outreach. Five DRI goals were developed, and the LPC agreed to form subcommittees based on those goals.

LPC MEETING 3

Date: November 30, 2017

Location: John L. Edwards Elementary School

The third meeting was held to update the LPC on the state of the project, to provide a summary of the stakeholder interviews, and to discuss the DRI goals and preliminary project profiles. The preliminary project profiles targeted current project profiles in existence, as well as identifying potential new initiatives.

LPC MEETING 4

Date: December 18, 2017

Location: John L. Edwards Elementary School

The fourth LPC meeting was held to address DRI components, subcommittee goals and strategies, and project profiles. The DRI components consisted of key dates and deliverables and LPC members' responsibilities.



LPC Meeting 1



LPC Meeting 5

LPC MEETING 5

Date: January 23, 2018

Location: John L. Edwards Elementary School

This meeting's primary purposes were to review the latest project profiles, to discuss how they address DRI goals and how they could be strengthened, and to address questions that remained for the project sponsors and the DRI consultant team.

LPC MEETING 6

Date: March 1, 2018

Location: John L. Edwards Elementary School

The sixth and final LPC meeting was primarily led by the LPC co-chairs. The purpose was to review the recommendations made by the LPC co-chairs and chairs of the LPC subcommittees regarding a final list of DRI projects being recommended for funding. All LPC members were then asked to vote in favor of the slate of projects, noting any relevant recusals, or to vote against the slate of projects.



PART TWO

Hudson Strategic Investment Plan

Overview

Proposed DRI Projects

The City of Hudson outlined a comprehensive and ambitious approach to downtown revitalization in its DRI application that focused on the western, waterfront edge of Downtown Hudson. During the DRI planning process, the Local Planning Committee (LPC) examined strategies and initiatives from previous planning initiatives including the draft Local Waterfront Revitalization Program (LWRP), established subcommittees to identify core goals and supporting strategies, and reviewed new projects for consideration.

Through committee review, stakeholder interviews, public engagement and technical analyses, these projects were evaluated for their potential to transform the BRIDGE District into a vibrant place to live, work and visit. Each project was weighed against DRI selection criteria which are identified below. The outcome of these assessments is a well-balanced and inter-connected blend of public and private investment projects within the strategically concentrated BRIDGE District. The projects presented in the following section are priorities for immediate implementation and are recommended for DRI funding. Additional projects identified by the LPC as important to the vision of the DRI, but not ready to be advanced at this time for funding, are also included.

PROJECT SELECTION CRITERIA INCLUDED:

- Alignment with Hudson DRI goals
- Community support
- Transformative potential
- Catalytic potential
- Alignment with existing local and regional plans and ongoing activities
- Level of capacity for implementation by project sponsor
- Project readiness
- Ability to create jobs for Hudson residents and the surrounding community
- Improvements to existing public spaces and creation of new spaces
- Market demand and economic feasibility
- Potential to leverage additional private and/or public funds
- Level of green and sustainable components to project
- Percentage use of DRI funds

Community Vision

Vision

BRIDGE: Build—Renew—Invent—Develop—Grow—Empower

“Increased development of sustainable mixed-use projects that incorporate affordable and market-rate housing and transportation oriented design; workforce development; access to healthy, affordable food; and re-imagining the waterfront for expanded public use and enjoyment. Preserve and enhance diversity in the district by prioritizing current residents. While tourism is an engine for the Hudson economy, leverage the DRI to create an environment for high-quality, year-round, living-wage jobs for local residents.”



Project List Linked to Goals and Strategies

Table 9: Priority Projects

PROJECT NUMBER	PROJECT NAME	PROJECT DESCRIPTION	GOALS					DRI REQUEST
			W	T	L	E	F	
PUBLIC IMPROVEMENTS								
1	Implement Multimodal Circulation and Connectivity Improvements	The City of Hudson will use DRI funds to design and construct a phased Complete Streets initiative that includes streetscape improvements across the study area, including the North Bay Connector linking the BRIDGE District to the Columbia Land Conservancy property in the Greenport Conservation Area.						\$3,982,550
2	Design and Construct Railroad Point Pier	The City of Hudson will use DRI funds for design, permitting and construction of a pier with boat docking and marine pump-out station on the Hudson Waterfront.						\$1,210,000
3	Renovate Promenade Hill Park for ADA Access to All Park Amenities	DRI funds will be used for the design and renovation of Promenade Hill Park.						\$1,100,000
4	Cross Street Streetscape and Staircase Connection	The City of Hudson will use DRI funds to design and implement streetscape improvements along Cross Street and reconstruct the Second Street stairs.						\$250,000
5	Provide Free Wi-Fi to Hudson Residents and Visitors	Hudson Development Corporation will use DRI funds to complete necessary planning and implement citywide Wi-Fi in partnership with the City of Hudson and a qualified provider.						\$175,000
6	Repurpose Historic Fishing Village as a City Park	The City of Hudson will preserve and redesign the Furgary Fishing Village into a public park. DRI funds will be used for site cleanup, remediation, design services and site preparation.						\$150,290
TOTAL								\$6,867,840



WATERFRONT



TRANSPORTATION



LIVABLE COMMUNITY



EMPLOYMENT OPPORTUNITIES



FOOD ACCESS

PROJECT NUMBER	PROJECT NAME	PROJECT DESCRIPTION	GOALS					DRI REQUEST
			W	T	L	E	F	
NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES								
7	Stabilize the Dunn Warehouse for Future Re-Use	The City of Hudson will use DRI funds to stabilize and prepare the Dunn Warehouse for future to-be-determined use.	■		■		■	\$1,000,000
8	Construct Modern Mixed-Income Housing on State Street	The Hudson Housing Authority will use DRI funds to construct a mixed-use, mixed income rental housing project, with retail and community space on the first floor. DRI funds will be used for soft costs and construction costs.			■			\$800,000
9	Establish a Community Food Hub to Improve Food Access and Provide Employment Opportunities	Hudson Valley AgriBusiness Development Corporation will acquire and renovate a building to create a Community Food Hub. The Community Food Hub will provide on-site retail, a commissary kitchen, aggregation and distribution of local produce and support food business incubation.			■	■	■	\$700,000
10	Redevelop the KAZ Site As Mixed-Use Transit-Oriented Development	Hudson Development Corporation will use DRI funds to support the redevelopment of the KAZ site. It is expected that funds will be used for demolition and infrastructure improvements to support a mixed-use development on the site.		■	■	■		\$2,000,000
11	Establish the North Bay ReGeneration Project to Provide Educational Programming, Youth Workforce Development, Sustainable Technologies, and Urban Agriculture	Kite's Nest will use DRI funds to develop a new Urban Environmental Education Center at North Front Street. The project involves site development, planning, infrastructure and renovations to support educational programming, installation of a large-scale green house and exterior site improvements to provide outdoor community space and an additional connection north to the Columbia Land Conservancy property and its extension trails in the Greenport Conservation Area.	■		■	■		\$400,000
12	Create Community Makerspace/Business Incubator	Hudson-Creative will use DRI funds to renovate space within the Warehouse and establish a makerspace. The project will include HVAC, electrical, plumbing, access controls and parking.				■		\$264,700
13	Winterize Basilica Hudson and Create High-Visibility Public Greenspace	Basilica Industries, LLC will use DRI funds to winterize buildings on the Basilica campus and create public greenspace. The project will also include a new movie theatre, prep kitchen and audio video studio to allow additional programming at Basilica.	■		■	■		\$250,000

■ WATERFRONT
 ■ TRANSPORTATION
 ■ LIVABLE COMMUNITY
 ■ EMPLOYMENT OPPORTUNITIES
 ■ FOOD ACCESS

PROJECT NUMBER	PROJECT NAME	PROJECT DESCRIPTION	GOALS					DRI REQUEST
			W	T	L	E	F	
NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES								
14	Provide Workforce Development Infrastructure at River House	River House Project, LLC will use DRI funds to renovate portions of a 1903 schoolhouse to create professional workspace.						\$250,000
15	Fit-Out Commercial Kitchen and Retail Space to Provide Workforce Training	Wm. Farmer and Sons will use DRI funds to renovate 14-16 Front Street. The project will create a mixed-use space that includes a commercial catering kitchen, storefront market, coffee shop and live-work employee suites. It will focus on job creation, workforce training and development.						\$230,000
16	Prepare Sites on State Street and Columbia Street for Mixed-Income Housing	Hudson Community Development and Planning Agency will use DRI funds to complete site preparation work on vacant lots. This site preparation work is expected to facilitate development of affordable housing.						\$24,500
TOTAL							\$5,919,200	
BRANDING AND MARKETING								
17	Develop Comprehensive Wayfinding and Signage	Hudson Development Corporation will develop a wayfinding and signage program to assist visitors and highlight key aspects of the BRIDGE District and surrounding City. DRI funds will be used for design, development and installation of signs and related materials.						\$200,000
TOTAL							\$200,000	
GRANTS AND LOANS								
18	Provide Homeowner Improvement Grants	Hudson Community Development and Planning Agency will implement a grant program for homeowners. DRI funds will be made available to improve exterior and interior home features.						\$500,000
19	Provide Minority, Women and Veteran-Owned Business Support	Hudson Development Corporation will implement a grant program to support minority, women and veteran-owned businesses. DRI funds will be made available to support capital improvement expenses.						\$100,000
TOTAL							\$600,000	

WATERFRONT
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 FOOD ACCESS

DRI-Aligned Projects for Future Consideration

Table 10: DRI-Aligned Projects

PROJECT ID	PROJECT NAME	PROJECT DESCRIPTION	GOALS					TOTAL PROJECT COST
			W	T	L	E	F	
A	Electric Bus	A new electric bus to increase public transportation options to connect the BRIDGE District and waterfront with other parts of the City and region.						\$394,000
B	59 Allen Street Bed and Breakfast	An underutilized building at 59 Allen Street will be renovated for use as a bed and breakfast, providing much needed lodging options and creating several new jobs.						\$1,010,840
C	22-24 Warren Street Mixed-Use with Affordable Housing	A vacant building at 22-24 Warren Street will be rehabilitated into a mixed-use property with four affordable housing units and ground floor commercial space.						\$1,129,300
D	Robert Taylor House	The Robert Taylor house, one of Hudson's most historically significant buildings, will be renovated into a new restaurant or similar commercial space.						\$615,520
E	Salvation Army	The Salvation Army will create a 3,000 square foot space to support homeless and disadvantaged residents in Hudson.						\$558,375

WATERFRONT
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 FOOD ACCESS

Project Location Map



	PROJECT NAME	PG.
1	Implement Multimodal Circulation and Connectivity Improvements	2.10
2	Design and Construct Railroad Point Pier	2.13
3	Renovate Promenade Hill Park for ADA Access to All Park Amenities	2.17
4	Cross Street Streetscape and Staircase Connection	2.19
5	Provide Free Wi-Fi to Hudson Residents and Visitors	2.21
6	Repurpose Historic Fishing Village as a City Park	2.22
7	Stabilize the Dunn Warehouse for Future Re-Use	2.24
8	Construct Modern Mixed-Income Housing on State Street	2.27
9	Establish a Community Food Hub to Improve Food Access and Provide Employment Opportunities	2.30
10	Redevelop the KAZ Site as Mixed-Use Transit-Oriented Development	2.34
11	Establish the North Bay ReGeneration Project to Provide Educational Programming, Youth Workforce Development, Sustainable Technologies and Urban Agriculture	2.36
12	Create Community Makerspace/Business Incubator	2.39
13	Winterize Basilica Hudson and Create a High-Visibility Public Greenspace	2.42
14	Provide Workforce Development Infrastructure at River House	2.45
15	Fit-Out Commercial Kitchen and Retail Space to Provide Workforce Training	2.48
16	Prepare Sites on State Street and Columbia Street for Mixed-Income Housing	2.51
17	Develop Comprehensive Wayfinding and Signage	2.53
18	Provide Homeowner Improvement Grants	2.55
19	Provide Minority, Women and Veteran-Owned Business Support	2.56

Figure 13: Hudson DRI Priority Projects

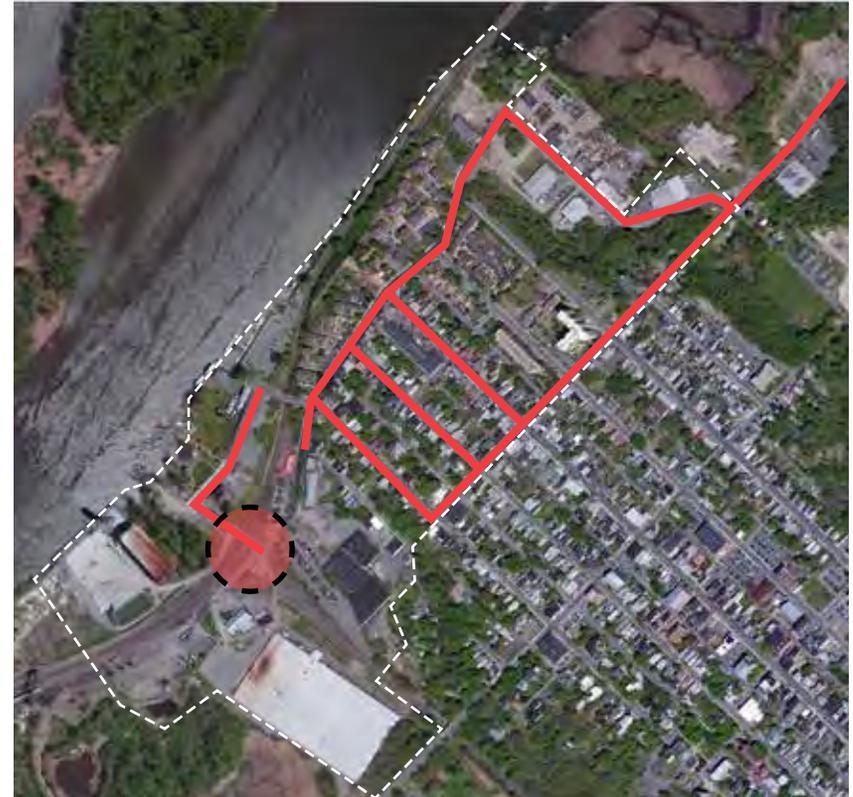
PUBLIC IMPROVEMENTS

1. Implement Multimodal Circulation and Connectivity Improvements



- 1. Project Title: Implement Multimodal Circulation and Connectivity Improvements**
- 2. Strategies:** Waterfront, Transportation, Livability
- 3. DRI Funding Request:** \$3,982,550
- 4. Public Support:** Streetscape improvements and improved connectivity to, from, and within the BRIDGE District consistently ranked among the community's highest priorities.
- 5. Project Description:** The City of Hudson will use DRI funds to design and construct a phased Complete Streets initiative that includes streetscape improvements across the study area. Priority projects within this initiative include safety and functional improvements to the at-grade railroad crossing on Broad Street near Front Street (currently the only vehicular access point to the riverfront), streetscape improvements on Cross Street and Front Street, bike lanes on Front Street, extending the North Bay trail into the BRIDGE District, and sidewalk/crosswalk repairs/replacements throughout the neighborhood. The North Bay connection includes new sidewalks on Second Street north from Robinson Street to the proposed gateway to the North Bay trails, and from the Hudson Terraces north on Front Street and east on Dock Street. This new connection will provide access to the planned North Bay Recreation and Natural Area (NBRNA) with its trail networks covering over 1,000 acres. These improvements will benefit all residents, business owners, and visitors in the BRIDGE District by providing safe access and aesthetic improvements.

- 6. Project Location:** Central Waterfront, Hudson, NY



- 7. Project Ownership:** City of Hudson
- 8. Project Partners:** NYS Department of Transportation, Columbia County and the Columbia Land Conservancy (CLC)
- 9. Capacity:** The City of Hudson has the capacity to facilitate the project and retain a contractor. An allocation of funding to support administrative efforts is included as part of the project.

10. Project Budget: Preliminary cost estimates are provided in the table below:

STREET	SEGMENT	DESCRIPTION	COSTS
Front	Cross Street – Dock Street	Uphill separated bike lane, downhill bike sharrows*, new sidewalks + crosswalks	\$477,400
Warren	Front Street – Second Street	Sidewalk + crosswalk repairs	\$46,200
Broad	Water Street – railroad tracks	New sidewalks, curb-and-gutter, pedestrian lighting	\$313,750
Broad	Railroad crossing	Signals, sidewalks, bike lane	\$600,000
Water	Broad Street – Ferry Street	New sidewalks, curb-and-gutter, pedestrian lighting, street trees	\$658,900
Second	Allen Street – Dock Street	Bike sharrows, new sidewalks + crosswalks	\$703,100
Allen	Front Street – Second Street	Sidewalks, street trees, pedestrian lighting	\$528,400
Union	Front Street – Second Street	Sidewalks, street trees, pedestrian lighting	\$568,000
Front/Dock	State Street – Second Street	North Bay sidewalks	\$52,000
Second	Robinson Street – NBRNA	North Bay sidewalks	\$30,000
n/a	n/a	North Bay pre-development: property owner agreements, construction documents	\$4,800
TOTAL			\$3,982,550

* A sharrow is a pavement marking indicating a shared bicycle/vehicle lane.

11. Funding Sources: Funding is requested from DRI.

12. Cost-Benefit Analysis: In much of the area impacted by these improvements, the infrastructure within the public realm is greatly in need of repair and the City does not have adequate funding to complete this without support. The northern edge of the BRIDGE District in particular lacks any sidewalks and feels disconnected from the rest of the City. The benefits of a high quality public realm include increased attraction to new businesses and residential development, improved safety, and improved access. It will allow small businesses to have more visitors and foster increased revenues. While these benefits are not readily quantifiable in dollar amounts, national examples of walkable communities indicate this type of strategy for walkable neighborhoods can improve the overall business environment.

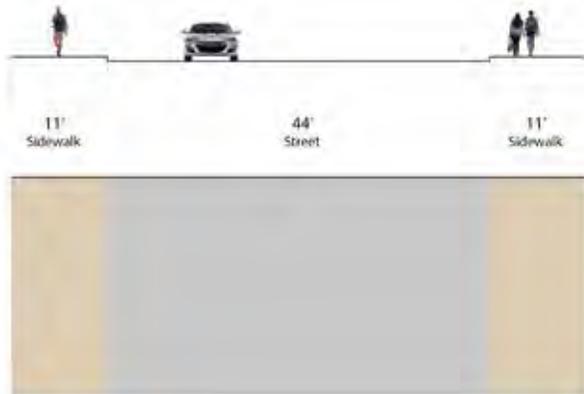
13. Regulatory Requirements: The proposed projects will meet local and NYS Department of Transportation regulations. The North Bay segments will require NYS Department of Environmental Conservation (DEC) review since the project is adjacent to a DEC-remediated former brownfield site (Foster’s Refrigeration) and the regulated North Bay wetlands.

14. Rendering of Completed Project: Please see the following page.

15. Timeframe for Implementation and Project Readiness:

The City of Hudson can design, contract, and construct the streetscape improvements within one to two years following formal awarding of the project.

16. Project Reporting: The City of Hudson will report on key milestones during implementation.



Front Street - existing street section.



Front Street - proposed Complete Streets design.



Street improvements will create clearly identified spaces for pedestrians crossing the train tracks to the Hudson Riverfront.

PUBLIC IMPROVEMENTS

2. Design and Construct Railroad Point Pier



- 1. Project Title: Design and Construct Railroad Point Pier**
- 2. Strategies:** Waterfront, Transportation
- 3. DRI Funding Request:** \$1,210,000
- 4. Public Support:** A public pier was a top community priority identified during the kickoff event. This project was in the top five most highly rated projects based on community input from the second public meeting, and was also ranked in the top five initiatives that survey respondents are most excited about after the third public meeting.
- 5. Project Description:** The City of Hudson will use DRI funds for design, permitting and construction of a pedestrian pier with boat docking and a marine pump-out station on the Hudson Waterfront. The pier will increase community access to the river and the pump-out station will provide an important service to boaters that will improve Hudson River water quality. The Railroad Point Pier project will be completed in three phases. Phase I is currently underway and Phase II is in development.



View from the future pier location at Railroad Point.

- 6. Project Location:** Railroad Point is located at the southern end of the City of Hudson's waterfront holdings. The site is approximately one acre, situated directly south of "Rick's Point" and north of A. Colarusso and Sons' "salt shed." [42.25350, -73.800656]



- 7. Project Ownership:** City of Hudson
- 8. Project Partners:** Hudson Sloop Club, NYS DEC (Hudson River Estuary Program)
- 9. Capacity:** The City of Hudson has the capacity to facilitate the project and retain a contractor. An allocation of funding to support administrative efforts is included as part of the project.

10. Project Budget:

PHASE I: EVERETT NACK ESTUARY EDUCATION CENTER	\$125,180
Professional Services (Soft Costs)	\$24,000
Architect, Engineer, Landscaping, Construction Manager	
Construction (Hard Costs)	\$67,330
Fixtures, Furnishing and Equipment (Hard Costs)	\$33,850
Teaching Aquarium, Laptop, Projector, Signage, Seating	
PHASE II: RAILROAD POINT PIER	\$1,999,000
Professional Services (Soft Costs)	\$281,000
Architect	\$85,000
Landscape Architect	\$35,000
Civil Engineer	\$22,000
Structural Engineer	\$45,000
Environmental Consultant	\$14,000
Construction Management / Legal / Misc. Services	\$80,000
Construction (Hard Costs)	\$1,718,000
Bulkhead / Boat Slip Reconstruction (approx. 600 linear feet)	\$385,000
Landscaping / Shoreline Reconstruction / Trails	\$320,000
Boardwalk	\$245,000
Observation Deck and Real-Time Monitoring Station	\$125,000
Dockage (approx. 200 linear feet)	\$175,000
Marine Pump-Out Station (additional for sewer excavation)	\$10,000
Hardscaping (steps to water, gravel boat put-in, lighting)	\$75,000
Site Furnishing (lighting, benches, etc.)	\$70,000
Repurpose Railroad Bridge as Pedestrian Site Access	\$85,000
Signage / Environmental Design	\$80,000
10% Overage Allowance	\$148,000
TOTAL	\$2,124,180

11. Funding Sources:

AMOUNT	SOURCE OF FUNDS	AMOUNT
USE: Development of Everett Nack Education Center		
\$125,180	DEC—River Access and Education Funding from Hudson River Estuary Program	\$91,780 committed
	In-kind Sloop Club Donation: Site Improvement, Time and Materials	\$33,400 committed
USE: Development of Railroad Point Pier—Community Dock		
\$1,999,000	DRI	\$1,210,000 proposed
	Sloop Club Capital Campaign	\$100,000 proposed
	NYS Urban and Environmental Education Center Application in progress	\$500,000 proposed
	Partner Organizations Contributions	\$189,000 proposed
TOTALS		\$2,124,180

12. Cost-Benefit Analysis: Rated as one of the community’s top priorities, the pier project has a tremendous community benefit and will help redefine the waterfront as a high quality public space. Importantly, the pier will provide community access to the Hudson River for fishing, paddling, and educational programming. It has the potential to catalyze further waterfront investment which will benefit the BRIDGE District and the entire City of Hudson.

13. Regulatory Requirements:

- NYS DEC Permitting
- NYS DOS Coastal Consistency
- U.S. Army Corp of Engineers Permitting
- City of Hudson Planning Board Approval
- City of Hudson Code Enforcement Department Approval Zone AE flood zone

Local Zoning Code Information

The subject property lies within the “Core Riverfront” zoning district. The proposed project complies as an allowed and encouraged use. The purpose of the Core Riverfront C-R District is to encourage a mixture of compatible uses at the riverfront; to provide access to the riverfront for water-dependent transportation and recreational uses and water-enhanced uses such as restaurants and publicly accessible walking and biking trails; to ensure that such uses are compatible; and to protect the visual, cultural, natural, ecological, and historical resources of the City’s core riverfront area. Public docks and launches for pleasure or recreational watercraft, public parks, public and private recreation facilities and amenities and boating instruction schools are all permitted uses in the Core Riverfront District.



Proposed observation deck design.



Proposed site plan.



Proposed pier design.

14. Rendering of Completed Project: Please see previous page.

15. Timeframe for Implementation and Project Readiness:

Preliminary work: December 2016-February 2018

- Milestones:
 - Clear property and ready for construction (completed)
 - Hire architect and begin initial design process (completed)
 - Complete construction of Nack Center (in progress)
 - Initial public meetings and input process (initial meetings completed and future ones in progress, 2 months)
 - Micro-feasibility study (to be completed, 2 months)
- Deliverables:
 - Cleared and shovel-ready property
 - Preliminary architectural plans
 - Complete and operational Nack Center
 - Public meeting and input session notes and integrated feedback
 - Feasibility study results incorporated into design process

Design and Engineering: February 2018–July 2018

- Milestones:
 - Continue design process with architect (3 months)
 - Hire and consult with landscape architect (3 months)
 - Share plans with environmental consultants and partners for input (3 months)
 - Consult with civil and structural engineer (3 months)
 - Conduct public input sessions with community and stakeholder organizations (April, 2018)
- Deliverables:
 - Architectural plans
 - Landscape architecture site renderings
 - Environmentally responsible, low-impact design
 - Public input driven design

Permitting, Review, and Approval: April 2018–August 2018

- Milestones:
 - Submit plans and complete permitting process for City of Hudson Planning Board, NYS Department of Environmental Conservation, NYS Department of State and the U.S. Army Corps of Engineers (4 months)
- Deliverables:
 - Plan revisions and meeting notes
 - Approved permits

Construction and Execution: July 2018–December 2019

- Milestones:
 - Landscaping / shoreline reconstruction / trails (June 2018-August 2018)
 - Repurpose railroad bridge as pedestrian site access (August 2018-October 2018)
 - Bulkhead / boat slip reconstruction (August 2018-October 2018)
 - Construct boardwalk, observation deck and hardscape (April 2019-September 2019)
 - Install docks and real-time monitoring system (July 2019-September 2019)
 - Install site furnishings: lighting, benches and signage (September 2019-October 2019)
- Deliverables:
 - Completed execution of landscaping, railroad bridge and pedestrian access site
 - User-friendly bulkhead, dockage and boat slip
 - Pedestrian access to boardwalk and observation deck
 - Grand opening and ribbon cutting ceremony with community, stakeholder and public celebration

16. Project Reporting: The City of Hudson will report on key milestones during implementation.

PUBLIC IMPROVEMENTS



3. Renovate Promenade Hill Park for ADA Access to All Park Amenities

1. **Project Title:** Renovate Promenade Hill Park for ADA Access to All Park Amenities
2. **Strategies:** Waterfront, Livability
3. **DRI Funding Request:** \$1,100,000
4. **Public Support:** This project was in the top ten most highly rated projects based on community input from the second public meeting.
5. **Project Description:** DRI funds will be used for the design and renovation of Promenade Hill Park. A public park since 1795, renovation of Promenade Hill will preserve historic features, provide ADA access to the park plaza, spray pool, walkways, playground and historic promenade, and revitalize a centrally important public space last updated in the 1970s. Currently, the park is not handicap accessible but with the renovation all of the Park's amenities will be accessible.
6. **Project Location:** 1 North Front Street, Hudson, NY [42.25662, -73.79619]



7. **Project Ownership:** City of Hudson
8. **Project Partners:** The Mayor and Common Council have led the effort for Promenade Hill Park improvements. The City has engaged the landscape architecture and engineering design team of Restaino Design and Tighe and Bond to develop design and engineering improvement plans and for the park. The City DPW Superintendent has supported efforts to develop existing conditions mapping and identify utility infrastructure in the park area.
9. **Capacity:** The City is overseeing this project which is on City property in the heart of the BRIDGE District, thereby complementing the nearby public and private investment projects also being proposed as part of the DRI.
10. **Project Budget:**

DESCRIPTION	COSTS
General Requirements	\$142,900
Site Work	\$716,400
Concrete	\$180,300
Masonry	\$10,000
Metals	\$3,600
Specialties	\$27,500
Electrical	\$14,800
Utility Company Allowance	\$10,000
Subtotal	\$1,105,500
Contractor Overhead and Profit @ 15%	\$165,825
Subtotal	\$1,271,325
Contingency (engineering and construction) @ 40%	\$508,530
Total Estimate	\$1,779,855

PUBLIC IMPROVEMENTS



4. Cross Street Streetscape and Staircase Connection

1. **Project Title:** Cross Street Streetscape and Staircase Connection
2. **Strategies:** Transportation, Livable Community
3. **DRI Funding Request:** \$250,000
4. **Public Support:** The Second Street staircase consistently ranked as a priority at all three public meetings. It is in the top ten initiatives that survey respondents after the third public meeting are most excited about.
5. **Project Description:** The City of Hudson will use DRI funds to design and implement streetscape improvements along Cross Street and reconstruct the Second Street stairs. This will improve the safety and aesthetic appeal of this area along one of the approaches to Hudson's waterfront from the downtown. It includes demolition, removal and replacement of all sidewalks on Cross Street with stamped concrete; the replacement of the stairs from Allen Street to Cross Street with stamped concrete; grading and repaving of Cross Street and a section of South Second Street; and the addition of 26 street lights on Cross Street and the newly renovated stairs.
6. **Project Location:** Cross Street from Front to Second Street, and the stairs between Cross and Allen Streets



7. **Project Ownership:** City of Hudson
8. **Project Partners:** Laberge Group – Design and Engineering and Redburn Property Services LLC – General Contracting

9. **Capacity:** The City of Hudson has the capacity to facilitate the project and retain a contractor. An allocation of funding to support administrative efforts is included as part of the project.

10. Project Budget :

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Excavation/Prep (All)	\$28,032	Redburn Development Co	\$20,380
		DRI Funding	\$7,652
Sidewalk Concrete	\$48,380	DRI Funding	\$48,380
Stair Concrete	\$35,588	Redburn Development Co	\$35,588
Wiring for Lights	\$22,450	DRI Funding	\$22,450
Street Lights	\$42,952	DRI Funding	\$42,952
Install of Street Lights	\$13,650	DRI Funding	\$13,650
Street Paving	\$83,460	DRI Funding	\$83,460
General Conditions	\$31,456	DRI Funding	\$31,456
Total	\$305,968		\$305,968

11. **Funding Sources:** Redburn Development Companies has committed up to \$56,000 for the Second Street stairs.
12. **Cost-Benefit Analysis:** Streetscape improvements between the Amtrak station and the Second Street stairs will create a much more attractive pedestrian corridor to encourage movement between the riverfront and the Warren Street commercial core. This will support the recently opened Wick Hotel as well.
13. **Regulatory Requirements:** Project will require City of Hudson approval and a City of Hudson Building Permit.
14. **Rendering of Completed Project:** Please see the following page.
15. **Timeframe for Implementation and Project Readiness:** The City of Hudson is ready to implement construction of this phase as soon as weather permits. Construction is expected to take ten weeks.
16. **Project Reporting:** The City of Hudson will report on progress at key milestones.



Proposed streetscape improvements.

PUBLIC IMPROVEMENTS



5. Provide Free Wi-Fi to Hudson Residents and Visitors

1. **Project Title: Provide Free Wi-Fi to Hudson Residents and Visitors.**
2. **Strategies:** Livable Community
3. **DRI Funding Request:** \$175,000
4. **Public Support:** The public is supportive of the City partnering with a local broadband provider to offer 4MBs data for basic Hudson-wide use, as part of an effort to bridge the digital divide for residents.
5. **Project Description:** Hudson residents and visitors will be able to download a free app to their device and then access free Wi-Fi anywhere outdoors throughout the City. The app will additionally provide information about Hudson and the surrounding area, such as: real time parking space availability and public transportation, sight-seeing, shopping, dining, entertainment, and special events.
6. **Project Location:** BRIDGE District and throughout the City.
7. **Project Ownership:** Hudson Development Corporation
8. **Project Partners:** Bluefield/STROLL and Mid-Hudson Cablevision, both currently involved in the project.
9. **Capacity:** Bluefield/STROLL is a leader in this software platform market and has relationships with the Cities of Dallas and Nashville. Mid-Hudson Cable is the primary cable and high-speed internet provider in the City of Hudson.

10. Project Budget:

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Wi-Fi Hardware	\$595,000	City of Hudson	\$420,000
		DRI Funding	\$175,000
Total	\$595,000		\$595,000

Modules and other scalable connections have associated monthly service costs.

11. **Funding Sources:** City funding has not been committed yet. The City of Hudson could use municipal bonds to pay for the hardware costs. There has been discussion of raising parking fees in Hudson to help repay the municipal bonds and the monthly charges associated with the continuing use of free Wi-Fi.
12. **Cost-Benefit Analysis:** The digital divide has a dramatic impact on those without access to reliable high-speed internet service, affecting education and employment outcomes. The ability to take existing dormant technology and retrofit it to existing infrastructure is the most cost-efficient manner of delivering Wi-Fi service to market. Other strategies like over-build and point-to-point connections cost far more. This approach is the most cost-effective way to achieve citywide access, and the costs associated are born by visitors, making this a win/win for City residents.
13. **Regulatory Requirements:** Project will require City of Hudson approval.
14. **Rendering of Completed Project:** n/a
15. **Timeframe for Implementation and Project Readiness:** HDC will develop and issue an RFP to secure competitive bids for the project. Once agreements are in place and equipment is installed, there will be a three-week Beta testing period in order to ensure uninterrupted service in the first phase of implementation. Secondary phasing and testing will need to occur when the program modules are added to the existing hardware. Scaling up of the service to the entire City will occur within eight months of the process beginning.
16. **Project Reporting:** Hudson Development Corporation will report to the City of Hudson on Wi-Fi installation progress.

PUBLIC IMPROVEMENTS



6. Repurpose Historic Fishing Village as a City Park

1. **Project Title:** Repurpose Historic Fishing Village as a City Park
2. **Strategies:** Waterfront, Livable Community
3. **DRI Funding Request:** \$150,290
4. **Public Support:** Waterfront projects have been a consistent priority throughout the three public meetings. Improving the entire waterfront is a key strategy identified by the LPC Waterfront subcommittee.
5. **Project Description:** The City of Hudson will preserve and redesign the Furgary Fishing Village as a public park. DRI funds will be used for site cleanup, remediation, design services and site preparation.
6. **Project Location:** The project site of approximately 1.75 acres is located north of the intersection of Dock Street and North Front Street within the BRIDGE District. [42.25952, -73.79364]



7. **Project Ownership:** City of Hudson and the Hudson Parks Conservancy
The site is owned by the City of Hudson, and the project will develop the site as a City park. The management and long-term sustainability of the park will be the responsibility of the Department of Public Works, as it is at present.
8. **Project Partners:** NYS Office of Parks, Recreation and Historic Preservation, Columbia-Greene Community College Carpentry and Historic Preservation Program, Columbia Land Conservancy.
9. **Capacity:** The City will oversee this DRI project which will be on City property in the heart of the BRIDGE District, thereby complementing other nearby public and private investment projects being proposed as part of the DRI.

10. Project Budget:

DEMOLITION AND REPAIR OF SHACKS	\$101,290
Asbestos removal and disposal	\$19,500
Demolition and removal of seven shacks	\$29,600
Removal of cement foundations/slabs from demolished shacks	\$12,000
Vertical supports for four shacks	\$30,000
Roof replacement and repairs for Shack #13	\$10,190
PARK PLANNING AND IMPLEMENTATION	\$90,000
Potential retaining wall stabilization	\$5,000
Landscape design	\$20,000
Design implementation (paths, picnic area, etc.)	\$30,000
Floating dock system	\$35,000
TOTAL	\$191,290

11. Funding Sources:

AMOUNT	SOURCE OF FUNDS	AMOUNT
USE: Demolition and repair of shacks		
\$101,290	City of Hudson DRI funds	\$11,000 (committed) \$90,290 (proposed)
USE: Landscape design		
\$20,000	DRI funds	\$20,000 (proposed)
USE: Design implementation		
\$70,000	Other grant sources—e.g. NYS OPRHP, LWRP funds	\$30,000 (proposed)
	DRI funds	\$40,000 (proposed)
TOTALS		
\$191,290		\$191,290

12. Cost-Benefit Analysis: Improvements to Furgary Fishing Village has been a discussion and community priority for a number of years, but the City does not have adequate funding to complete this without support. The advantages of a new public green space include health benefits, increase in visits which support local business, improved safety and new amenities for the many children in the surrounding residential areas. While these benefits are not readily quantifiable in dollar amounts, national examples of communities with high quality green spaces indicate this type of amenity improves the business environment and quality of life.

13. Regulatory Requirements: The Common Council will undertake the approval of the park improvements and the State Environmental Quality Review process. Because no site disturbances are proposed below the water line, the project is not likely to be subject to regulation by the U.S. Army Corps of Engineers. The project site lies entirely within the City of Hudson’s Recreational Conservation Zoning District: City of Hudson Code §325-17.2. The proposed park use is consistent with the District’s purpose and its permitted uses.

14. Rendering of Completed Project: Please see the images below.

15. Timeframe for Implementation and Project Readiness: Site remediation is a prerequisite for all other actions that follow. The remediation work can be achieved within nine months.

16. Project Reporting: The City of Hudson will report on key milestones during implementation.



Potential boardwalk concept with wild rice plantings.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES



7. Stabilize the Dunn Warehouse for Future Re-Use

- 1. Project Title: Stabilize the Dunn Warehouse for Future Re-Use**
- 2. Strategies:** Waterfront, Livable Community
- 3. DRI Funding Request:** \$1,000,000
- 4. Public Support:** This project was in the top ten most highly rated projects based on community input from the second public meeting. Its historic significance and prime location on the waterfront make it a priority project for residents.
- 5. Project Description:** The City of Hudson will use DRI funds to stabilize the historic Dunn Warehouse and prepare it for a to-be-determined future use. These funds will leverage previous public investment by New York Department of State's Environmental Protection Fund Local Waterfront Revitalization Program and Empire State Development Corporation's Restore New York funds to contribute to the stabilization of Hudson's last remaining central waterfront building. Critical structural improvements include removal of vegetation from exterior walls, masonry repairs, installation of a new roof membrane, truss repairs, wall bracing, installation of a perimeter drain, and a new concrete slab. Remaining funds will be used for other interior renovations, the extent of which will require further clarification. The City's goal is to bring this historic building back to a safe condition so the building can be used for temporary community events like a winter's farmers market.

Type: This project will preserve a historic structure and provide employment opportunities once a new user is identified.

Use: One or more commercial uses identified by the City of Hudson and its development partner, with a priority for uses with clear public benefits.

Goals/Selection Criteria: The project meets many selection criteria including aligning with multiple DRI goals, receiving significant public support, having transformative potential for the riverfront, and having the ability to support local jobs.

Catalytic/Transformative Nature: The Dunn Warehouse is one of the last remaining pieces of the historic riverfront fabric and is highly visible from the Amtrak station, an arrival point for many visitors. Restoring this building to active use will play a key role in revitalizing the Hudson riverfront by improving its gateway and enhancing the visual appeal of the City while serving the community.

Implementation Actions: Once the structure is stabilized, the City of Hudson will issue an RFP for a public/private partnership to adaptively reuse Dunn.

Project Challenges: Existing physical deterioration of the structure, identifying a qualified partner to reuse the building.

Maintenance/Management: As owner, the City of Hudson will maintain the building until selection of a developer partner. At that point, management will transition to the developer as part of a lease agreement.



Relationship to Other Proposed Projects: Adjacent to the proposed Railroad Point Pier and streetscape improvements to the Broad Street railroad crossing.

Site Photos: Please see the following page.

- 6. Jobs Created:** Temporary construction jobs during the stabilization process. Depending on the nature of the future use, up to 15 new full-time positions and 55 new part-time positions .
- 7. Project Location:** Central Waterfront at Broad and Water Streets, near the Amtrak train station. [42.25363, -73.79913]
- 8. Project Ownership:** City of Hudson. The City is open to leasing the property to an appropriate tenant.
- 9. Acquisition of Real Property:** None needed, City owns property.
- 10. Anticipated Revitalization Benefits:** Short-term stabilization of a historic waterfront structure. Medium- and long-term reuse for community-serving purposes, returning a prominent building to active use and enlivening the Hudson riverfront.
- 11. Future use of Structure:** Potential uses that have garnered community support include a recreation outfitter, restaurant and bar, fresh food provider, and/or public space.

12. Project Budget:

DESCRIPTION	COSTS
Critical structural repairs	\$815,000
Interior rehabilitation*	\$1,185,000
TOTAL	\$2,000,000

* see project description for more detail

13. Proforma: A preliminary proforma was prepared as part of the State-funded adaptive reuse study in 2015. An updated proforma will be created when the City solicits developers and/or operators for the reuse of the Dunn Warehouse.

14. Regulatory Requirements: The building will need to be listed on the National Register of Historic Places in order to access Historic Tax Credits for a developer. Rehabilitation plans will need to conform to Secretary of the Interior’s Standards for Rehabilitation. Environmental review to demonstrate preservation of public health and safety related to mitigation of subsurface soil contamination and VOC compounds in groundwater.

15. Rendering of Completed Project: Please see the following page.

16. Timeframe for Implementation and Project Readiness:

ACTIVITY	TIME
City to select qualified contractor to complete structural repairs and stabilization	Months 1-3
City to apply for listing on National Register of Historic Places	Months 1-6
City to develop and promote a Request for Proposals to select a qualified developer partner	Months 3-6
Selected developer to apply for Historic Tax Credits	Months 6-12
Developer to commence work on interior fit-out for identified user(s)	Months 12-24

17. Project Reporting: The City of Hudson, as project sponsor, will monitor progress on repairs and require compliance with historic standards. The City will work with its selected developer partner to create a schedule of milestones to return the building to active use.



Dunn Warehouse today, south facade facing Broad Street.



Dunn Warehouse today, west facade facing Water Street.



Proposed design showing outdoor space along the north and west facades.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

8. Construct Modern Mixed-Income Housing on State Street



1. Project Title: Construct Modern Mixed-Income Housing on State Street

2. Strategies: Livable Community

3. DRI Funding Request: \$800,000

4. Public Support: Affordability is a significant concern for residents, especially contemplating investment spurred by DRI to revitalize the BRIDGE District.

5. Project Description: The Hudson Housing Authority (HHA) will use DRI funds to construct a mixed-use, mixed-income rental housing project with retail and community space on the first floor. This project will include 10,000 square feet of retail and community space on the first floor and approximately 40 units of mixed-income rental housing targeting incomes between 30% and 120% of Area Median Income (AMI). DRI funds will be used for both construction and soft costs.

The HHA released a developer request for proposals in January 2018 and the selection process is underway with finalist teams identified. The HHA will maintain a significant role in the development with a majority ownership interest as well as property and asset management roles. The selected co-development team will work with the HHA to optimize the value of the development while advancing the authority's social equity, environmental, and economic objectives. This partner will provide expertise in mixed-income, mixed-use housing finance and development.

Type: This project improves housing opportunities for Hudson residents at different income levels.

Use: Mixed-use, providing housing with ground floor commercial and community space.

Goals/Selection Criteria: The project meets multiple selection criteria including having transformative potential for State Street, the capacity of the HHA as project sponsor, the demand for more affordable housing options and the potential to leverage other funds.

Catalytic/Transformative Nature: New housing north of Warren Street will provide a boost to a neighborhood that has not seen

significant investment in recent decades. It will transform an underused corner lot into modern housing for a range of incomes, as well as provide community and retail space to support local residents.

Implementation Actions: Select developer partner through RFP process, design building, begin construction.

Project Challenges: Determining developer interest, reaching an agreement with a development partner.

Maintenance/Management: The HHA will provide maintenance and management oversight of the project through either existing staff or new staff contracted under the control of an LLC or Housing Development Fund Company.

Relationship to Other Proposed Projects: The site is across the street from the HHA's Bliss Towers which are proposed for renovation through HUD's Rental Assistance Demonstration (RAD) program.

Site Photos: Please see the following page.

6. Jobs Created: Eight over the first three years.

7. Project Location: North corner of State Street and North Second Street [42.25602, -73.79164], adjacent to existing HHA developments.



8. Project Ownership: Hudson Housing Authority

9. Acquisition of Real Property: None needed, HHA owns property.

10. Anticipated Revitalization Benefits: Near-term, the construction phase will have a multiplier effect on the economy through new construction jobs and materials purchased from local businesses. In the mid- and long-term, this project will add to Hudson’s housing inventory. This new housing will be free of hazards like lead and asbestos (common in older structures) which will reduce related health risks among residents. It will provide long-term stable housing for local workers, families and seniors, which will directly benefit employers, the school district, and public service agencies. By offering affordable rents, it will allow more disposable income for under-employed and unemployed residents to build personal savings and/or spend in the local economy. The building will improve the residential neighborhood and streetscape north of Warren Street.

11. Future Use of Structures: Mixed-income housing for Hudson residents with ground floor commercial and community space.

12. Project Budget:

USES	AMOUNT
Pre-development	\$120,000
Architecture/Engineering	\$335,000
Environmental	\$16,000
Survey, title, municipal fees	\$53,000
Construction	\$4,900,000
Legal	\$55,000
Loan interest	\$110,000
Reserves	\$200,000
Developer fee	\$480,000
Other soft costs	\$231,000
TOTAL USES	\$6,500,000

SOURCES	AMOUNT
Developer Equity	\$300,000
Loans	\$2,191,000
LIHTC	\$3,180,000
Other sources (CDBG, NYS, NYSEDA)	\$331,000
DRI request	\$800,000
TOTAL SOURCES	\$6,500,000

13. Proforma: Consultant team member Marc Norman is working with the HHA to develop a project proforma.

14. Regulatory Requirements: This development initiative may require HUD approval of the redevelopment under the Section 18 inventory removal process. Phase I and Phase II Environmental Assessments will be required, as well as site plan review and local building permits.

15. Rendering of Completed Project: Please see the following page.

16. Timeframe for Implementation and Project Readiness:

MILESTONES	DELIVERABLES	DATES
RFP Co-developer	Select co-developer	Spring 2018
Project design/ engineering/ underwriting/finance/ environmental review	Site plan/elevation drawings/ project proforma	Summer 2018
Submit project to HHA Board and City of Hudson	Site plan review/zoning approvals	Fall 2018
Grading and clearing permit	Clear site/complete survey	Fall 2018
Submit LIHTC funding application		Fall 2018
Receive LIHTC award/secure other funding	Approval/sign agreements/contracts	Winter 2018-9
Start construction		Summer 2019
End construction		Summer 2020

17. Project Reporting: The HHA will oversee and monitor the development of its partner’s progress toward achieving identified milestones.



Existing site conditions. The bottom photo shows the relationship of the site to the HHA's Bliss Towers.

Examples of mixed-income housing. The selected developer will propose a final design.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

9. Establish a Community Food Hub to Improve Food Access and Provide Employment Opportunities



1. Project Title: Establish a Community Food Hub to Improve Food Access and Provide Employment Opportunities

2. Strategies: Food Access, Employment Opportunities, Livable Community

3. DRI Funding Request: \$700,000

4. Public Support: This project was in the top five most highly rated projects based on community input from the second public meeting. Affordable fresh food access has been a consistent community concern that this project will address.

5. Project Description: Hudson Valley AgriBusiness Development Corporation (HVADC) will renovate space in an existing building to create a Community Food Hub (CFH). The CFH will provide on-site retail, a commissary kitchen, collection and distribution of local produce and will support food business incubation. The CFH is a holistic, multi-enterprise approach with the goal of creating a more livable community in Hudson. It will offer diverse benefits to Hudson residents through job training, nutrition instruction, life skills classes, and culinary training. It also includes community and event space. By utilizing the agricultural abundance of our county and region, the CFH is focused on making quality food affordable and accessible, while improving economic opportunities for all through a variety of enterprises and programming.

Type: This project improves employment opportunities for Hudson residents and will renovate an existing structure.

Use: Commercial, including food preparation and on-site retail.

Goals/Selection Criteria: The project meets multiple selection criteria including aligning with several DRI goals, having strong community support, the demonstrated capacity of the project sponsors, its ability to create local jobs, and the sustainable components of the project by collecting and distributing locally produced food.

Catalytic/Transformative Nature: The CFH will transform the food environment in Hudson by providing fresh local food in the BRIDGE District. It will support local farmers and entrepreneurs, and provide job training for residents to obtain food service positions.

Implementation Actions: Renovate space for food processing and distribution, hire and train local residents, confirm agreements with local producers to use the CFH.

Project Challenges: Limited visibility and traffic for on-site retail component, local interest in food service jobs, ensuring affordability of food offerings via the Supplemental Nutrition Assistance Program (SNAP) or other benefits.

Maintenance/Management: Hawthorne Valley Association (HVA) will be responsible for the operation and management of the CFH. HVA has significant experience with farms, farmers, operating and managing a store, and facilitating training programs, and are therefore the best equipped to operate the proposed CFH.

Relationship to Other Proposed Projects: The project will be within the BRIDGE District.

Site Photos: n/a

6. Jobs Created: 17.5 full time equivalent net new jobs within the BRIDGE District in the first year of operations. Of these, 12 will be full time positions with an additional 11 part-time positions. Most of the job classifications are intended to match the skills and educational attainment levels found in the BRIDGE District to maximize local participation by the workforce.

7. Project Location: TBD

8. Project Ownership: HVADC.

9. Acquisition of Real Property: The CFH will be located within the BRIDGE District. Negotiations are underway to acquire a property.

10. Anticipated Revitalization Benefits: Benefits include improved food access and security, local job creation and training, entrepreneur support, community engagement, and other positive economic impacts.

- **Food Access/Food Security** – According to research conducted by Larisa Ortiz Associates, the City of Hudson is considered a food desert. Once operational, the CFH will be the only significantly sized food retailer in the City of Hudson. Furthermore, it will be designed in collaboration with residents of the BRIDGE District to ensure that the foods sold through the outlet are appropriate to meet community needs. Changes in food access will be measured over time through community feedback surveys as well as using surplus leakage reports provided by Environmental Systems Research Institute (ESRI), Business Analyst Online.
- **Job Creation** – The project team will heavily recruit its employee base from BRIDGE District residents and anticipates that 75% of jobs will be filled by Hudson residents. Once the labor force is identified, a life and work skills training program will be created to increase workforce readiness in advance of opening. Job growth will be benchmarked through payroll filing activities.
- **Entrepreneurship Support** – The CFH will work in conjunction with the HVADC Incubator Without Walls to encourage the incubation of food processing businesses within the commissary-style processing area of the Food Hub. Based on the design capacity, the process should support two to four start-up businesses in the hot packing, cold packing, baking, and ready-to-eat categories. Potential employment growth from these businesses has not been calculated in the employment totals for the CFH. The number of business start-ups, total private investment, and job creation will serve as the benchmarking metrics for this element of the project.
- **Community Engagement** – The project team will utilize crowd sourcing methodologies to engage the community in the design and stocking decisions related to the proposed retail market. The

team will use similar methodologies to develop relevant programs and training activities to improve community relations, enhance community development, improve nutrition and increase workforce readiness skills.

- **Economic Impacts** – Based on recent research conducted by the Dyson School at Cornell University, manufacturing and similar downstream activities related to agriculture have a significant impact on local economies. Measured as multipliers, these impacts on the BRIDGE District, the City of Hudson, and Columbia County could be significant. For instance, each dollar of output (revenue) is expected to generate an additional \$0.58 of economic output in the community. For every job created, it is expected that another 1.5 jobs will be created in the local economy. For every dollar in payroll paid, it is expected that an additional \$1.81 in payroll will be created in the economy through economic linkages. This type of leveraging makes investments in downstream aggregation and manufacturing a solid investment of public funds.

11. Future Use of Structure: The CFH will serve as a community space that addresses the needs of local residents, ranging from food security to employment opportunities and business support. The CFH will also support local agriculture by functioning as an aggregation point for local products to be widely distributed throughout Hudson, allowing smaller farmers to reach larger markets through aggregation and joint contractual activities.

The CFH will also provide an incubator space for food and agricultural businesses, mainly processing value-added products utilizing shared kitchen space and processing facilities. This lends itself directly to a job training program that teaches culinary skills, food preparation, and value-added processing operations to participating Hudson residents.

The CFH will feature educational programming such as nutrition classes, life skills, and meal preparation workshops. The community will also have access to the flexible community and event space to hold community meals and events.

A retail space will promote products collected and produced on-site, and cross-market other products and businesses in the Hudson area, and in the BRIDGE District in particular. The customer-facing retail portion will be staffed by participants/graduates of the job training program to further their experience. The relatively small space (roughly 1,000 square feet) will be complemented by additional outreach efforts conducted by the Mobile Market, which can be stocked with the fresh and local produce being collected at the CFH for distribution.

12. Project Budget:

CATEGORY	AMOUNT
Sources	
Capital Grants (DRI, USDA Local Food Promotion Program (LFPP), Philanthropic)	\$1,975,000
Operating Grants (USDA Value Added Producer Grant, LFPP, Philanthropic)	\$320,000
Senior Debt (5-year at 4 percent)	\$55,000
Operating Credit	\$5,000
TOTAL SOURCES	\$2,355,000
Uses	
Site Acquisition and Renovation	\$1,655,000
Capital Equipment Purchases	\$375,000
Working Capital	\$325,000
TOTAL USES	\$2,355,000

13. Proforma:

START-UP COST PROJECTIONS			
Category	High	Medium	Low
Property acquisition and renovations	\$1,917,640	\$1,653,190	\$1,382,260
Capital equipment allowance	\$460,000	\$373,750	\$230,000
Working capital	\$325,000	\$325,000	\$325,000
		TOTAL SOURCES	\$2,355,000

14. Regulatory Requirements: A 20-C Food Plant permit will be required for operations. Local building permits will be required for renovations. Underlying zoning is appropriate for the proposed uses.

15. Rendering of Completed Project: See examples at far right.

16. Timeframe for Implementation and Project Readiness: Community conditions within the BRIDGE District and within the farming community warrant prompt action to stem further declines. In order to achieve success, the following milestones are recommended:

MILESTONE	TIME
Arrange financing	2-6 months
Begin renovations to space	6 months
Hire key management staff	6-8 months
Identify processing partners and food incubator tenants	4-8 months
Pre-sales for collected farm products	6-8 months
Hold community-based job recruitment events	8-12 months
Develop mobile market logistics plan	10-12 months
Grand opening	12-16 months

The project team proposes to conduct an economic input-output study of the project at the conclusion of year five.

17. Project Reporting: The HVADC will report on progress towards milestones to the City of Hudson.



Collecting food from local farms for local distribution will be one role of the food hub.



Community meeting space will be part of the CFH.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

10. Redevelop the KAZ Site as Mixed-Use Transit-Oriented Development



1. **Project Title: Redevelop the KAZ Site as Mixed-Use Transit-Oriented Development**
2. **Strategies:** Livable Community, Transportation, Employment Opportunities
3. **DRI Funding Request: \$2,000,000**
4. **Public Support:** This project was highly rated by the community at the second public meeting. This highly-visible site has been vacant for many years and a successful redevelopment will return it to active use. Some people have expressed concerns about public investment in privately owned projects that lack clearly defined future uses.
5. **Project Description:** DRI funds will be used to support the redevelopment of the KAZ site. It is expected that funds will be used for demolition and infrastructure improvements to support an innovative mixed-use development on the site. HDC released a Request for Proposals (RFP) in October 2017 and received four developer responses in November, each including affordable and/or workforce housing as part of the overall program. The HDC Board conducted interviews and has been evaluating the responses against a set of criteria including consistency with development goals, financial feasibility, economic impact, financial offer, development team qualifications, schedule and timing. A decision is expected in Spring 2018. The RFP listed HDC's priorities for the site:
 - a. Maximizing economic impact through workforce development and job creation;
 - b. Providing opportunities for community use and/or recreation;
 - c. Visually and strategically linking the site into the existing fabric of the City;
 - d. Creating a transportation oriented development project that reduces car dependency, facilitates ADA access and encourages pedestrian traffic and/or train ridership;
 - e. First-rate design and aesthetic quality in harmony with surrounding buildings and the community;

- f. Incorporating sustainable building practices and employing LEED, Passive House, Zero Net Energy or Energy Star features
- Type:** This project improves housing and employment opportunities and will serve as infill to an existing vacant lot in a highly visible location.
- Use:** Mixed-use, including housing and commercial.
- Goals/Selection Criteria:** The project meets multiple selection criteria including aligning with several DRI goals, having strong community support, its transformative potential along Front Street near the Amtrak station, and market demand in this location.
- Catalytic/Transformative Nature:** Redevelopment of the KAZ site will return a highly visible vacant site to active use, providing new housing and retail opportunities near the Amtrak station. It will transform the appearance of this part of South Front Street.



Implementation Actions: Select preferred development partner and negotiate agreement. Develop final design. Rezone property from I-1 to support mixed-use. Begin construction.

Project Challenges: HDC received four responses to its RFP, indicating strong interest in the opportunity. The depth of the housing market at the income levels needed to justify the project may potentially lead to slower absorption than desired.

Maintenance/Management: The selected developer will be responsible for property management and oversight once the project is completed.

Relationship to Other Proposed Projects: The KAZ site is visible from Front Street which will receive streetscape improvements including sidewalk repairs and bike lanes. It is also near the Hudson riverfront, Second Street stairs, and Basilica Hudson.

Site Photos: Please see this page.

6. **Jobs Created:** Dependent on future uses, potential for up to 120 full-time positions, 70 part-time positions.
7. **Project Location:** 14-17 Montgomery Street, between Cross Street and the commuter parking lot. [42.25260, -73.79666]
8. **Project Ownership:** Hudson Development Corporation
9. **Acquisition of Real Property:** None, but title transfer may be needed after an agreement with the preferred developer is executed.
10. **Anticipated Revitalization Benefits:** Near-term benefits include demonstrating progress once construction begins on this highly visible site. Mid- and long-term benefits include returning a vacant site to active use, providing new housing and job opportunities for local residents.
11. **Future Use of Structure:** Housing and commercial/retail are anticipated. Exact uses will be determined based on the preferred developer's proposed design.
12. **Project Budget:** Estimated to be approximately \$25,000,000. Sources and uses and other information will be provided by the preferred developer once the selection process is complete.

13. Proforma: The preferred developer will provide a pro forma once the selection process is complete.

14. Regulatory Requirements: A rezoning will be required to change the zoning from I-1/Industrial to mixed-use. Local building permits will be required for construction.

15. Rendering of Completed Project: Preferred developer will provide renderings once selected.

16. Timeframe for Implementation and Project Readiness: HDC is currently reviewing the four developer responses and will select a preferred developer within two months. A detailed timeline will be part of the developer agreement. An estimated timeline is provided below:

MILESTONES	TIME
Select preferred developer	2 months
Finalize development agreement	3-4 months
Complete design and construction documents	4-10 months
Rezone property	4-8 months
Begin construction	12-14 months
Complete construction	22-24 months

17. Project Reporting: The HDC will oversee and monitor the development partner's progress toward achieving identified milestones.



Existing conditions.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

11. Establish the North Bay ReGeneration Project to Provide Educational Programming, Youth Workforce Development, Sustainable Technologies, and Urban Agriculture



1. Project Title: Establish the North Bay ReGeneration Project to Provide Educational Programming, Youth Workforce Development, Sustainable Technologies, and Urban Agriculture.

2. Strategies: Livable Community, Employment Opportunity

3. DRI Funding Request: \$400,000

4. Public Support: This project was in the top five most highly rated projects based on community input from the second public meeting. It was one of the DRI initiatives respondents were most excited about based on surveys during the third public meeting. The site previously had a building used by two community-based organizations that burned down in early 2017. This project will begin the restoration of the site to active, community-supportive use.

5. Project Description: Kite's Nest, Inc. will use DRI funds to develop a new Urban Environmental Education Center on North Front Street near Dock Street. The project involves site development, planning, infrastructure, and renovations. The North Bay ReGeneration Project (NBRP) represents an innovative, community-based, and youth-centered approach to sustainable neighborhood development. The NBRP will provide the facilities and infrastructure to enable Kite's Nest, a non-profit education center, to expand its education and employment programs in the north side of the BRIDGE District. This project will include:

- 1) development of a new Urban Environmental Education Center at North Front Street and Dock Street which will house educational programming, youth employment, and job training;
- 2) installation of a 2,500 square foot greenhouse for local food production which will be staffed by youth; and
- 3) significant investment in exterior site improvements to provide outdoor community space and an additional greenway connection to the Columbia Land Conservancy trails in the Greenport Conservation Area. The NBRP will invest in neighborhood youth as current and future environmental stewards and community leaders, partnering with local families and growers, and helping to ensure that today's

residents contribute to and benefit from Hudson's economic revitalization.

Type: This project will serve as infill for a vacant lot and improve employment opportunities.

Use: Commercial

Goals/Selection Criteria: The project meets several selection criteria including alignment with DRI goals, community support, its transformational potential north of Warren Street, the sponsor's organizational capacity, and its ability to create local jobs and engage youth.

Catalytic/Transformative Nature: The NBRP will leverage numerous partnerships with local organizations, businesses, and agencies to benefit youth and families; the project will transform a vacant site into an active, community-focused use; the project represents a significant investment north of Warren Street, an area that has not seen many improvements in recent years.

Project Challenges: Local participation in educational and job training programs.

Maintenance/Management: The staff of Kite's Nest, Inc. will be responsible for the development, management, and long-term sustainability of the project.

Relationship to Other Proposed Projects: This project is adjacent to the Fishing Village and accessible via streetscape improvements on Front and Dock Streets.

Site Photos: Please see the following pages.

6. Jobs Created: Approximately 29 jobs in the first year, with an increase to 50 jobs by the fourth year.

- 7. Project Location:** Two parcels, one at 59 North Front Street and the second across the street on the south corner of North Front and Dock Streets. [42.25876, -73.79413]



- 8. Project Ownership:** Kite's Nest, Inc.
- 9. Acquisition of Real Property:** None needed, Kite's Nest owns property.

10. Anticipated Revitalization Benefits:

- Provide green space, a public garden, and a year-round greenhouse in the north side of the BRIDGE District, an area currently characterized by industrial land use and high-density housing.
- Provide living-wage jobs, youth employment, and job-training opportunities for communities most impacted by poverty and unemployment, in the areas of urban agriculture, environmental justice, community food security, green technology, alternative energy, and urban environmental sustainability.
- Provide an additional greenway connection to the Columbia Land Conservancy property and its extension trails in the Greenport Conservation Area.
- Provide meaningful environmental educational programming at the Urban Ecological Education and Youth Arts Center.
- Become a valuable resource for community-based nonprofits, educational institutions, and businesses.
- Become a model for socially-conscious development and neighborhood preservation, and give Hudson a reputation for becoming an ecologically-based, youth-friendly municipality.
- Launch the longer-term neighborhood development project, the North Bay Community Campus, which will provide affordable space for community organizations, help to consolidate and strengthen youth and family services, and incentivize increased collaboration.

- 11. Future Use of Structure:** Local food production in the greenhouse; education programming, job training, and youth engagement at the Urban Environmental Education Center.

12. Project Budget: \$1,065,000

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Greenhouse structure and installation, internal infrastructure, utilities installation and heating systems.	\$65,000	Department of Environmental Conservation Environmental Justice Community Impact Grant - (committed)	\$40,000
		Existing Private Capital (committed)	\$25,000
Overall site development, planning and soft costs. Conditioned, finished essential facilities, classroom and offices. Basic infrastructure for shared use expansion.	\$510,000	DRI Funds (proposed)	\$400,000
		Existing Private Capital (committed)	\$110,000
Ecology lab, environmental education facilities, garden expansion, and indoor community space.	\$200,000	Capital Campaign (committed)	\$200,000
Hardscaping, outdoor classroom, fencing, lighting, parking area, flood mitigation, trees and landscaping.	\$125,000	Existing Private Capital (committed)	\$125,000
Youth work hub, kitchen, workshop, digital arts lab interior build-outs	\$165,000	Capital Region Economic Development Council Award/CFA (proposed)	\$165,000
TOTALS	\$1,065,000		\$1,065,000

13. Proforma: n/a

14. Regulatory Requirements:

- City of Hudson Zoning Approval
- City of Hudson Planning Board Approval
- City of Hudson Code Enforcement Department Approval
- City of Hudson Code Enforcement Department Approval Zone AE flood zone
- DEC approval related to NYS Freshwater Wetlands Check Zone

15. Rendering of Completed Project: Please see the following page.

16. Timeframe for Implementation and Project Readiness:

MILESTONES	DATE
Design Development	
Meetings with Project Stakeholders and Community	January 2018
Design Team Charrette	February 2018
Design Development Package	April 2018
Updated Cost Estimate	April 2018
Construction Documentation	
Kick-Off Meeting with DRI Representatives	May 2018
50% Construction Documents	June 2018
Updated Cost Estimate	July 2018
Budget Reconciliation (As Required)	July 2018
Bidding/Negotiation	
Initiate Bidding Process Per DRI Requirements	August 2018
Bid Opening and Contractor Selection	September 2018
Finalize Contract	September 2018
Project Approvals	
NYS Wetland Check Zone Approval (If Required)	May 2018
Zoning Approval	June 2018
Building Department Approvals	July 2018
Construction	
Mobilization/Site Prep	October 2018
12 Month Construction Period	October 2018 - 2019

17. Project Reporting: Kite's Nest, Inc. will report to the City of Hudson to confirm key milestones are met during the project development.



Debris from the building fire (foreground) and the existing community garden (background) both on-site.



- A. Connection to Furgary Fishing Village Park and boat Launch
- B. Hudson trail network and connection to Columbia Land conservancy marsh lands
- C. Small plot community gardens
- D. Outdoor garden classroom
- E. Hudson Tool Lending Library
- F. Main Entrance
- G. Play Space
- H. Kite's Nest, Classroom and Lab spaces and community meeting space
- I. Small outdoor amphitheater
- J. Connection to local housing
- K. Parking
- L. Greenhouse
- M. Anaerobic digester and biogas facility
- N. Aerobic compost facility
- O. Phase II Expansion

Proposed site plan.



Greenhouse precedent image.



Proposed design showing the new structure housing classroom and lab space and community meeting space.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

12. Create a Community Makerspace/Business Incubator



- 1. Project Title: Create a Community Makerspace/Business Incubator**
- 2. Strategies:** Employment Opportunities, Livable Community
- 3. DRI Funding Request: \$264,700**
- 4. Public Support:** This project was in the top five most highly rated projects based on community input from the second public meeting. It was one of the DRI initiatives respondents were most excited about based on surveys during the third public meeting. The sponsor conducted a survey to gauge interest in the makerspace in late 2017 - it had 155 responses with the top interests being in wood working, metal working, and 3D printing.
- 5. Project Description:** Hudson-Creative will use DRI funds to renovate space in the Warehouse building and establish a makerspace which fosters community and economic growth through the sharing of high-tech tools, classes, event spaces, and a sales outlet. The project will build out appropriate space and include HVAC, electrical, plumbing, access controls, and parking. The community makerspace and business incubator will provide a multi-use, community-based organization to support cooperative, commercial workshops and workspaces to enable hands-on learning. This multi-discipline makerspace will serve entrepreneurs, artists and students, allowing them to work with wood, metal, graphics, 3D printing, textiles and electronics. It is a collaborative community educational center for the design, engineering and fabrication of fine art, functional art, crafts and “the useful arts.” It supports prototyping single custom items and pre-production processes for small series manufacturing and local business development.

Type: This project will improve employment opportunities for Hudson residents.

Use: Industrial

Goals/Selection Criteria: The project meets several selection criteria including alignment with DRI goals, community support, and its ability to support local entrepreneurs.

Catalytic/Transformative Nature: This project is meant to be a hub of innovation, to help startup companies, spur job creation, and encourage creative development throughout Hudson and Columbia County.

Project Challenges: Differentiation compared to Digifab offerings, generating sufficient membership and class fees to support operations.

Maintenance/Management: Hudson-Creative will manage and maintain this project.

Relationship to Other Proposed Projects: This project is within the Warehouse which also houses Digifabshop and several other related businesses.

Site Photos: n/a

- 6. Jobs Created:** Two staff positions to manage daily operations starting in the first year. Potential to support approximately 60 full- and part-time jobs after the first four years (based on the experience of Troy, NY’s Tech Valley Center of Gravity, a similar facility).
- 7. Project Location:** No confirmed site. Potential site within the Warehouse: 99 South Third Street, Hudson, NY. [42.25072, -73.79728]



8. Project Ownership: Hudson-Creative

9. Acquisition of Real Property: Undetermined, but likely none. Makerspace will lease interior space for its purposes.

10. Anticipated Revitalization Benefits: The project will strengthen Hudson's identity as a creative arts and business development hub that will leverage more private investment. It will facilitate job creation in the City of Hudson by supporting local entrepreneurs and fuel associated investment and economic development.

11. Future Use of Structure: Industrial (creative makerspace)

12. Project Budget: \$982,250

USE OF FUNDS	HUDSON-CREATIVE	DRI REQUESTED
Four-year lease of 5,000+ square feet	\$168,000	-
Build-out subdivided space	\$148,000	\$148,000
Facade and parking upgrades	\$ 43,200	\$ 43,200
Bicycle and electric vehicle parking upgrades	\$ 8,500	\$ 8,500
Salaries for 2 FT positions (Director and Facilitator)	\$420,000	-
Purchase, pick-up and refurbish equipment	\$ 95,100	\$50,000
Heat, electric, sewer, broadband, phones	\$ 54,720	-
Misc. including legal, permits, insurance	\$ 45,000	\$15,000
TOTALS	\$982,520	\$264,700

13. Proforma: Income for ongoing operations will come from four types of services: membership fees, user fees, workshop fees, and space rental fees. The sponsor will also seek operating funds from foundations and private industry partners.

14. Regulatory Requirements: Building permit for renovations, certificate of occupancy.

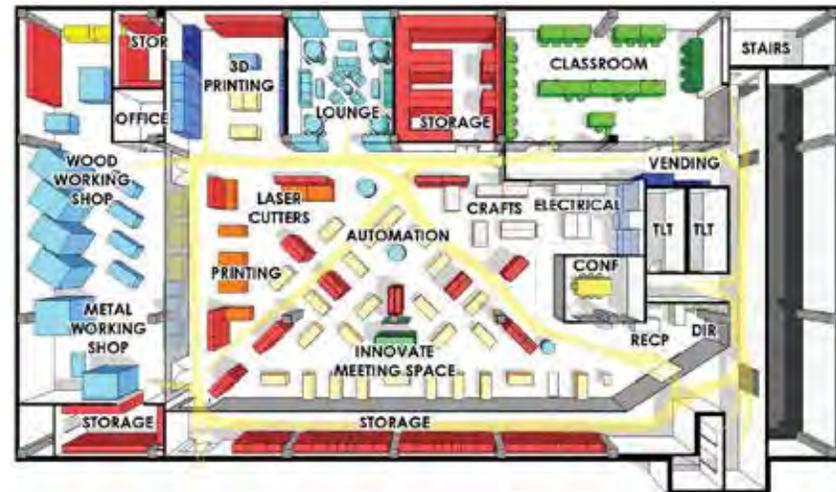
15. Rendering of Completed Project: Please see right.

16. Timeframe for Implementation and Project Readiness:

Anticipated opening of makerspace in Fall 2018.

MILESTONES	TIME
Phase 1	
Community interest survey, business concept development	0-3 months
Phase 2	
Sign agreement for space rental, develop renovation drawings, acquire necessary permits, begin membership drive	3-9 months
Phase 3	
Open makerspace	9-12 months

17. Project Reporting: Hudson-Creative will report to the City of Hudson on progress toward milestones.



Proposed floor plan.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

13. Winterize Basilica Hudson and Create a High-Visibility Public Greenspace



- 1. Project Title: Winterize Basilica Hudson and Create a High-Visibility Public Greenspace**
- 2. Strategies:** Livable Community, Waterfront
- 3. DRI Funding Request: \$250,000**
- 4. Public Support:** This project was in the top ten most highly rated projects based on community input from the second public meeting. While some have expressed concerns about public investment in privately owned spaces, many others are excited about the potential visual transformation at the southern end of the BRIDGE District.
- 5. Project Description:** Basilica Industries, LLC will use DRI funds to winterize buildings on the Basilica campus and create public greenspace. With other funds, the project will also include a new movie theater, prep kitchen, and audio video studio to allow additional programming at Basilica. Basilica Hudson is in the midst of completing long-range plans to improve the campus and create spaces for year-round activity. Initial planning focused on a first phase of these improvements, to renovate and winterize the Basilica Gallery Building (housing Basilica's Back Gallery and Kite's Nest), as well as improved landscaping around the Gallery Building. This Phase II-A was the subject of Basilica's successful 2017 CFA Award. Basilica Hudson is expanding its Phase II plans to include a Phase II-B, the subject of this DRI request, for broader campus improvements to create more year-round space and public greenspace. This next phase of Basilica's development will be designed to serve even more residents with year-round programs and offer additional space for cultural and community use. Phase II-B also includes a new focus on film media training, food education programs and other programs.

Type: This project will renovate an existing historic structure and make exterior landscape improvements.

Use: Commercial

Goals/Selection Criteria: The project meets several selection criteria including transformative potential to dramatically improve the landscape and visual appeal south of Broad Street, ability to create

local jobs, project readiness, and demonstrated capacity of the sponsor.

Catalytic/Transformative Nature: Year-round programming will catalyze indirect economic benefits and supplement the seasonal surges in tourism. The greenspace will be a significant enhancement to the visual appearance of the southern end of the BRIDGE District.

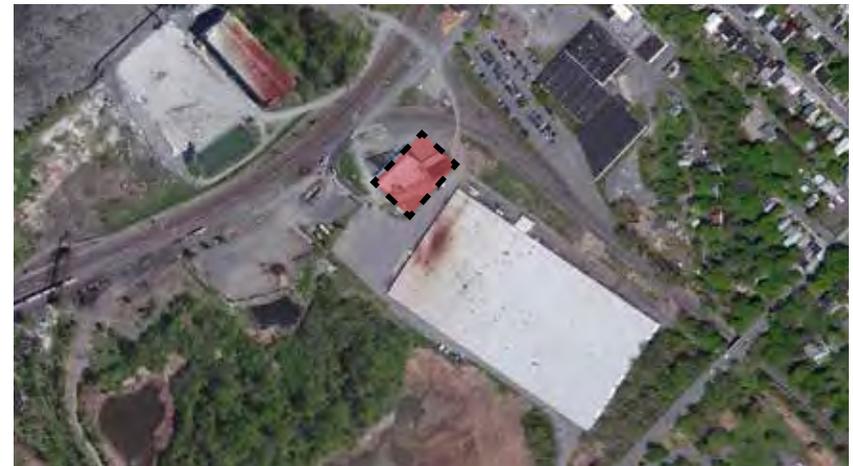
Project Challenges: Allaying public perception of investment in privately owned spaces.

Maintenance/Management: Basilica Hudson will lead the public programs and community / nonprofit partnerships. The building management team, Basilica Industries LLC, will undertake the renovation and construction elements of the project.

Relationship to Other Proposed Projects: This project is adjacent to multimodal circulation and connectivity improvements on Front Street, and near the KAZ mixed-use site.

Site Photos: Please see the following pages.

- 6. Jobs Created:** Fifteen construction jobs and approximately ten additional FTE positions with a year-round event space and new job training and other education programs. There is anticipated to be additional indirect job



creation with spillover impacts within the local economy as more events can be hosted at the facility.

7. **Project Location:** 110 South Front Street. [42.25196, -73.79861]
8. **Project Ownership:** Hudson Steel House LLC (co-owners: Melissa Auf der Maur, Tony Stone). Basilica Industries LLC (co-owners: Melissa Auf der Maur, Tony Stone) holds a triple-net lease to the property and leases space to Basilica Arts Inc.
9. **Acquisition of Real Property:** None needed.
10. **Anticipated Revitalization Benefits:** Near-term benefits will include dramatic improvements to the landscaping around the Basilica, visually enhancing the southern terminus of Front Street. Mid- and long-term improvements include:
 - Major economic investment in the community, leveraging prior private investment to create much-needed year-round space and a platform for community engagement.
 - Continuing a three-phase project; this phase will leverage over \$500,000 in historic tax credits and will provide seed funding for Phase III of the project, which will continue to expand economic and community opportunities for Hudson and the region.
 - Waterfront revitalization and community development efforts: expanded cultural offerings and public spaces, enhanced historic waterfront district quality of life; helps attract new business and diverse population of residents and visitors.
11. **Future use of structure:** Year-round cultural and educational programming, job training, community uses, and support for artists and small businesses.

12. Project Budget:

(All figures include materials, labor and 5% contingency.)

USE OF FUNDS	AMOUNT
Renovation / Construction	
Site plan	\$25,000
Main Hall Improvements	\$367,487
North Hall Improvements	\$122,496
West Wing Improvements	\$198,296
North Hall Movie Theater	\$100,139
Green Space (design + construction)	\$96,300
Gallery Building Renovation	\$227,159
Office	\$103,000
Basilica Kitchen	\$21,525
Basilica Studio	\$23,625
TOTALS	\$1,285,025

SOURCES	BRIDGE	REIMBURSEMENT	STATUS
DRI		\$250,000	Requested
NYS-ESD -- CFA 2017		\$75,000	Awarded
Historic Tax Credits		\$514,010	In process -- 20% Federal rebate / 20% State credit
Institutional Lenders (business loans)	\$750,000		Existing relationships; very likely
NYS Preservation League-EPIP loan	\$200,000		Support for project; very likely
Institutional Donors (foundations)		\$250,000	Support for project; very likely
Individual Donors	\$100,000		Support for project; very likely
Partners / Investors	\$250,000		Support for project; very likely
TOTALS	\$1,300,000	\$1,089,010	

13. **Proforma:** n/a

14. **Regulatory Requirements:** Local permitting.

15. **Rendering of Completed Project:** Please see below.

16. **Timeframe for Implementation and Project Readiness:**

MILESTONES	TIME
Complete construction documents	Spring 2018
Begin construction/renovation	Summer 2018
Complete construction/renovation	Spring 2019

17. **Project Reporting:** Basilica Industries, LLC will report to the City of Hudson on progress toward milestones.



Proposed improvements in all phases.



The existing Basilica Hudson event space.



The proposed landscape design improves a high-visibility location.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

14. Provide Workforce Development Infrastructure at the River House



1. Project Title: Provide Workforce Development Infrastructure at the River House

2. Strategies: Employment Opportunities

3. DRI Funding Request: \$250,000

4. Public Support: This project has garnered many letters of support from local residents and community partners. Creating job opportunities has been a consistent community interest.

5. Project Description: River House Project LLC will use DRI funds to enhance specific elements of their current renovation plans to create professional workspace, and add several additional elements. The River House Project (RHP) will serve the growing creative economy in the region by providing much-needed professional work space for creative economy professionals which in turn will add energy and expertise to the cultural and economic fabric of Hudson and the region. Plans for the building include four floors of offices, studios, sound, and visual editing suites with up to 100 workstations, plus a Community Membership Audio Visual Center. DRI funds will be invested in professional infrastructure and equipment that will ensure RHP provides state-of-the-art sound and editing suites to create a professional post-production film and media facility in Hudson. Funds will also support the Community Membership Audio Visual Center, envisioned as a membership-based co-work center where local film and media makers, both emerging and established, could work together on short-term projects.

Type: This project will improve employment opportunities for Hudson residents.

Use: Commercial

Goals/Selection Criteria: The project meets multiple selection criteria including alignment with DRI goals, demonstrated capacity of the project sponsor, and ability to create and support jobs for Hudson residents.

Catalytic/Transformative Nature: The River House Project creates professional facilities that will attract established post-production

houses and production companies, primarily NYC-based, to set up satellite operations in Hudson. RHP will pursue status as a NYS Qualified Post-Production Facility, a specialized designation offering incentives through the NYS Film Production Tax Credit Program to companies that locate staff in upstate New York locations like Hudson.

Project Challenges: Attracting critical mass of workers and companies to locate at the RHP.

Maintenance/Management: River House Project LLC will manage this project.

Relationship to Other Proposed Projects: This project is adjacent to streetscape improvements to Allen Street and near the Second Street stairs.

Site Photos: Please see the following pages.

6. Jobs Created: Once complete, up to 100 new jobs will be indirectly created, representing the jobs that tenants will offer. In addition to the work opportunities for RHP tenants, the film hub will help attract film productions to base themselves out of Hudson. One single film production coming to the City can bring 10 - 50 jobs for up to a month depending on production size. Labor is diverse and accessible to locals, varying from production, assistants, carpenters, electricians, extras, caterers etc.

7. Project Location: 32-40 Allen Street. [42.25416, -73.79577]



8. Project Ownership: River House Project LLC is co-owned by Tony Stone and Melissa Auf der Maur (co-owners of Basilica Industries LLC).

9. Acquisition of Real Property: None needed.

10. Anticipated Revitalization Benefits: Near-term benefits include restoring a vacant former schoolhouse which blighted a residential neighborhood. The renovated building will attract new jobs to Hudson over the mid-to long-term, growing the arts and entertainment industry and providing jobs and training for residents.

11. Future Use of Structure: Professional work space for creative economy professionals – filmmakers, fabricators, inventors, producers, researchers, writers, and architects.

12. Project Budget:

RENOVATION/ CONSTRUCTION	USE OF FUNDS	AMOUNT
Screening room - basement	Additional equipment and build-out	\$80,000
Sound mixing room - attic	Additional equipment and build-out	\$53,000
Community membership AV room	Equipment and build-out	\$55,000
Additional infrastructure build-out		\$15,000
Architecture and engineering for studios		\$10,000
Additional sprinkler system for studios		\$10,000
Fundamental wiring (whole building)		\$15,000
Contingency (5%)		\$12,005
TOTALS		\$250,000

INCOME/SOURCE	BRIDGE	REIMBURSEMENT	STATUS
DRI		\$250,000	Requested
Institutional lenders (business loans)	\$50,000		Existing relationships, very likely
Institutional lenders (historic renovation loans)	\$200,000		Support for project, very likely
TOTAL	\$250,000	\$250,000	

13. Proforma: n/a

14. Regulatory Requirements: No additional local, state, or federal reviews or permits are required.

15. Rendering of Completed Project: Please see the following page.

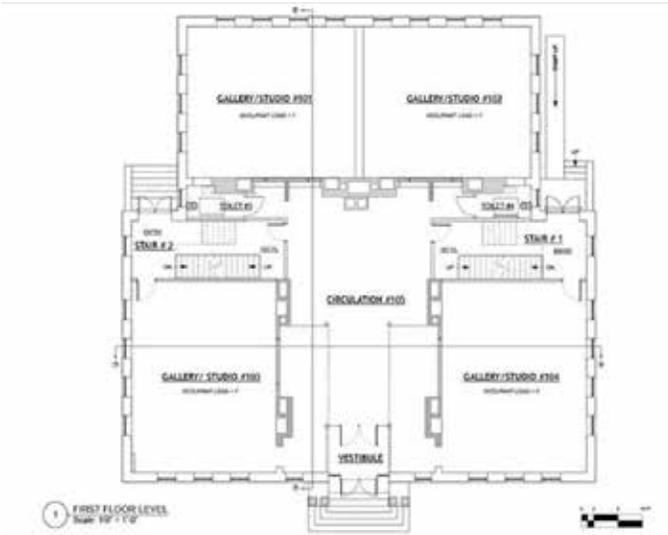
16. Timeframe for Implementation and Project Readiness:

MILESTONES	TIME
Complete renovations to building	Summer 2018
Fit-out professional spaces	Fall 2018
Open RHP	Winter 2018/9

17. Project Reporting: River House Project LLC will report to the City of Hudson on progress toward milestones.



Ongoing renovations at what will become the River House.



Proposed main floor plan.



Proposed interior design.



Proposed interior design.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

15. Fit-Out Commercial Kitchen and Retail Space to Provide Workforce Training



- 1. Project Title: Fit-Out Commercial Kitchen and Retail Space to Provide Workforce Training**
- 2. Strategies:** Employment Opportunities, Food Access
- 3. DRI Funding Request: \$230,000**
- 4. Public Support:** Job opportunities and fresh food access have been consistent community concerns that this project will help address.
- 5. Project Description:** Wm. Farmer and Sons, under the management of Handmade Hospitality, will use DRI funds to renovate 14-16 Front Street. The project will create a mixed-use space that includes a commercial catering kitchen, storefront market, coffee shop, and live-work employee suites. It will focus on job creation and workforce training and development. The catering and training kitchen help meet the demonstrable need for event catering and job skill training. The storefront market will provide the downtown community and people traveling by train with healthy, locally sourced, environmentally sustainable, easily accessible food and beverage choices that showcase what the region has to offer. By providing three affordable employee suites, Wm. Farmer and Sons will be able to provide options for people to remain local and stay in their community and thrive.

Type: This project will renovate an existing structure and improve employment opportunities.

Use: Mixed-use.

Goals/Selection Criteria: The project meets several selection criteria including catalytic potential, project sponsor capacity, and market demand.

Catalytic/Transformative Nature: This project will contribute to the economic growth of the south end of the BRIDGE District. It will return a vacant building on Front Street to active use. The catering component will increase economic output by serving local businesses, while providing job opportunities for residents. The housing component will add to the supply of new affordable housing in the community.

Project Challenges: Attracting enough interested job candidates.

Maintenance/Management: Wm. Farmer and Sons will be responsible for development, management, and long-term sustainability of the project.

Relationship to Other Proposed Projects: Adjacent to Front Street improvements.

Site Photos: Please see the following page.

- 6. Jobs Created:** Approximately 20 new jobs, plus additional freelance employment opportunities.



- 7. Project Location:** 14-16 South Front Street. [42.25590, -73.79618]
- 8. Project Ownership:** Robert and Maureen Keck
- 9. Acquisition of Real Property:** The proposed property is adjacent to the existing Wm. Farmer and Sons restaurant and inn. There are no anticipated difficulties in acquiring the property.
- 10. Anticipated Revitalization Benefits:** Near-term benefits include transforming an underused property into an economic generator serving the local community and assisting local residents. Workforce training and job creation are two primary benefits to the commercial component, while the housing component will provide three affordable suites for employees.
- 11. Future Use of Structure:** Commercial catering kitchen with staff-training space, live-work employee suites, storefront market and coffee shop.
- 12. Project Budget:** \$1,150,000 total cost.
- Real Estate Acquisition: \$300,000
 - Estimated Construction Build-Out: \$850,000
- 13. Proforma:** n/a
- 14. Regulatory Requirements:** Local zoning approval and building permits for construction, certificate of occupancy and food permits for kitchen and housing.
- 15. Rendering of Completed Project:** Please see the following page.
- 16. Timeframe for Implementation and Project Readiness:**
- | MILESTONES | TIME |
|----------------------|-------------|
| Property acquisition | Summer 2018 |
| Construction begins | Fall 2018 |
| Construction ends | Spring 2019 |
- 17. Project Reporting:** Wm. Farmer and Sons will report to the City of Hudson on progress toward milestones in acquiring the property, renovating it, and opening.



14-16 Front Street is the structure on the left.



14-16 Front Street is the structure on the left.



Potential employee suite design.



Potential employee suite design.

NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES

16. Prepare Sites on State Street and Columbia Street for Mixed-Income Housing



- 1. Project Title: Prepare Sites on State Street and Columbia Street for Mixed-Income Housing**
- 2. Strategies:** Livable Community
- 3. DRI Funding Request: \$24,500**
- 4. Public Support:** Affordable housing has been a consistent community concern that this project will take the first step to help address. The sites are vacant and securing them will benefit the surrounding neighborhood.
- 5. Project Description:** Hudson Community Development and Planning Agency (HCDPA) will use DRI funds to complete site-preparation work on three vacant lots. This site preparation work is expected to facilitate development of new affordable or mixed-income housing north of Warren Street, an area that has seen minimal investment in recent years. Physical improvements include site clearing, grading, adding fencing and basic site security to reduce visual blight. To prepare each site prior to RFP issuance, HCDPA will commission a property survey, Phase I ESI, zoning analysis, and preliminary feasibility analysis.

Type: This project will infill an existing lot.

Use: Housing

Goals/Selection Criteria: The project meets several selection criteria including aligning with DRI goals, having transformative potential, the project sponsor's demonstrated capacity, and addressing market demand for new housing.

Catalytic/Transformative Nature: The project will visually improve the surrounding neighborhood and prepare long-vacant sites for a return to active use. New housing in these locations will address the critical need for modern, safe affordable housing.

Project Challenges: Successfully identifying a qualified development partner once sites have been prepared.

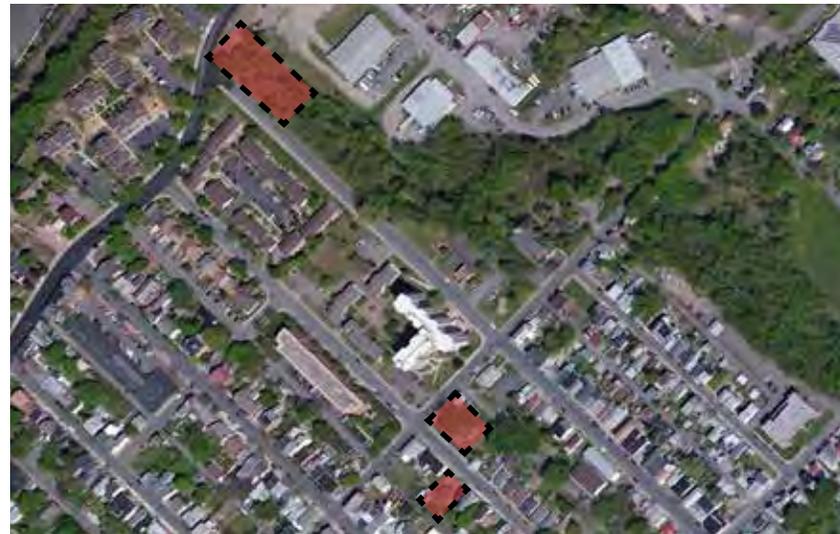
Maintenance/Management: HCDPA is the City's urban renewal agency and will be responsible for managing this project.

Relationship to Other Proposed Projects: The State Street site is adjacent to Front Street improvements and near the North

Bay ReGeneration project, fishing village, and Hudson Housing Authority's State Street project. The Columbia Street properties are also near the HHA's project.

Site Photos: Please see following page.

- 6. Jobs Created:** Five short-term construction jobs, and support for four short-term professional jobs.
- 7. Project Location:** Three sites at 6-14 State Street [42.25761, -73.79394], 202-206 Columbia Street [42.25515, -73.79216], 213 Columbia Street [42.25476, -73.79215]



8. Project Ownership: HCDPA

9. Acquisition of Real Property: None needed, HCDPA owns properties.

10. Anticipated Revitalization Benefits: Near-term benefits will be to clean and secure these vacant lots to reduce visual blight in the neighborhood, and conduct the necessary pre-development analysis to support new housing investment. Mid- and long-term benefits include attracting developer partners to build new affordable and workforce housing, investing in a part of Hudson that has seen little investment in recent years.

11. Future Use of Structure: New mixed income housing.

12. Project Budget:

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Property surveys	\$10,000	DRI request	\$10,000
Phase I ESI's	\$8,000	DRI request	\$8,000
Site clearing and cleanup	\$20,000	City of Hudson in-kind	\$20,000
Zoning analysis	\$1,000	DRI request	\$1,000
Feasibility analysis	\$1,500	DRI request	\$1,500
Grading	\$25,000	DRI request	\$25,000
Fencing and site security	\$4,000	DRI request	\$4,000
Administration (10%)	\$6,950	DRI request	\$6,950
TOTAL	\$76,450		\$76,450

13. Proforma: Will be prepared by developer once selected.

14. Regulatory Requirements: A Phase I ESI is required to determine if any adverse environmental conditions exist. Rezoning for the State Street site will be required to change from Industrial to R-4. The Columbia Street sites are currently zoned as a three-story multiple residence district and are eligible for new residential structures. No further regulatory work will be needed until design and construction of new housing commences.

15. Rendering of Completed Project: n/a

16. Timeframe for Implementation and Project Readiness:

ITEM	TIME REQUIRED	TIME FRAME
Phase I ESI	Ten days	Months 1-3
Site clearing and cleanup	Ten days	Months 1-3
Grading	One week	Months 1-3
Fencing and site security	Three days	Months 1-3
Zoning analysis	Three days	Months 3-6
Feasibility analysis	Four days	Months 3-6

17. Project Reporting: HCDPA will report to the City of Hudson to monitor compliance with project milestones.



The vacant site at Front and State Street.

BRANDING AND MARKETING

17. Develop Comprehensive Wayfinding and Signage



- 1. Project Title:** Develop Comprehensive Wayfinding and Signage
- 2. Strategies:** Livable Community
- 3. DRI Funding Request:** \$200,000
- 4. Public Support:** This project ranked low among the community's priorities based on input from the second public meeting. One concern was the negative impacts of "branding" the BRIDGE District and creating an inauthentic identity aimed at visitors rather than residents.
- 5. Project Description:** Hudson Development Corporation will develop a wayfinding and signage program to assist visitors and highlight key aspects of the BRIDGE District and surrounding City. DRI funds will be used for design, development, and installation of signage and related materials. A cleverly designed system of signs and directional aides will enhance overall community identity and orient residents and visitors to destinations, businesses, and parking. The wayfinding system should reflect the industrial past and creative future of the City. The signs and directional aides that move people through this unique, vibrant innovative place need to be equally unique, vibrant, and innovative.
 - Goals/Selection Criteria:** The project meets several selection criteria including project sponsor capacity and improvements to existing public spaces.
 - Catalytic/Transformative Nature:** A directional signage system will orient visitors, directing them to local businesses and attractions; a cohesive identity for the area can help residents feel connected to a shared place with unique qualities.
 - Implementation Actions:** Develop an overall Hudson brand identity, design signs that reflect it, identify key locations for signage, and install them.
 - Project Challenges:** Overcoming public sentiment about a coordinated identity for the BRIDGE District, and differentiating the BRIDGE District from the rest of the City.
 - Maintenance/Management:** HDC will be responsible for managing this project.

Relationship to Other Proposed Projects: This project will relate to all DRI projects in the BRIDGE District, creating a cohesive wayfinding and identity system for the area.

Site Photos: Included on following page.

- 6. Project Target Area:** BRIDGE District initially, spreading throughout the City.
- 7. Project Ownership:** Signs will be installed primarily in the public ROW or public land; where necessary or desirable, agreements with private property owners will be established.
- 8. Project Partners:** City of Hudson, local businesses and organizations, residents.
- 9. Capacity:** HDC is a non-profit Local Development Corporation (LDC) established to sustain, promote, and attract projects that improve economic opportunities for businesses and residents, create jobs, and enhance the quality of life in Hudson. It has a successful track record implementing a variety of projects in the City and has played a leadership role in the DRI process.
- 10. Anticipated Revitalization Benefits:** A designed system of signs and directional aides will enhance overall community identity and orient residents and visitors to the surrounding built and natural environments, destinations, business areas, public amenities, and parking.
- 11. Project Budget:**

USE OF FUNDS	AMOUNT
Design, manufacturing, and installation of signage	\$200,000
TOTAL	\$200,000
- 12. Cost-Benefit Analysis:** Installing signage will inform visitors of the array of businesses and amenities in Hudson. Studies from signage programs in other cities indicate measurable increase in visitation to local stores.

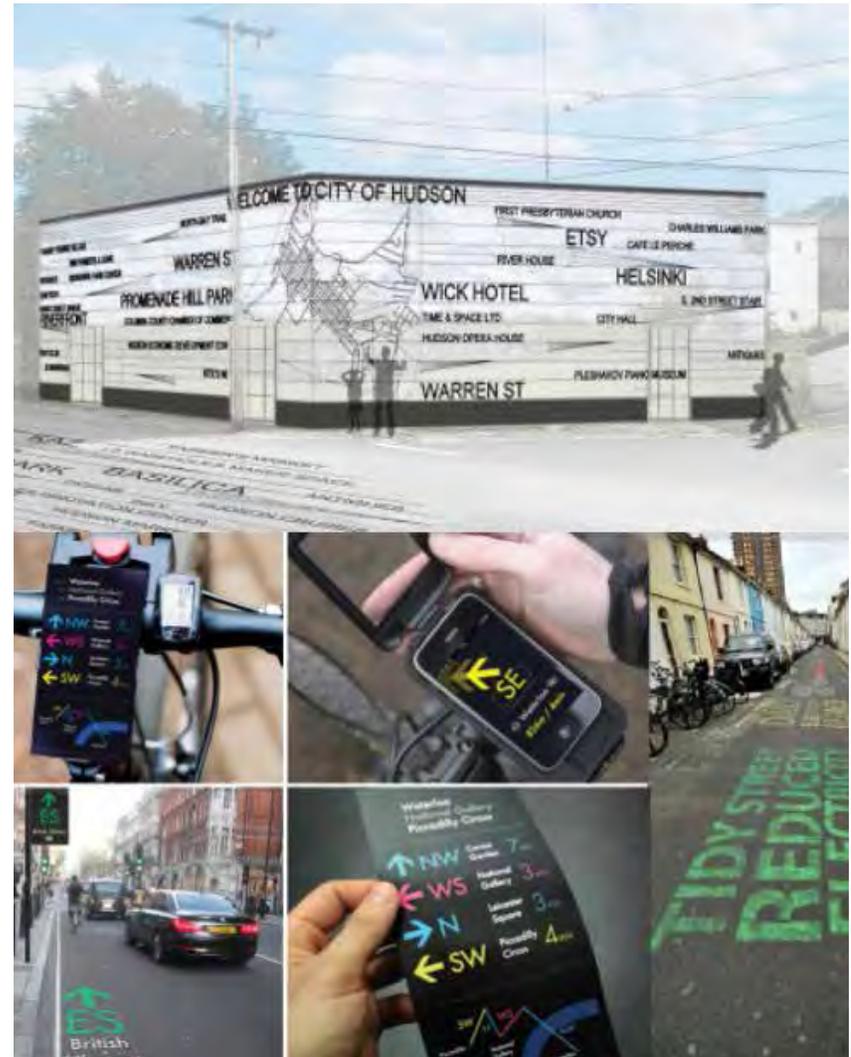
13. Timeframe for Implementation and Project Readiness:

ITEM	TIME FRAME
Design signage through public and artist outreach	Months 1-6
Select locations for first set of signs	Months 3-6
Manufacture signage	Months 6-8
Install signage	Months 8-12

14. Project Reporting: HDC will report to the City of Hudson on progress toward achieving milestones.



Example of banner signage on light poles.



Example of different types of wayfinding information.

GRANTS

18. Provide Homeowner Improvement Grants



- 1. Project Title: Provide Homeowner Improvement Grants**
- 2. Strategies:** Livable Community
- 3. DRI Funding Request: \$500,000**
- 4. Public Support:** There was initial concern about eligibility for the grants. The proposal has been modified to add income and owner-occupied restrictions to address this. The grants will help local residents with limited means make needed exterior and interior repairs and improve the “curb appeal” of their neighborhood.
- 5. Project Description:** HCDPA will implement an income-restricted grant program for local homeowners. The purpose is to support the neighborhoods around Warren Street by improving their visual appearance. DRI funds will be made available to improve exterior and interior home features. The maximum award per property is \$10,000. Grant applications will be reviewed and approved by the Hudson DRI Grant Review Committee made up of staff from Hudson Development Corporation, City of Hudson, the Department of State, and by appointed community members (up to three) with experience in architecture, historic preservation, real estate, community development, or landscape design. Grantees will be awarded based on the projects’ ability to improve curb appeal and overall neighborhood environment; enhance the historic character of the neighborhood; leverage additional private investment, and support increased home ownership.
- 6. Project Target Area:** Primary focus on applicants in the BRIDGE District, but also considering applicants between Second and Fourth Streets.
- 7. Project Ownership:** Home owners are responsible for applying and managing exterior improvement projects. HCDPA is responsible for fund approval and dispersal.
- 8. Project Partners:** Local home owners and potentially the local chapter of Habitat for Humanity.
- 9. Capacity:** HCDPA is the City’s urban renewal agency and has successfully completed numerous projects in Hudson.

- 10. Anticipated Revitalization Benefits:** Direct benefits to homeowners through increased housing value. Indirect benefits to adjacent property owners as overall values increase and the visual appearance of the neighborhood improves.

11. Project Budget:

USE OF FUNDS	AMOUNT
Grant Program	\$450,000
Administration (10%)	\$50,000
TOTAL	\$500,000

- 12. Cost-Benefit Analysis:** The grants will leverage private investment to make needed repairs to an aging housing stock.

13. Timeframe for Implementation and Project Readiness:

ITEM	TIME FRAME
Program development	Months 1-6
Grant applications released	Months 6-8
Grant awards	Months 10-12
Project implementation	Months 12-24

- 14. Project Reporting:** HCDPA will monitor grant awardees progress to ensure compliance.

GRANTS



19. Provide Minority, Women and Veteran-Owned Business Support

1. **Project Title: Provide Minority, Women and Veteran-Owned Business Support**
2. **Strategies:** Employment Opportunities
3. **DRI Funding Request: \$100,000**
4. **Public Support:** This project received support from the community at the second public meeting. Creating job opportunities has been a consistent community concern, and this project will support local entrepreneurs.
5. **Project Description:** Hudson Development Corporation (HDC) will implement a grant program to support minority and women business enterprises (MWBE) and veteran-owned businesses. DRI funds will be made available to support capital improvement and other expenses. The project has three primary goals:
 - a. Provide matching grant funds for capital improvements, technology and security upgrades, emergency repairs, ADA improvements, and other capacity building.
 - b. Foster participation in the following NYS MWBE programs to enhance the diversity of Hudson’s business community and leverage the talent of the BRIDGE district residents:
 - Capital Support and Networking Programs
 - Bridge to Success Loan Program
 - Small Business Revolving Loan Fund
 - NYS Surety Bond Assistance
 - Business Mentor NY
 - Columbia County Chamber of Commerce Leadership Program
 - c. Encourage participation in local micro-loan programming and state programs by providing matching grant funds for MWBE businesses.
6. **Anticipated Revitalization Benefits:** According to the National Minority Supplier Development Council, “It is estimated that minorities will be the new majority in the next 30 years. Attention must be placed on the growth and sustainability of a younger, multiracial population as they become the foundation of the American economy. If minority businesses are not growing and succeeding, the U.S. economy and the global economy

will be negatively impacted.” In addition, the U.S. Census Bureau’s 2012 Survey of Business Owners stated that minority-owned businesses are growing faster than non-minority-owned businesses. Leveraging the talent and diversity of Hudson’s entrepreneurs within the BRIDGE District is key to Hudson’s long-term economic success. Local qualified MWBE’s can play an important role in the development and construction of DRI-funded projects. Additional minority- and women-owned businesses are essential components in creating an equitable economic development environment in Hudson.

7. **Timeframe for Implementation and Project Readiness:** The two goals of this project, outreach and enrollment of new MWBEs, and workshop organization for existing MWBEs to access of available programs, are dependent on the availability of an NYS MWBE program representative and can begin as soon as contracting is complete and funding made available.

MWBE and veteran-owned businesses may apply for capacity grants as soon as funding is available and administration capacity has been established.

8. Project Budget:

USE OF FUNDS	AMOUNT
Marketing/PR/Outreach	\$5,000
Grant Program	\$85,000
Administration (10%)	\$10,000
TOTAL	\$100,000

9. **Organizational Structure/Responsible Parties:** The Hudson Development Corporation is a nonprofit Local Development Corporation (LDC) established to sustain, promote and attract projects that improve economic opportunities for businesses and residents, create jobs and enhance the quality of life in the City of Hudson. Partners will include the Hudson Chamber of Commerce and the Columbia Economic Development Corporation (CEDC) .

10. **Project Reporting:** HDC will monitor participants to track success.

Project Summary Table

DRI-FUNDED PROJECTS

Table 11: Summary Table Ranked by Project Cost

PROJECT NUMBER	PROJECT NAME	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
10	Redevelop the KAZ Site as Mixed-Use Transit-Oriented Development	Hudson Development Corporation/ Private Partner TBD	\$25,000,000	DRI, private equity, other sources TBD pending developer selection	Month 1	Month 24	TBD
8	Construct Modern Mixed-Income Housing on State Street	Hudson Housing Authority	\$6,500,000	DRI, developer investment, NYS HCR, federal tax credits, CDBG	Month 1	Month 24	8
7	Stabilize the Dunn Warehouse for Future Re-Use	City of Hudson	\$4,500,000	DRI, Restore NY grant, OPRHP grant,	Month 3	Month 12	TBD
1	Implement Multimodal Circulation and Connectivity Improvements	City of Hudson	\$3,982,550	DRI	Month 3	Month 18	0
9	Establish a Community Food Hub to Improve Food Access and Provide Employment Opportunities	Hudson Valley AgriBusiness Development Corporation (HVADC)	\$2,355,000	DRI, Berkshire Taconic Community Foundation, Local Food Promotion Program (LFPP), Value Added Producer Grant (VAPG)	Month 2	Month 12	18
2	Design and Construct Railroad Point Pier	City of Hudson/ Hudson Sloop Club	\$2,124,180	DRI, Hudson River Estuary Program, NYS Urban Environmental Education Center grant, capital campaign, partner organizations	Month 6	Month 24	0
3	Renovate Promenade Hill Park for ADA Access to All Park Amenities	City of Hudson	\$1,815,000	DRI, City of Hudson	Month 1	Month 12	0
13	Winterize Basilica Hudson and Create a High-Visibility Public Greenspace	Basilica Industries, LLC	\$1,285,025	DRI, NYS CFA, Historic Tax Credits, NYS Preservation League EPIP loan, institutional donors and lenders, private investment	Month 1	Month 12	10
15	Fit-Out Commercial Kitchen and Retail Space to Provide Workforce Training	Wm. Farmers & Sons	\$1,150,000	DRI, 111 Oak Foundation, private investment	Month 1	Month 9	21

PROJECT NUMBER	PROJECT NAME	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
11	Establish the North Bay Re-Generation Project to Provide Educational Programming, Youth Workforce Development, Sustainable Technologies, and Urban Agriculture	Kite's Nest	\$1,065,000	DRI, DEC Environmental Justice Community Impact grant, DEC Urban Environmental Education Center grant, capital campaign, private investment	Month 1	Month 21	29
14	Provide Workforce Development Infrastructure at River House	River House Project, LLC	\$1,034,000	DRI, institutional lenders	Month 1	Month 6	50-100
12	Create Community Maker-space/Business Incubator	Hudson-Creative	\$982,520	DRI, private industry partners, foundations, fees from members, users, workshops, and space rentals	Month 3	Month 15	2
5	Provide Free Wi-Fi to Hudson Residents and Visitors	Hudson Development Corp	\$595,000	DRI, City of Hudson, private partners	Month 3	Month 12	0
18	Provide Homeowner Improvement Grants	Hudson Community Development and Planning Agency	\$500,000	DRI	Month 1	Month 10 (first awards)	0
4	Cross Street Streetscape and Staircase Connection	City of Hudson	\$305,968	DRI, Redburn Development Companies	Month 1	Month 4	0
17	Develop Comprehensive Wayfinding and Signage	Hudson Development Corp	\$200,000	DRI	Month 1	Month 12	0
6	Repurpose Historic Fishing Village as a City Park	City of Hudson	\$191,290	DRI, City of Hudson, NYS OPRHP	Month 3	Month 12	0
19	Provide Minority, Women and Veteran-Owned Business Support	Hudson Development Corporation	\$100,000	DRI	Month 1	Month 10 (first awards)	10
16	Prepare Sites on State Street and Columbia Street for Mixed-Income Housing	Hudson Community Development and Planning Agency	\$76,450	DRI, City of Hudson, HCDPA	Month 1	Month 6	0

DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION

Project Location Map



The Local Planning Committee recommends the following projects remain in the DRI Plan as they align with the plan’s vision and strategies. However, due to additional work needed to ensure implementation success in the near term, these projects are not recommended for DRI funding. In some cases, other State and Federal funding programs would be more appropriate funding sources.

	PROJECT NAME	PG.
A	Electric Bus	2.60
B	59 Allen Street Bed and Breakfast	2.62
C	22-24 Warren Street Mixed Use with Affordable Housing	2.65
D	Robert Taylor House	2.67
E	Salvation Army	2.70

Figure 14: Hudson DRI-Aligned Projects for Future Consideration

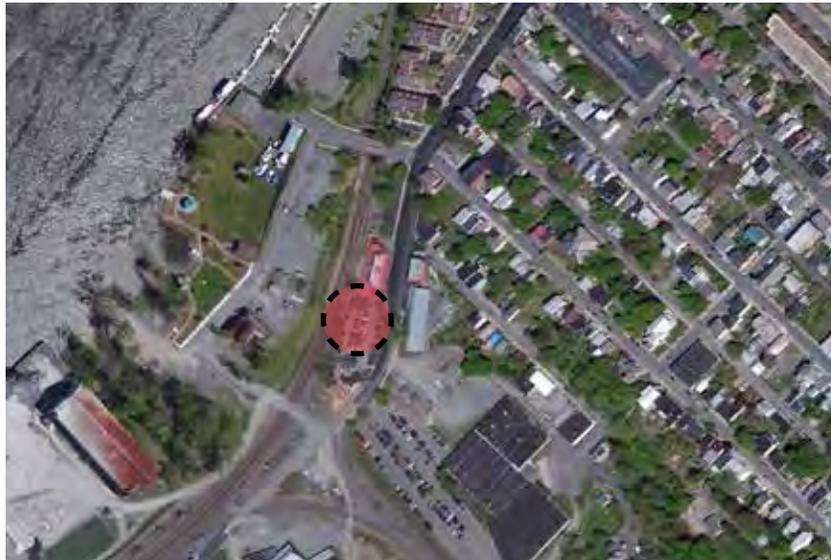
DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION



A. Provide an Electric Shuttle Bus Transportation Loop from Downtown Hudson to Olana and Fairview Avenues

1. **Project Title:** Provide an Electric Shuttle Bus Transportation Loop from Downtown Hudson to Olana and Fairview Avenues
2. **Strategies:** Transportation
3. **DRI Funding Request:** n/a
4. **Public Support:** Improved transportation options was a community priority.
5. **Project Description:** County Concierge will find funding to purchase an electric bus to increase public transportation options to connect the waterfront with other parts of the City and region. The need for affordable and reliable public transportation for tourists traveling via Hudson Amtrak and for residents will be further supported. Downtown area business owners have voiced their support for public transportation for some time.
6. **Project Location:** Recommendation is that the charging stations should be located on City property near the Amtrak Station. Authorization will be required.

7. **Project Ownership:** County Concierge LLC, DBA Countryside Car Service
8. **Project Partners:** The Columbia County Chamber of Commerce is involved in supporting the project. Proposed involvement with Columbia County Tourism for marketing and advertising, the Columbia County Economic Development Corporation for salaries for jobs provided.
9. **Capacity:** Countryside Car Service has provided Columbia County and the Hudson Valley with top notch ground and event transportation for over six years. Their reputable service has proven that they are capable of growing their business in an ever-changing environment like Hudson. Countryside Car Service supports its local community by providing transportation for the Roe Jan Library. Countryside Car Service supports the Hillsdale Historical Society by providing house tour transportation. Countryside serves on the Hillsdale Business Alliance steering committee and organizes events with them. Countryside has worked with other transportation businesses in the area on weddings and other events as an affiliate.



10. Project Budget:

USE OF FUNDS	AMOUNT
Cost of two buses	\$208,000
Three employees	\$106,000
Insurance	\$35,000
Advertising/Marketing	\$15,000
Charge stations	\$30,000
TOTAL	\$394,000

11. Funding Sources:

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Cost of two buses	\$208,000	Vouchers/Other funding	\$60,000/\$148,000
Three employees	\$106,000	Other funding	\$106,000
Insurance	\$35,000	Other funding	\$35,000
Advertising/Marketing	\$15,000	Tourism	\$15,000
Charge stations	\$30,000	Other funding	30,000
TOTAL	\$394,000	TOTAL:	\$334,000/\$394,000

12. Cost-Benefit Analysis: The Chamber of Commerce approached County Concierge about this project. The Chamber has had numerous requests from merchants, restaurant owners, residents, tourist, and workers, for a reliable mode of public transportation. As the community grows, so does the need to improve mobility. The electric bus will reduce congestion and improve air quality, as well as meet the need for transportation. Improved access to the waterfront will support visitors arriving by water as well as increase activity and connectivity across Hudson.

13. Regulatory Requirements: Countryside will obtain the required NYS-DOT licenses and permits for the operation of the buses.

14. Rendering of Completed Project: n/a



Source: <https://www.proterra.com/wp-content/uploads/2017/10/SLIDER-3.jpg>

15. Timeframe for Implementation and Project Readiness:

This program should be able to start within four months after funding is approved. The vehicles will be purchased and insured along with obtaining required permits and licenses. The timeframe for this will be two to three weeks. Two drivers and a manager will be hired and trained in one to two weeks' time. Routes for the loop will be established and finalized by a community committee, along with the Chamber and Countryside. An advertising and marketing promotion will be done throughout the City, with support from tourism, the Chamber, local tourist attractions and Amtrak. Loop planning will occur within the same period as the training and permits are being obtained. The bus service will begin with a short pilot program of one month. During this period Countryside, riders and the community will assess progress. Feedback can be provided during meetings and/ or via a website to add stops, resolve any problems and make changes. During the following months, Countryside and the City of Hudson will continue to assess and make changes as needed. The full program will be piloted for two years.

16. Project Reporting: Columbia County Chamber of Commerce will report on key milestones during implementation.

DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION



B. Restore Historic Alger House for a Bed and Breakfast

- 1. Project Title: Restore Historic Alger House for a Bed and Breakfast**
- 2. Strategies:** Employment Opportunities
- 3. DRI Funding Request:** n/a
- 4. Public Support:** Community sentiment varies widely for this project, from support for historic preservation and adaptive reuse to strong opposition due to long-standing concerns about ownership. While this project will enliven a vacant structure on a residential street, many residents voiced concern about the use of public funds to support this private project.
- 5. Project Description:** This project will use private funds to restore a currently vacant historic house into a bed-and-breakfast. The Alger House is one of Hudson’s most historically significant buildings, built in 1851 by one of the founders of the Hudson Iron Company. Its Gothic Revival style has made it into a local landmark. This shovel-ready project will create a 3,870 square foot bed-and-breakfast at the top of the Second Street stairs, helping to beautify and reinforce this important pedestrian route to the riverfront. This building is an attractive location for a bed-and-breakfast, offering a unique historic environment to a boutique lodging operator. This project will add to the emerging waterfront area as an exciting neighborhood with a full range of dining, lodging, and event space options.

Type: This project will preserve a historic structure by renovating an existing vacant house.

Use: Commercial (lodging)

Goals/Selection Criteria: The project meets several selection criteria including having transformational potential for this corridor, its project readiness, the ability to create local jobs in the hospitality industry, and improving the appearance of the Second Street public stairs.

Catalytic/Transformative Nature: This project will contribute to the economic growth of the south end of the BRIDGE District. It will expand the lodging and dining options in this area, complementing

both the Wick Hotel and the Basilica Hudson as renovated historic structures returned to productive use.

Project Challenges: Establishing niche among the number of existing and planned hospitality providers in Hudson, overcoming local opposition and public perception.

Maintenance/Management: Galvan Initiatives Foundation, Inc will be responsible for development, management, and long-term sustainability of the project.

Relationship to Other Proposed Projects: This project is immediately adjacent to the Second Street stairs and near the Cross Street improvements. It is also part of a multi-site initiative by the sponsor to return vacant buildings to active use, creating new housing, dining, and commercial space while preserving historic structures.

Site Photos: Please see the following pages.

- 6. Jobs Created:** Approximately four construction jobs in the first year, and approximately eight permanent jobs for hospitality staff starting in year two.
- 7. Project Location:** [42.25327, -73.79517] 59 Allen Street, at the top of the Second Street stairs



8. Project Ownership: Galvan Initiatives Foundation, Inc

9. Acquisition of Real Property: None needed.

10. Anticipated Revitalization Benefits: In the near-term, this project will stabilize and repair a significant historic structure in a prominent location. In the mid- and long-term, it will provide local job opportunities, support for the tourism industry, and contribute to the ongoing improvement of the neighborhood south of Warren Street. This project furthers objectives identified in the Capital Region Economic Development Council’s Strategic Plan, the Upstate Revitalization Initiative Plan, and the community priorities identified in the DRI planning process. It adaptively re-uses a historic building to help spur economic development in an area with several successful businesses in adapted historic buildings. It promotes waterfront utilization by revitalizing the Second Street pedestrian route in the BRIDGE District.

11. Future Use of Structure: Bed and Breakfast

12. Project Budget:

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Acquisition	\$450,000	Owner contribution	\$450,000
Predevelopment	\$5,000	Owner equity	\$5,000
Soft costs	\$40,000	Owner equity	\$40,000
Construction	\$464,400	Owner equity	\$60,064
		Other funding	\$404,336
Contingency	\$46,440	Owner equity	\$46,440
Professional services	\$5,000	Owner equity	\$5,000
TOTAL	\$1,010,840		\$1,010,840

Owner contribution and owner equity are committed funds for the project.

13. Proforma: The leisure and hospitality industry has experienced 10% job growth in the Upper Hudson Valley/Columbia County region since 2016, representing the largest concentration of new jobs in this industry sector. Expected rents are estimated at \$10 per square foot on a triple-net basis.

14. Regulatory Requirements: Planning Board approval, construction permit, and City of Hudson Historic Preservation Commission Certificate of Appropriateness for renovations.

15. Rendering of Completed Project: n/a

16. Timeframe for Implementation and Project Readiness:

MILESTONE	DATE
Design Drawings Complete	Spring 2018
Planning Board Approval	Summer 2018
Construction Permits Granted	Summer 2018
HPC Certificate of Appropriateness Obtained	Summer 2018
Construction Commencement	Fall 2018
Construction Completed	Fall 2019

17. Project Reporting: Galvan Initiatives Foundation, Inc will report to the City of Hudson to monitor compliance with project milestones toward renovating the structure, identifying an operator, and beginning service.



The vacant house today.



The Second Street stairs are to the left of the trees.

DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION

C. Create Affordable Housing by Renovating Historic Warren Street Building



1. **Project Title: Create Affordable Housing by Renovating Historic Warren Street Building**
2. **Strategies:** Livable Community, Employment Opportunities
3. **DRI Funding Request:** n/a
4. **Public Support:** Affordable housing is an ongoing community concern, however public sentiment varies for this project. Some support the historic preservation and reuse of a vacant structure on Warren Street, while others oppose the project due to long-standing concerns about ownership.
5. **Project Description:** Private funds will be leveraged to renovate 22-24 Warren Street into a mixed-use property with four affordable housing units and ground floor commercial space. This structure is one of the oldest buildings in Hudson, built circa 1784 by one of the City's 30 original Proprietors. This renovation will create a small ground floor commercial space and four units of affordable housing to help address the urgent community need for modern housing at affordable rents. Rents for the three, one-bedroom units and one, two-bedroom unit are set to be affordable for households making 60% of the area median income. The ground floor commercial space will provide 1,376 square feet of professional office space for rent, marketed to attract high-wage professional employment opportunities.

Type: This project will preserve a historic structure by renovating an existing vacant building.

Use: Mixed-use

Goals/Selection Criteria: The project meets several selection criteria including having transformational potential for this section of Warren Street, its project readiness, the ability to support local jobs and provide affordable housing, and improving the appearance of Warren Street.

Catalytic/Transformative Nature: This project will provide critically needed affordable housing options for Hudson residents while renovating a vacant historic structure. It is intended to demonstrate how a primarily privately financed project can provide

affordable housing while maintaining economic viability.

Project Challenges: Overcoming local opposition and public perception.

Maintenance/Management: Property management and maintenance services will be provided by Galvan Partners through a management agreement with Galvan Civic Housing, LLC.

Relationship to Other Proposed Projects: This project is across the street from the proposed Salvation Army emergency food pantry. It is also part of a 20-unit, scattered site, affordable housing initiative by the project sponsor.

Site Photos: n/a

6. **Jobs Created:** Approximately four construction jobs in the first year, and space for approximately four permanent jobs for professional office workers starting in year two.
7. **Project Location:** [42.25606, -73.79500] 22-24 Warren Street, Hudson, NY



8. **Project Ownership:** Galvan Civic Housing, LLC

9. **Acquisition of Real Property:** None needed.

10. Anticipated Revitalization Benefits: In the near-term, this project will stabilize and repair a significant historic structure in a prominent location. In the mid- and long-term, it will provide affordable housing and workspace for local companies, while contributing to the ongoing improvement of this section of Warren Street.

This project furthers objectives identified in the Capital Region Economic Development Council’s Strategic Plan, the Upstate Revitalization Initiative Plan, and the community priorities identified in the DRI planning process. The project promotes living-wage job creation by developing professional office space attractive to small and family-run businesses, and businesses engaged in the creative economy. It adaptively reuses a historic building to create mixed-use affordable housing.

11. Future use of structure: Housing and commercial

12. Project Budget:

Owner contribution and owner equity are committed funds for this project.

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Acquisition	\$250,000	Owner contribution	\$250,000
Predevelopment	\$10,000	Owner equity	\$10,000
Soft costs	\$50,000	Owner equity	\$50,000
Construction	\$700,000	Bank financing	\$248,280
		Other funding	\$451,720
Contingency (10%)	\$70,000	Bank financing	\$70,000
Professional services	\$10,000	Owner equity	\$10,000
Financing costs	\$39,300	Owner equity	\$39,300
TOTAL	\$1,129,300		\$1,129,300

13. Proforma: Developer’s market study indicated net rent for one-bedroom unit at \$629/month to be affordable at 60% AMI, and net rent for two-bedroom unit at \$768/month. The proposal assumes an office rent of \$18 per square foot.

14. Regulatory Requirements: Planning Board approval, construction permit, and City of Hudson Historic Preservation Commission Certificate of Appropriateness for renovations.

15. Rendering of Completed Project: See below.

16. Timeframe for Implementation and Project Readiness:

MILESTONE	DATE
Design Drawings Complete	Spring 2018
Planning Board Approval	Spring 2018
Construction Permits Granted	Summer 2018
HPC Certificate of Appropriateness Granted	Summer 2018
Construction Commencement	Fall 2018
Construction Completed	Fall 2019
Project Rent Up Completed	Winer 2019

17. Project Reporting: Galvan Initiatives Foundation, Inc will report to the City of Hudson to monitor compliance with project milestones toward renovating the structure, leasing the units, and finding a commercial tenant.



Proposed exterior renovation.

DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION

D. Restore and Activate the Historic Robert Taylor House



1. **Project Title:** Restore and Activate the Historic Robert Taylor House
2. **Strategies:** Livable Community, Employment Opportunities
3. **DRI Funding Request:** n/a
4. **Public Support:** Community sentiment varies widely for this project, from support for historic preservation and adaptive reuse to strong opposition due to long-standing concerns about ownership. The Historic Hudson organization has identified the Robert Taylor House as one of its top priorities for restoration. While this project will save a vacant historic structure, many residents voiced concern about the use of public funds to support this project.
5. **Project Description:** Private funds will be used to renovate the Robert Taylor house, designated an individual landmark by the Hudson Historic Preservation Commission in 2004. The project will restore a c.1790 Dutch Colonial building to create a 2,240 square foot commercial space near two other significant investments, the Wick Hotel and the KAZ mixed-use redevelopment. The project helps beautify the Second Street pedestrian route to the riverfront. The Robert Taylor House is an exceptional location for a restaurant and bar, offering a unique historic environment in a neighborhood with multiple commercial establishments in adapted historic buildings.

Type: This project will preserve a historic structure.

Use: Commercial

Goals/Selection Criteria: The project meets several selection criteria including transformative potential, its project readiness, and improving the appearance of the Second Street public stairs.

Catalytic/Transformative Nature: This project will contribute to the economic growth of the south end of the BRIDGE District. It will expand dining options in this area, complementing both the Wick Hotel and the Basilica Hudson as renovated historic structures returned to productive use.

Project Challenges: Overcoming local opposition and public

perception.

Maintenance/Management: Galvan Initiatives Foundation, Inc will be responsible for development, management, and long-term sustainability of the project.

Relationship to Other Proposed Projects: Adjacent to the Second Street Stairs, Cross Street improvements, and near the KAZ mixed-use development.

Site Photos: Please see the following page.

6. **Jobs Created:** Ten

7. **Project Location:** 68 South Second Street, Hudson, NY [42.25270, -73.79556]

8. **Project Ownership:** Galvan Initiatives Foundation



9. **Acquisition of Real Property:** None needed.

10. Anticipated Revitalization Benefits: In the near-term, this project will stabilize and repair a significant historic structure in a prominent location. In the mid- and long-term, it will provide local job opportunities, support for the tourism industry, and contribute to the ongoing improvement of the neighborhood south of Warren Street. This project furthers objectives identified in the Capital Region Economic Development Council’s Strategic Plan, the Upstate Revitalization Initiative Plan, and the community priorities identified in the DRI planning process. The project promotes living-wage job creation by developing commercial space for small businesses. It adaptively re-uses a historic building to help spur economic development in an area with several successful businesses in adapted historic buildings.

11. Future Use of Structure: Commercial - restaurant

12. Project Budget:

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Acquisition	\$132,000	Owner equity	\$132,000
Predevelopment	\$10,000	Owner equity	\$10,000
Soft costs	\$25,000	Owner equity	\$25,000
Construction	\$403,200	Owner equity	\$235,700
		Other funding	\$167,500
Contingency	\$40,320	Owner equity	\$40,320
Professional services	\$5,000	Owner equity	\$5,000
TOTAL	\$615,520		\$615,520

13. Proforma: Market study indicates vacancy rate less than 3% and commercial/retail space rent at \$16 per square foot on a triple-net basis.

14. Regulatory Requirements: Planning Board approval, construction permits, and City of Hudson Historic Preservation Commission Certificate of Appropriateness.

15. Rendering of Completed Project: Please see the following page.

16. Timeframe for Implementation and Project Readiness:

MILESTONE	DATE
Design Drawings Complete	Spring 2018
Planning Board Approval	Spring 2018
HPC Certificate of Appropriateness Obtained	Spring 2018
Construction Permits Granted	Summer 2018
Construction Commencement	Summer 2018
Construction Completed	Summer 2019

17. Project Reporting: Galvan Initiatives Foundation, Inc will report to the City of Hudson to monitor compliance with project milestones toward renovating the structure and finding a commercial tenant.



The Robert Taylor House today (right), adjacent to the Second Street stairs (center background).



Proposed design.

DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION

E. Expand Salvation Army Emergency Food Service Program



- 1. Project Title:** Expand Salvation Army Emergency Food Service Program
- 2. Strategies:** Livable Community, Food Access
- 3. DRI Funding Request:** n/a
- 4. Public Support:** Food access has been a consistent community concern that this project will help address. Community sentiment varies for this project, from support for providing an important service for struggling residents to opposition due to long-standing concerns about the property owner.
- 5. Project Description:** Funds will be applied for to create a 3,000 square foot space for the Salvation Army Hudson Service Center to meet the urgent community need for emergency food services. The Salvation Army Hudson Service Center is a well-established supportive service provider offering critical emergency meal service and a fresh food pantry for over 600 families. This new space will enable the Salvation Army to significantly increase the scale of their current operations in Hudson and offer new services. The new space accommodates an expanded food pantry and will enable the Salvation Army to hire a social worker to provide additional support to individuals and families using Salvation Army's emergency services.

Type: This project will renovate an existing structure.

Use: Commercial

Goals/Selection Criteria: The project meets several selection criteria including project readiness, sponsor capacity, and existing demand.

Catalytic/Transformative Nature: The food pantry is a critical source of fresh food for residents living in a USDA-designated "food desert"; providing on-site social services will further help clients address their needs and work toward self-sufficiency.

Project Challenges: Overcoming local opposition and public perception of the property owner.

Maintenance/Management: Salvation Army will be responsible for development, management, and long-term sustainability of the project.

Relationship to Other Proposed Projects: Near the Promenade Hill Park project.

Site Photos: n/a

6. Jobs Created: 2-4

7. Project Location: [42.25561, -73.79531] 11 Warren Street, Hudson, NY



8. Project Ownership: Galvan Initiatives Foundation

9. Acquisition of Real Property: None needed.

10. Anticipated Revitalization Benefits: This project addresses the need for healthy food in Hudson by providing a safety net for individuals and families who struggle to access healthy food while living in a food desert. The project allows Salvation Army to better serve their clients, who represent 60% of Columbia County's hungry individuals and families.

11. Future Use of Structure: Food pantry and social work support

12. Project Budget:

USE OF FUNDS	AMOUNT	SOURCE OF FUNDS	AMOUNT
Acquisition	\$249,375	Owner equity	\$249,375
Predevelopment	\$10,000	Owner equity	\$10,000
Soft Costs	\$25,000	Owner equity	\$25,000
Construction	\$240,000	Owner equity	\$16,650
		Other funding	\$223,350
Contingency	\$24,000	Owner equity	\$24,000
Professional Services	\$10,000	Owner equity	\$10,000
TOTAL	\$558,375		\$558,375

Owner equity is committed as funding for this project.

13. Proforma: n/a

14. Regulatory Requirements: Planning Board approval and construction permits.

15. Rendering of Completed Project: Please see the following page.

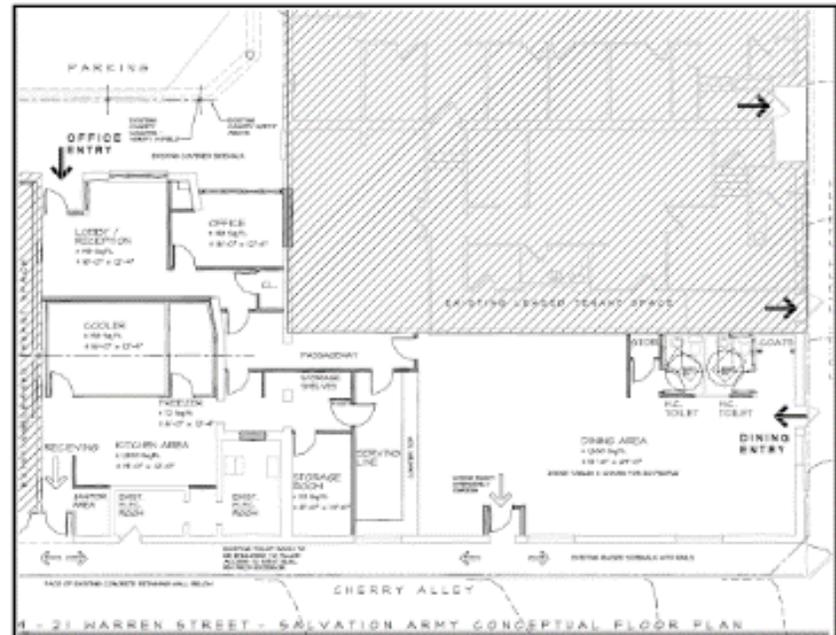
16. Timeframe for Implementation and Project Readiness:

MILESTONE	DATE
Approvals and permits	Spring 2018
Construction begins	Summer 2018
Construction ends	Winter 2018

17. Project Reporting: Salvation Army will report to the City of Hudson to monitor compliance with project milestones toward fitting out the space and beginning service at this location.



Existing site photo.



Proposed floor plan.

Project Summary Table

DRI-ALIGNED PROJECTS FOR FUTURE CONSIDERATION

Table 12: Summary Table of DRI-Aligned Projects for Future Consideration

PROJECT NUMBER	PROJECT NAME	RESPONSIBLE PARTY	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
A	Electric Bus	County Concierge LLC	\$394,000	Columbia County Tourism, other funding	Month 4	Month 10	Yes
B	59 Allen Street Bed and Breakfast	Galvan Foundation	\$1,010,840	Owner equity, other funding	Month 3	Month 18	Yes
C	22-24 Warren Street Mixed Use with Affordable Housing	Galvan Foundation	\$1,129,300	Owner equity, private financing, other funding	Month 3	Month 18	Yes
D	Robert Taylor House	Galvan Foundation	\$615,520	Owner equity, other funding	Month 3	Month 21	Yes
E	Salvation Army	Galvan Foundation	\$558,375	Owner equity, other funding	Month 3	Month 12	Yes

City of Hudson
Downtown Revitalization Initiative Plan
Capital Region REDC