Village of Johnson City, NY
Downtown Revitalization Initiative
2018

Guiding Downtown JC from Today into Tomorrow
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Acknowledgements

The Village of Johnson City is thankful to be assisted in the redevelopment process by area leaders, community stakeholders, private business owners, and local community organizations. Special thanks to the consultants at Bergmann & Associates, for leading public meetings, performing analysis reports, and developing plans and studies which inform this application. The Village has also been pleased to receive continued support and assistance through the revitalization process from the Town of Union, the Broome County Planning Department, Binghamton University, and the Johnson City Partners.

Photographs included in this application were contributed by:

Binghamton University
Goodwill Theatre, Inc.
Bergmann & Associates
Johnson City Partners, Inc.
Department of Public Art
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**JCDRI Vision:** The Johnson City Downtown Revitalization Initiative’s vision is to ensure sustainable redevelopment, to develop impactful, high community-value projects, and to spur increased private investments. This vision will be achieved through strategic planning using community input to prioritize projects for public investment and implementation.

With a heritage as a welcoming, multicultural, working class community, **Downtown Johnson City is:**

**Innovative, creative, diverse, collaborative, inclusive, sustainable and growing**...

The JCDRI will build on existing assets, investments, and resources to capitalize on current regional economic trends to develop/create a community core which is resilient economically, environmentally and socially.

In revitalizing the downtown, the Village needs an additional influx of funding to make certain new growth is sustainable, and to support the small businesses – new and old – to prepare to meet the demands of a repopulated community and a reinvigorated economy. Evolving while maintaining the historic character of the Village’s downtown creates redevelopment challenges which both funding and guidance could ameliorate.

The JC Health & Cultural iDistrict is the lynchpin in the Greater Binghamton Economic Ecosystem, connecting Endicott’s Advanced Manufacturing District to Binghamton’s Business Innovation District resources, while providing components to enhance area quality of life through art, culture and wellness opportunities as well as hosting a high density of medical professionals. This unique pool of creative-thinkers and bio-scientists are forming the perfect petri dish for growing health industry innovations. With a growing stock of creative social capital, the JC iDistrict is developing into a cutting-edge Medical Technology Hot Spot.

The Village’s leaders have acknowledged and embraced the transformational power of culture. The Mayor and Board strive to meet the community’s growing needs while keeping costs low and service quality high; with a small staff this means Village leaders go grass-roots, and go into the community to dig, plant and paint as needed.

As the Medical and Cultural iDistrict, playing this integral part in creating a modern valley of opportunity – a fresh Triple Cities where new ideas are championed and supported – we must also be innovative in the Downtown’s redevelopment strategies.

As Downtown JC evolves to become the Health and Cultural Innovation District, the Village is preparing to be a place where academic research, technological innovation and creative drive can support ideas from inspiration to the world marketplace. A community where world-changing innovations are brought to life by professionals who can bike to work and grow families as well as businesses.
The Village of JC is...

A comfortable, affordable community for young families and new businesses, prepared to empower entrepreneurs. A place with a traditional feel where the newest innovations can become reality.

The Village of Johnson City is on the edge of a complete transformation. Our downtown has suffered through the past two decades as the regional economy has faced the challenges of changes to the nations’ economic make-up, but we are resilient and ready emerge as a new model community. The recent influx of high-level public and private investments has created the opportunity to reimagine our community as the ideal location for young professionals and new families as well as senior citizens entering the “empty-nest” phase of life. Through our years of hardship, we have maintained our downtown’s defining characteristics such as historic character, walkability, and our heritage as a diverse and welcoming community – characteristics that are today’s buzz words for young professionals and entrepreneurs deciding where to live and locate their businesses. Our designation by the Regional Economic Development Council (REDC) as a Health and Cultural Innovation District has cemented our place in the Greater Binghamton Economic Ecosystem (GBEE).

The Village of Johnson City is located in the heart of the Triple Cities, the connection point between Binghamton and Endicott, and a link across the river to Vestal.

Nestled in a verdant river valley the Village of Johnson City is host to approximately 15,000 residents and home to United Health Service’s (UHS) largest facility, the Binghamton University’s new School of Pharmacy and Pharmaceutical Services, and the future home of the University’s highly reputed Decker School of Nursing. Other independent medical practices, pharmacies, and alternative health services operate in the Village, including licensed massage and nutrition services, the Vireo Health medical marijuana dispensary (serving the Greater Binghamton metro area) and multiple yoga studios. Most of these businesses are clustered in Downtown JC, also known as the Central Village neighborhood. Downtown JC is also a hub for culture, with a great variety of ethnic groceries and restaurants, and many assets on the National Register of Historic Places including the Square Deal Workers Arch and the Goodwill Theatre, which is planning a major expansion. Other cultural venues that draw significant visitors to the area include the Spool MFG Contemporary Art Space, Ave. D.I.Y. cooperative art space and the Binghamton Brewing Co. (a New York State designated Farm Brewery) Tap House. These industry clusters led to the area’s designation as a Health & Cultural iDistrict by the Southern Tier Economic Development Council.
Our stock is on the rise. An investment with a high return on investment - according to the Southern Tier Economic Development Council’s (STREDC), the Village of Johnson City saw the greatest growth in average per capita income, a 4.4% increase. Recent public and private investments to-date are upwards of $150+ million.

Downtown JC is poised to be the activity center of a modern urban network, supporting and enhancing the quality of life and job availability of its neighboring communities.

The Downtown JC Community

Downtown JC has an affordable housing market, well suited to first time homeowners as well as renters. Housing opportunities range from single family detached homes to multi-unit apartment buildings. Both student and market-rate housing are available in the neighborhood.

Main Street features multiple business space opportunities; unfortunately, many of the building require façade repairs. Once restoration projects are completed on these structures, Downtown JC will be a welcoming business environment with many opportunities for entrepreneurs.

The downtown community has already begun coming together to discuss redevelopment priorities, design guidelines and development dreams, through the process of creating an iDistrict Revitalization Strategy, guided by the professional services of Bergmann & Associates. This process brought the community together initially as part of an Endicott-Johnson Industrial Spine Brownfield Opportunity Area redevelopment planning project, but charrette-style public meetings, as well as individual interviews with residents and business owners, worked to develop tremendous public support and participation in the downtown redevelopment initiative. Meetings were held not only at Village Hall and in the Village Court, but also at hip new venues located downtown, such as Bing Brew and the Grapevine Café.

Spurred by this excitement, the JC Partners, a Village development-centric non-profit, hosted a Volunteer Appreciation event for organizations working in JC. The primary goals of the event, to create a stronger non-profit network and drive excitement,
optimism and energy about downtown redevelopment, were achieved. A variety of organizations from across the spectrum – religious, fraternal, medical, social – mingled, shared ideas, and discussed the rebirth of Downtown JC. Attendees left energized – ready to make sure that JC is redeveloped responsibly and sustainably. Public interest and support grow daily.

The Village of Johnson City’s goal of coordinated, targeted revitalization projects align with the goals and priorities of multiple existing development plans across the area, region, and state. Links to these plans can be found in the appendix.

Multiple and varied stakeholder involvement can help insure that the downtown redevelopment process doesn’t suffer from pitfalls such as gentrification. Ideally, this redevelopment should be as equitable as the Village’s original growth was under the watchful eye of the Johnson family.

Collaboration with strong community organizations working in the DRI target area can help make that possible. Established relationships are already in place with community partners including Sara Jane Johnson Memorial United Methodist Church, The Bridge Community Center, the JC Partners, JC Professional Businesswomen’s Association, and the Goodwill Theatre. Newer partnerships have grown over the past three years, with organizations including the JC Rotary, Volunteers Improving Neighborhood Environments (VINEs), Southern Tier Solar Works, and the Department of Public Art.

Using the Johnson City Health & Cultural District Revitalization Strategy as guidance and starting point, Downtown JC is ready to take the next steps toward bringing the community’s visions to life. DRI funding will provide the input needed to enable the Village to see the strategic planning process through to completion and allow for implementation of projects of key importance to the community and its many stakeholders.
Key Partnerships & Ongoing Collaborations

The Village of Johnson City relies on strong ties with community organizations to increase capacity and efficiency by supporting and participating in a collaborative community environment.

Many community members and organizations have come together to work toward the redevelopment of Downtown JC. They partner with the Village to fill the gaps – assisting with community building, public outreach, community celebrations and the upkeep and beautification of public spaces. This list falls short in not mentioning our inter-governmental collaborators, and they are many. From the Town of Union, with whom the Village maintains a shared services agreement, to county departments and state agencies, the support and teamwork while moving along the process of downtown revitalization planning has been overwhelming. Some of the key partnerships are summarized below.

Johnson City Partners, Inc. The JCP is a 501c3 non-profit organization comprised of neighborhood residents, business and property owners, representatives of non-profit and faith-based organizations, all working together for the economic revitalization of Downtown JC. This group has been working in collaboration with the Village to help restore and reinvigorate downtown JC since 2007. They focus on the Village core, believing that the condition of the central Village dictates the quality of life in the Village as a whole. JCP conducts public outreach, marketing, sponsors physical improvements and champions economic development efforts through grants, fundraising and community service activities.

In 2011, the JCP successfully wrote and then administered a NYS Homes & Community Renewal Main Street grant of almost $500,000. Funds were used to improve residential and commercial spaces along a portion of Main Street, and also provided some streetscape enhancements. The group leads downtown clean-up events throughout the year, and also sponsors a monthly classic car and live music “Cruz-In” event during the summer season. During a 2017 beautification project at CFJ Park, (immediately adjacent Downtown JC), they funded and new play
equipment, benches, and flowering trees. JCP started and then sponsored the annual Carousel Day community event for many years, until handing the reigns to the JC Rotary Club in 2017. They are working on developing a strong network of JC service organizations, and recently hosted volunteer appreciation night to kick-off that effort.

**Your Home Public Library.** YHPL was established in 1916 by George F. Johnson. In 1938 the library building was transferred to the Village, and later it’s governance was ceded to a Board of Directors. Today the library remains intertwined with but separate from the municipal government, and helmed by an energetic and experienced executive director, YHPL acts as a strong community partner. On top of lending thousands of books and other items, they coordinate numerous well-attended adult, young adult and children’s programs throughout the year; in 2017 attendance was around 2,100. YHPL also hosts a free community seed library, lends STEAM (Science – Technology – Engineering – Art – Math) kits to children and offers internet access to community members. They act as a community information resource – in 2017 library staff answered over 4,861 reference questions!

YHPL partners with the Village in the care and maintenance of public history and cultural assets, including historic documents, photos, memorabilia and fine art. As part of the Village’s Optimum Multimodal Transit project, the library has already extended its WiFi signal to cover the adjacent public park and bus shelter. YHPL partners with other community organizations in the area including CHOW, the JC Rotary, and Central JC Schools.

**The Rotary Club of Johnson City, New York.** The JC Rotary club, like all Rotary International groups, is dedicated to “service above self” and puts the needs of the Johnson City community high on their priority list.

In 2017, they adopted Jennison Park, in the center of Downtown JC. A small pocket park, the space hadn’t received much attention in recent years. The club organized clean up days, painted furnishings, installed a new bench and planted 25+ tree peonies donated by a local businessman, who brought peony specialists from Japan to assist with planting. In May, 2018, they hosted...
the first annual JC Tree Peony Festival. They plan to keep planting in Downtown JC, with a goal of making JC the tree peony capital of the United States.

JC Rotarians also organize the annual Carousel Day event and team up with other groups, volunteering at the University’s Alumni Global Day of Service, the Sarah Jane Johnson Bike Giveaway, and the Johnson City Field Days. They give dictionaries to JC elementary students and college scholarships for graduating seniors. On top of those projects, they sponsor the Community Youth basketball Dream Team and many beautification and community projects throughout the Village.

**Department of Public Art.** The Department of Public Art, a volunteer-based 501c3, sponsors public art work and art-related community activities throughout the Triple Cities, and has been focusing on Johnson City since 2017. The group promotes art in the Village by offering art panels to spice up empty storefront windows, painting large-scale panel-based artworks to beautify vacant industrial buildings as rehabilitation projects move forward, hosting children’s art activities, funding murals and sponsoring Mural Fest, a popular event in which the community helps paint murals in public spaces.

The organization will act as the lead organization in the O+ Festival being planned for 2019. The festival ties the arts to health, following the directive to encourage “exchanging the art of Medicine for the medicine of Art to empower communities to take control of their collective wellbeing.” With that mission statement, the O+ organization naturally wanted to site an event in the Health and Cultural District that is Downtown Johnson City! The festival will be undertaken as a collaborative effort by the DPA, the Village, the University, Assemblywoman Donna Lupardo, United Health Services, Lourdes Hospital, Goodwill Theatre, Broome County Arts Council and others.

**Binghamton University.** The university has been and continues to be both a development investor, and a great collaborative partner, assisting JC with planning and guidance, providing additional capacity through internship programs, by focusing projects and studies on downtown and by bring students into the community as volunteers through community service projects—an activity which can develop long-term local ties and keep students in the area post-graduation.
The Village of Johnson City is located in Broome County, in the Greater Binghamton Metro – in the eastern section of the Southern Tier region of New York State. The Downtown Johnson City Neighborhood is the core of the Village and the epicenter of the Triple-Cities. It links the surrounding municipalities of Binghamton, Endicott and Vestal, and provides a business and shopping destination for the outlying communities within New York’s Broome and Tioga Counties as well as Susquehanna County, Pennsylvania.

Downtown JC is bounded in the north by an active Norfolk-Southern Railway line; in the south by Grand Avenue; to the east by the locally historically significant Square Deal arch; and to the west by Route 201. It encompasses US census tract #139 and a small section of tract 140.

Three major gateways bring people into the area. From the east visitors pass through the historic Square Deal Arch located at the Village’s border with the City of Binghamton; the western edge of downtown where the Route 201 highway exchange meets Main at the Village’s border with the Town of Union; and at Lester
Avenue, where people enter from the Airport Road/I90/Route 17 exit.

The DRI target area is has multi-use zoning and features a Historic District, a Main Street with many intact turn-of-the-century buildings, a variety of housing options, and a concentration of cultural and medical businesses and institutions. Approximately 3,000 people, or just over 17% of the Village population lives within this neighborhood’s 249 acres.

Downtown Johnson City is poised to be a bio-medical hotspot, the center of medical innovation and research - the 25+ acre United Health Services campus, supported by various private practices, and Binghamton University’s incoming Pharmacy School and Decker Nursing School, are all located in the downtown neighborhood. The new university sites are expected to add approximately 1200 students and professional staff to the downtown.

The area’s strategic location between and connections to the Endicott and Binghamton iDistricts also makes it an ideal location for businesses. The area is located within a START-UP NY Zone, allowing businesses to access multiple tax benefits. The iDistrict’s business climate – in combination with its accessibility, historic and cultural assets, and ongoing investment – provide a solid foundation for growth.

The area is surrounded by larger regional shopping assets, including the Oakdale Mall, Wegman’s Market, Walmart and Home Depot. Other than those larger facilities, which are located in zoning pockets created for them, the surrounding neighborhoods tend more toward single family homes, and larger park spaces.

Downtown Johnson City is not so much small as it is right-sized, an ideal urban village, able to accommodate residents’ needs within a walk of under 20 minutes. Residents and visitors can to meet all food, housing, finance, medical and spiritual needs as well as have easy access to a variety of entertainment venues and shared public spaces within this compact area. It is affordable and welcoming to all residents and businesses.

The neighborhood’s infrastructure is built for multi-modal transportation, dotted with parks and ready to be upgraded with the newest technology. The downtown neighborhood enjoys direct access from R17/I81 and connects to Vestal and northern Pennsylvania via the 201 Bridge.

Downtown JC is on the cusp of a transformation- after multiple decades of declining population and economy, we are now witnessing an ongoing influx of public-private investments driving downtown to become a high-level medical innovation hub powered by the latest in stable-sourced renewable energy.

Johnson City on track to become the perfect place for new entrepreneurs, students and researchers to live and work. DRI investment in Downtown Johnson City will ensure that this transition can happen as swiftly and responsibly as possible, guaranteeing a dramatic impact across the Southern Tier.
#2 Catchment Area

The DRI target area has a remarkable catchment area, due to its centralized, highway accessible location. **Over 300,796 people live within a 25-mile radius of the center of downtown Johnson City.** Highway exits from Route 17/I86 and Route 201 at both end of the target area, along with the close proximity of the I81/I86 Junction, ensure regional accessibility to downtown Johnson City.

Current average daily traffic counts recorded by the NYS Department of Transportation at the main gateways to the target area from the south and east show 12,042 cars exiting the 201 Bridge at Main Street, and 7,188 at Floral Avenue. An average of 8613 vehicles enter the target area from the north-west, via Lester Ave, daily.

A diversity and variety of sites within and surrounding the target area make downtown Johnson City a place to visit frequently, even in the current condition of economic decline. Many are unique regional and local attractions filling a variety of needs, including:

**Medical & Health:** UHS Wilson draws employees, patients and visitors from throughout the region daily. The satellite specialized medical offices and clinics throughout downtown also bring a steady supply of people from the region through downtown. The target area also features alternative medicine options, including licensed massage and nutrition services, and a yoga studio.

**Academic:** Binghamton University students are currently drawn into the DRI Target Area by affordable housing options and convenient access to public and university bus lines. After August 2017 pharmaceutical students will travel to downtown JC for classes, and soon and nursing students will join them. Younger students (and their caretakers) from throughout the Triple-cities attend pre-Kindergarten or grade school classes at the St. James Parochial School or the Crescent Academy in Downtown JC, or at the Family Enrichment Network facility just outside the downtown. Nearby Davis College, located in an adjacent census tract, draws additional students into the area. BOCES maintains an adult education center on the eastern end of the target area for non-traditional learners.

**Cultural & Entertainment:** Downtown JC is home to the Goodwill Theatre and Spool MFG gallery, both of which host a busy schedule of events which draw visitors from outside the area. The Binghamton Brewery tap house is located in the center of Downtown JC and draws farmhouse brew fans from across the state and the northeast region. Ave D.I.Y. regularly hosts live indie music events, attracting a diverse group of guests from the region. A variety of food and dining options – Halal, Thai, Vietnamese, to Classic American diners - attract visitors; and our concentration of authentic Southeast-Asian markets cannot be found outside areas like New York City, Philadelphia or Toronto. CFJ Park, downtown adjacent, draws thousands of families who visit the Village’s nationally recognized historic carousel year-round.

**Shopping:** The area is surrounded by regional shopping destinations including the Oakdale Mall, Wegman’s Market, Aldi’s Grocery, Home Depot and Walmart, which further increase area traffic.
#3 Past Investments & Future Potential

In the past five years over $153,083,000 has been invested in Downtown JC and its immediate vicinity. These investments include mixed-use developments, infrastructural and safety improvements, and the huge investments being made in the Binghamton University Health Sciences campus.

The DRI target area has seen a rash of recent investments, in both the public and private realms, including:

**Municipal/Infrastructural Investments**

The Village is committed to upgrading infrastructure to meet the demands of today’s community. Budget funds have been allocated to infrastructure improvements, including street repairs, parks improvements, energy efficiency upgrades and sidewalk repairs.

Recent projects included the complete repaving of Main Street within the target area, storm water management and clean drinking water system updates, energy efficiency updates to street lighting and municipal building systems. Parks Improvements programs have a total of over $350,000 in active awarded funding, with some projects set to be implemented this summer.

Public Safety has been supported by grants totaling over $600,000 to the Johnson City Police, Fire and Courts departments. These grants have funded capacity increases and technology upgrades which enable the officers of the Village to practice modern safety and community policing methods, while operating as equitably and effectively as possible.

Through Broome County E-J Industrial Spine Brownfield Opportunity Area Program, the Village of Johnson City was able to begin the Downtown revitalization planning process, and work to create Downtown Design Guidelines and a Health & Cultural iDistrict Revitalization Plan.

### Recent Investments in Johnson City

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<tr>
<th>Amount</th>
<th>Description</th>
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<tr>
<td>$60+ mil</td>
<td>Binghamton University Health Sciences Campus</td>
</tr>
<tr>
<td>$30 mil</td>
<td>Century-Sunrise Mixed-Use Redevelopment</td>
</tr>
<tr>
<td>$50 mil</td>
<td>Victory Building Mixed-Use Redevelopment</td>
</tr>
<tr>
<td>$6.3 mil</td>
<td>Stormwater Management &amp; Clean Drinking Water Projects</td>
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<tr>
<td>$5+ mil</td>
<td>Department of Transportation Roadway Improvement Projects</td>
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<tr>
<td>$600 k</td>
<td>Safety Improvement Grants to JC Police, Fire &amp; Courts</td>
</tr>
<tr>
<td>$350+ k</td>
<td>Parks Improvements Projects</td>
</tr>
<tr>
<td>$125 k</td>
<td>Brownfield Opportunity Area (BOA) Program</td>
</tr>
</tbody>
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Over $153,083,00+ invested!
Health/Academic Sector:

The UHS Medical group continues to purchase properties throughout the iDistrict, not only to enhance the Wilson Medical Center offerings, but also to provide administrative support offices for the entire medical group. Future expansion plans potentially include a parking structure and a specialized geriatric care and research unit.

BU Health Sciences Campus project has continued to grow, and currently signifies a $60+ million investment in the JC iDistrict. The campus will include multiple medical schools, research and development labs and offices, cutting-edge medical learning technology and a community clinic which will offer students opportunities to gain real experience and give community members the opportunity to experience the latest treatments and services.

Housing/Built Environment Investments:

Many smaller property owners in Downtown JC restored or improved residential units through the 2011 Main Street grant (approximately $500,000 invested in the area through the NYMS) administered by the Village in collaboration with the Johnson City Partners. While these projects affected small numbers of units per site, they increased vibrancy by improving upper-floor residence options in downtown.

Other larger housing and mixed-use projects are already underway downtown and will be competed in the next two years.

The currently under construction Century-Sunrise Housing Development represents a $30 million mixed-use redevelopment of historic Endicott-Johnson factory buildings. A portion of the first floor of one building is set aside for commercial development, and a portion of the complex will hold community areas, indoors and outside. The construction is nearly complete, and the 100+ new market-rate housing units are projected to be available to rent by Fall 2018. Each unit has a unique floorplan, capturing the feeling of the former factory use through style choices such as exposed brick walls and heating systems. A portion of units are designed for complete accessibility by residents with special mobility needs.
In early winter of 2017, the County of Broome accepted a proposal from Monaco and Associates to redevelop a large, vacant and blight former factory at 59 Lester Ave., locally referred to by its original EJ Factory name, the Victory building. Monaco & Associates have planned a catalytic building reuse – they are developing a senior living housing complex above a first-floor commercial space designed to house professional offices. The $50+ million project’s possible new-look is illustrated below. Construction is expected to begin during the summer 2018.

Various development groups focused on building reuse and committed to neighborhood improvement, including locally-owned Fortress Development, have recently purchased multiple buildings within the target area, and are planning comprehensive rehabilitation projects.

Funds to Fight Blight in the iDistrict have been growing in the past year. An Empire State Development Grant through the Restore NY program awarded the Village $60,000 to demolish two badly blighted and dangerous vacant properties to create shovel-ready sites. A private bank also contributed $20,000 to the project.

The Village was also recently awarded a $950,000 Restore NY grant which will be used to stabilize a vacant former factory building at 19 Avenue B. to prepare it for reuse. The building is expected to be purchased by Monaco & Associates as an enhancement to their Victory building mixed-use project.

Community partner Department of Public Art will contribute art panels to the building while initial remediation and restoration work begins.
Ongoing and Future Cultural Sector Investments

**Goodwill Theatre Complex and Professional Training Academy** will house at least three performance venues including the 850-seat historic theater space in the Goodwill Theatre and two theaters in the original municipal building; a 300-seat theater on the third floor and the 125-seat Schorr Family Firehouse Stage. Lobbies, rehearsal halls and classrooms will also be part of the complex. Goodwill Theatre will present and create theatre, dance, music, visual and media arts plus offer rental space events. The professional training academy will offer post-graduate degree, certificate and audit programs in areas including stage performance, stage directing, stage management, arts administration, design disciplines, playwriting, and more. The renovation of the Goodwill Theatre Complex is expected to spur private sector investments in downtown restaurants, shops, and office space, as has been seen in other historic theater renovation projects. When completed, the Goodwill is projected to attract approximately 100,000 into downtown Johnson City. It is estimated that those guests will spend roughly $1.5 million in the triple cities annually.

**Spool MFG Contemporary Art Space** is planning to expand usable space, create shared art studio spaces, develop community learning spaces, restore the historic façade of the building and add an outdoor performance space. Spool is a year-round venue which currently hosts art shows, presents alternative film screenings, and holds private parties and fundraising events, frequently in partnership with other area non-profits, local artists, and businesses.

Other new cultural sector businesses in Downtown JC include the Binghamton Brewing Co. brewery & taproom, the Grapevine Café & Winebar, Mai Thai restaurant and the Ave. D.I.Y. art/music space.

Targeting this area with DRI funds will catalyze these existing investments, and can be expected to exponentially increase private investments. The impact on the future investments in both the JC iDistrict and the entire Greater Binghamton Innovation Ecosystem would be dramatic and transformational, allowing the Village to leverage incoming resources to build an ideal live-work community, designed to be an internationally recognized Medical Innovation Hub. To achieve this goal, we must design a core community to attract to scientists and creative thinkers, while ensuring equity for existing residents and offering them opportunities for personal growth and transformation through training and education. These strategies and projects are in continuity with the Regional Council’s vision for the area as the Health and Cultural iDistrict, with a focus on building re-use, green building and design choices, and a preference for medical and cultural offerings. With DRI funding, we will be able to enhance our community’s existing assets to create a place that not only attracts the best scientists, students, researchers and product developers, but that also grows the next generation of innovators.
#4 Recent and/or impending Job Growth

Multiple currently developing projects are expected to create job opportunities in Downtown JC in the near future. The major existing employer is United Health Services Wilson Medical Center, the largest facility (280 beds, plus lab and outpatient services) of Broome County’s largest employer (5,800, county-wide).

The already underway Binghamton University pharmaceutical campus, nursing school and medical research facility development, is expecting over 1000 students, instructors and support staff. This does not include research and development companies expected to lease space on the campus. The Pharmacy School is complete and will open its doors in July 2018; the nursing school, research building, and additional support buildings and community clinic, are expected to be completed by 2020. The university’s main campus, just across the 201 Bridge from Downtown JC, continues to provide a high percentage of skilled, non-skilled and professional job options.

The ongoing expansion of United Health Services and Lourdes Hospital programs and services can be expected to require additional medical professionals within the coming years. Approximately 2,200 people work on the UHS campus currently, and that number will grow dramatically when the planned expansion into increased geriatric care is completed.

Binghamton University’s Health Sciences Campus, is also expected to spur job growth in the numerous independent medical practices and support businesses located in the downtown area, such as pharmacies and alternative health resources. This concentration of medically focused professionals will drive next generation medical innovation and could lead to a second wave of job creation in the medical commercialization and manufacturing fields.

Mixed-use redevelopment projects in Downtown JC are also expected to generate both short and long-term employment opportunities. For example, the Century-Sunrise development has generated 140+ construction jobs and will create 20+ permanent positions once complete. Projects large and small throughout the downtown are projected to create 350+ construction-related short-term positions, and the addition of those workers to the downtown is expected to drive increased need for numerous support and service industry workers.

Small business growth is ongoing and picking up pace! Current developments such as the new university, housing and theatre projects are expected to drive the creation of supporting small businesses such as restaurants, pubs and cafes. Some local owners have already begun improving
these properties and many new businesses are preparing to open in 2018. The small storefront spaces available on the historic Main Street are in a perfect position to capitalize on the growing trend toward shopping “small” and “local” creating another opportunity for small business growth. With the increasing ease of shipping these small, local businesses can even grow without leaving the neighborhood.

The planned expansion of the Binghamton Brewing Company’s facility on Avenue B will create expansion will create 25+ long-term jobs, many of which will include training opportunities and potential for upward advancement.

#5 Attractiveness of Physical Environment

The Johnson City iDistrict was largely built through planned designs meant to encourage a live-work lifestyle that didn’t require driving but did create plenty of opportunity for neighborhood and community interaction and cohesion – core ideals of today’s smart growth visions.

The downtown area features an urban village layout with multiple large developable properties, established and emerging small businesses, and two anchor institutions, United Health Services Wilson Medical campus and the still-growing Binghamton University Bio-Medical campus. Downtown Johnson City is a walkable community, consciously designed to encourage a live-and-work lifestyle through the influence of the Endicott-Johnson Corporation within the developing community. Still intact historic buildings offer a variety of attractive residential and business location opportunities. Though we are within a beautiful river valley, our downtown offers a flood-safe live-work landscape, while enjoying access to a riverside park for health and leisure activities.

Highway, Airport & Rail Accessible  Flood-free downtown!

Downtown JC is located just off NYS Route 17 and a 15-minute drive from Greater Binghamton Airport, is easily accessible via car, truck, air, and train. The Village’s downtown has never flooded as it is located on a small rise in the valley floor.
**Historic Character & Architectural Beauty**

Downtown JC features many significant recognized historic sites and buildings, and the nationally recognized JC Historic District within it includes 183 contributing buildings and 1 contributing site. Most of the structures were built from about 1888 to the mid-20th century. Unique remaining architectural elements are present from design periods including the Romanesque, Gothic, and Colonial Revivals, as well as Art Deco and Streamline Moderne styles.

Restorations of these historic facades began in earnest with the award of the NYS Homes and Community Renewal Main Street grant in 2011. That work spurred additional property-owners to begin working toward restorations. Project Facelift, a façade rehab program offering funding throughout Downtown JC is set to begin as soon as anticipated funding is awarded.

In anticipation of incoming new businesses and property owners, the Village Board began the process of official adoption of Downtown Design Guidelines, via unanimous resolution, in May of 2018.

**Growing Art & Entertainment Scene**

The Downtown JC area is experiencing an influx of artists, cultural organizations and creative businesses. Bing Brew, the Grapevine Café and Ave DIY have live music offerings many nights of the week, and businesses such as Jupiter Games and Fat Cat Books host unique activities and events regularly. The Firehouse stage at the Goodwill Theatre has been offering performances for the past 3 years, and additional Public Art installations are on the horizon.

The Village of Johnson City has been working with non-profit groups including the Department of Public Art (DPA), to facilitate the creation and installation of public art throughout the downtown. In 2017 and 2018, DPA’s big annual event, Mural Fest, has been held in the Village. The group is also working with the Village, Broome County and other property owners to install art panels in downtown windows, and on vacant developable properties. Broome County is planning to install a large sculptural piece centrally in Downtown JC, and the Village will be installing art including sculptures and murals in our vacant lot rain gardens. An NEA Works request for funds for public art pieces in community spaces has been submitted and is awaiting award.
Multimodal Transportation

The Village has great multimodal transit option currently and is in the processes of enhancing and modernizing on an even higher-level. JC is a complete streets community, and strives to create transit options for all. Bike-ability. Bike sharing is being installed throughout the area in summer 2018.

Walkability is currently highly rated, with walkability score of 84%, the highest in Triple Cities. Streetscape improvement projects and clean-up efforts by local non-profits continue to improve the pedestrian landscape.

Public Transportation through the Village core is readily available, frequent and convenient. Multiple public and university bus routes travel frequently through the downtown corridor, making the bus a feasible option traveling to or from the Village for work, education or personal needs for people throughout the area. The Village is has applied for funding to improve bus stops by adding more shelters and replace existing shelters with modern, attractive, solar-powered shelters.

Parks, Green Spaces and Family-friendly Events

Downtown JC features three passive use parks: Jennison, E-J and Veteran’s Memorial, and one community playground, Baker Street. Four larger parks are adjacent or nearly adjacent to the target area (Northside, CFJ, Floral Ave and Boland). All offer opportunity for enjoyment of green spaces and events. Many parks renovation projects are underway or will be implemented in the coming year.

Downtown JC hosts parades, events and festivals and the two large parks just outside the downtown neighborhood hold large annual events throughout the year. Parades make their way down Main Street on Memorial Day, and just after Thanksgiving to welcome the winter holiday season. The Halloween Trunk-or-Treat event at the Goodwill Theatre just keeps growing – in 2017 an estimated 800 community members attended, and over 15 organizations and businesses decorated trucks and gave out candy! Events at YHPL are held regularly and include creative offerings such as eclipse viewing and outdoor movie nights along with the more traditional ice-cream socials and luncheons. The summer season brings monthly Classic Car Cruz-Ins featuring live music and foods ranging from local specialties’ such as city chicken & speidies, to well-known treats such as chicken BBQ. 2017 marked the first annual Tree Peony Festival, which brought area artists and musicians together in celebration of the beautiful blooms. Planning for next year has already begun! In mid-summer, the community looks forward to the Bing Brew Birthday Party, an event much like a block party with craft beer tasting tent! With live music, entertainment by circus and performance artists, and great themed food, plus popcorn, cotton candy & snow cones free for kids (and kids at heart) – the street-closing bash draws guests from the entire Greater Binghamton area.
The adjacent CFJ Park hosts Carousel Day, Lights on the Carousel...and nearby Northside Park is the site of the annual Labor Day event, JC Field Days, which never fails to draw a huge crowd of families from throughout the Southern Tier and Northern Pennsylvania.

**A Variety of Affordable Housing**

Homeownership: Single family homes within the target area are inexpensive, with sales prices ranging from $30,000 to $80,000, and an average list price of $60,000 for homes currently on the market. Most single or double residences feature lots which accommodate front and back lawn/garden areas, and many feature attractive shade and ornamental trees. There are currently 25+ single family homes on the market in the target census tracts.

Rental Options: Various residential rental options are available, from single family and duplex homes to large, modern luxury apartment spaces to budget studios. A number of rental apartment units in the target area were improved through NY Main Street funding in 2011, and many more are slated to be improved with the 2017 NYMS request. The Century-Sunrise mixed-use development project currently underway in the target area will create 104 affordable housing units supported by a ground floor cafe and commercial space as well as outdoor garden and play spaces. These units are expected to exceed ADA compliance standards.

**Availability of Affordable Healthy Foods**

The target area features a popular and centrally-located affordable grocery, Save-A-Lot, as well as a health foods market, Health Beat foods. Health Beat has been serving the area from this location for 30+ years. Three ethnic markets, offering fresh meats and produce, as well as pantry fare, are located in the iDistrict. Downtown Johnson City is also supported by an Aldi’s grocery within walking distance. The Johnson City Senior Center and Your Home Public Library are working to develop a weekly Farmer’s Market within the downtown area.

**Diverse Religious Sites**

The Village hosts a variety of worship sites, including one of the Triple-Cities’ few mosques, the Islamic Organization of the Southern Tier (IOST). Catholic, United Methodist, Episcopal, Baptist, Presbyterian and non-denominational churches are also located within the JC iDistrict. Within the area are two religiously-based elementary-level schools, one hosted by St. James Roman Catholic Church, the other by IOST. Most of these sites also offer frequent community events and host non-denominational youth and community activities. St. James also offers a food pantry, and Sarah Jane Johnson offers a weekly free community dinner.
Developable Mixed-Use Spaces

The DRI target area has a variety of developable properties including vacant lots, mixed-use buildings, former industrial buildings and multifamily units. Many have already had basic environmental and engineering assessments completed and could be developed for reuse within a short timeline. Many are also eligible for historic tax credits and brownfield opportunity area funding. The map and photos below illustrate a sample of the larger properties currently vacant, for sale, for rent.
#6 Quality of Life Policies

A high Quality of Life framework is already in place and improvements are made at every board meeting.

Downtown JC grew and was shaped by the need for a live-work community, during the American industrial boom early in the 20th century. Homes were built within walking distance of factories and offices; public parks, which had been growing in popularity since the Victorian era, were created from available undeveloped parcels as those homes were built. Sidewalks were required as per Village Code at the turn of the century.

The Village Mayor and Board of Trustees have shown a commitment to supporting revitalization through policy updates such as Anti-Blight Initiatives, ongoing Parks Improvements Programs, the adoption of a Complete Streets policy, resolution to increase solar energy accessibility through permitting and code improvements, and partnerships with a variety of nonprofit organizations.

Downtown Johnson City has access to multiple options for healthy fresh foods, high-quality, long-standing public resources such as Your Home Public Library, and a diversity of religious worship sites.

Complete Streets policies have been in use in JC for over 3 years, and these policies were officially adopted by board resolution in 2016. Implementation projects underway include the installation of bike racks donated by the Southern Tier Bicycle club and the Johnson City Partners, changing the road layout and installing a bike rack on a thoroughfare with heavy public transportation and bike use through a grant from the Broome County Health Department through their Healthy Neighborhoods Program. The Village’s Optimum Multimodal Transit Project was developed following complete streets guidance.

Clean Energy Communities Initiative: The Village of Johnson City began making policy changes to support sustainable alternative energy access in 2016 with a Board resolve to seek certification as a Clean Energy Community by following the guidance of NYSERDA. The Village already had a head start, as Unified Solar Permitting has been in use since 2015; the process was re-evaluated for conformity with the New York State preferred application and process model, and that update was officially adopted by resolution in 2017. A solar ordinance clarifying regulations surrounding solar energy systems was adopted in early 2018. Municipal buildings within the Village monitor energy usage, and make the information available to the public, to benchmark energy efficient governance. Code officers working in the Village have received supplemental training through Cornell Cooperative Extension in preparation for energy efficiency improvements in both residential and commercial buildings.
Hybrid Village Management Structure: The Village of Johnson City uses a hybrid municipal consolidation-shared services model. Through intermunicipal agreements for shared services with the Town of Union, including a LED Street Lighting District Project, a shared Unified Comprehensive Plan, and a shared services agreement for code enforcement, planning, and community and economic development, we are working to optimize the costs of public services. We also collaborate with the surrounding municipalities for the management of our local waste-water treatment facility.

The JC Zombie Properties Prevention & Remediation Initiative was awarded $100,000 to combat foreclosures and vacancy within the Village. The program catalogs vacant properties and works to develop preventative policy measures to limit future vacancy. It will also provide community outreach through a workshop series’ about locally available foreclosure avoidance and assistance programs, first-time home purchase programs, and home rehabilitation assistance and guidance programs.

Potential for additional quality of life policy development is high; the current Mayor and Trustees have unanimously supported livability policy changes which have come before them in the past year, and they strongly desire to work to enhance and protect our community’s heritage as an accessible and welcoming place to live and work for people of all ages, abilities, preferences, backgrounds and beliefs.


#7 Public Support

The JC Revitalization Initiative is backed by strong Community Support. Through a Brownfield Opportunity Area program, the Village of Johnson City has been working with consultants from Bergmann and Associates to develop an iDistrict revitalization plan, centered on the core of the downtown, with input from residents, property owners, county planning, county legislators, and Binghamton University, Town of Union Economic Development and UHS representatives. Assemblywoman Donna Lupardo has committed to enhancing the Village’s Parks and public library with financial support for projects from her discretionary funding, and Senator Fred Akshar has contributed to enhancing Village safety with financial support for the JCPD and a large street improvement project in Downtown JC.

The revitalization planning process to-date has largely been organized through the Brownfield Opportunity Area iDistrict Revitalization Project, which has featured stakeholder meetings, public discussion and design charrettes, and utilizes a steering committee of representative from both public and private sectors, including multiple municipal levels. The success of the public outreach aspects of the iDistrict Revitalization planning are exemplified by the large number of attendees at the recent public planning meeting hosted by our local brewpub. In an effort to reach members of the public who are unable to attend the regular public Village Board Meetings or local area development workshops, the Village has utilized social media, traditional media, and the Village website to reach out to the public to request input in the planning process. Additional public planning events are planned throughout the summer of 2017.

Demonstration of Stakeholder and Leadership commitment is evident through the number of local non-profits already committed to partnering with the Village on various revitalization projects throughout the downtown, including:

Adopt-A-Park Program revival. The Village has recently partnered with the Johnson City Rotary Club to maintain and improve Jennison Park; the Johnson City Professional Businesswomen’s Association continues to maintain the garden at the Brocton Ave & Arch Street intersection; the Johnson City Partners continue their own CFJ Beautification Committee projects, including the recent additions of ornamental trees, three benches and a new piece of children’s play equipment.

The Goodwill Theatre has begun hosting public information workshops on redevelopment. In 2017 they held a preservation-architect led public program, Downtown Revitalization: Incentives and Examples for Making Upper Floors Work Again, in conjunction with the Preservation Association of the Southern Tier (PAST). And this spring, they hosted a multi-stakeholder summit with representatives from the O+ Health, Art and Music Festival organization.

Downtown Street Clean-up events have been conducted recently through Village partnerships with groups including: the Bridge, the JC Partners and the Johnson City Rotary Club. More of such events are expected in the future.

Alumni Day of Service 2017 featured a group of 14 Binghamton University alumni working together to clean a monument to Harry L. Johnson at the EJ Themed Park, located adjacent to the public...
library. Many of these former students have stayed and made the Village their home. The gentleman memorialized by the monument was the champion of a housing construction and financing program that assisted many of the E-J factory workers to own homes. Multiple BU Alumni Day of Service projects took place in spring of 2018.

Local municipal leaders have demonstrated their desire to pursue the vision of a revitalized downtown has been shown by the willingness of the Village Mayor and Trustees in their resolutions to make local policy changes that will allow the growth and development of the Village’s infrastructure, and their willingness to collaborate in partnership with non-profits aimed at building a better live-work community. The Village is working to build a relationship with local credit union to facilitate development capital funding source to support reimbursement-based grant programs and facilitate first-time homeownership by college students. Various Village staff members have been working with the Town of Union Code and Economic Development offices to analyze current land use policies and economic development support mechanisms to ensure a business-friendly environment is prepared for the new small business development anticipated in response to revitalization.
#8 Project List

The projects outlined below represent a sample of potential or ongoing projects for which funding through the NYS DRI program would be catalytic. Managing Downtown JC’s revitalization with the goal of sustainable redevelopment still requires additional public outreach and input, as well as careful and detailed analysis of probable impact to responsibly prioritize the use of funding.

Downtown Johnson City is ready to come together as a community to work with representatives from state agencies to reach downtown revitalization goals, guided by the following action plan.

Downtown JC Revitalization Action Plan:

1. Request Project Proposals and Community Prioritization of projects
   a. Request DRI-specific Project Proposals
   b. Increase Public Outreach - bring as many voices to the table as possible
   c. Sustainable Redevelopment Team Interns perform analysis of projects and share information with DRI program representatives
   d. Public Information/Forums – goal of meeting monthly; opinion surveys distributed and collected
   e. Results of public forums, project analysis, Village Board opinion submitted to NYS for project funding request approval
   **Timeline: 2018-2019**

2. Implementation of approved projects
   a. Notify award recipients and make public announcement of award and project kick-off
   b. Utilize administrative partnerships to guide and monitor project implementation
   c. Monitor and publish information about project goals and milestones
   d. Celebrate project completion with promotional activities including: press releases, ribbon cutting (when applicable), and promotion through social and traditional media.
   **Timeline: 2018-2020**

3. Post Implementation
   a. Monitor project impact through indicators related to expected project outcomes, such as jobs created, population increases, downtown traffic increases/changes, resident pollution changes.
   b. Publish monitoring information whenever possible to maintain excitement in revitalization.
   **Timeline: 2019-2024**

The above action plan will offer the largest return on investment for DRI program funding by enlisting a variety of stakeholders in the prioritization and monitoring process, while ensuring that decisions made are based on relevant local and regional data, gathered first-hand whenever possible. The combination of collaboration across public, private and non-profit sectors, utilization of local data and process transparency will ensure that projects funded have complete community buy-in and support. This ideal mix will also offer added benefits through the generation of a variety of Downtown JC promotions, primarily through free or low cost/high return methods such as social media and “gorilla” marketing. This PR boost is expected to draw additional private investment dollars into the community.
The following investment-ready projects are included in this DRI program request as examples of projects suggested by the Johnson City Health & Cultural District Revitalization Strategy created Bergmann & Associated through input from a steering committee, stakeholder interviews and public charrettes. They each have the potential to make dramatic impacts on Downtown JC and the Southern Tier.

**Goodwill Theatre Arts Complex, Phase 2**

Phase two of this huge anchor cultural venue project focuses on the historic restoration and accessibility improvements needed to bring the original theatre building into use. It encompasses building stabilization and façade restoration, as well as the addition of a new addition which would increase safety and ADA accessibility.

Phase 1 of the project included site acquisition, initial stabilization and remediation and the creation of the Fire House stage. Phase 2 work will improve the appearance of the original 1920 theatre building and prepare the space to be opened to the public, as well as laying the necessary groundwork to begin the final phase.

A third phase, which will complete the complex by finishing additional education and stage areas, is planned.

The project is projected to attract approximately 100,000 visitors annually, generating $1.5 million in the Triple Cities per year. This phase will dramatically increase the number of employment opportunities at the complex, with an expected jump from the 16 current jobs to 40+ positions.

$500,000 has already been invested in the project from Environmental Protection Fund for Historic Preservation Projects from NYS OPRHP. Additional funding from private donors and organizations were used to complete phase one.

All architectural and engineering work has been completed, and the project is shovel ready upon award.

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**History of the Goodwill Theatre**

The Goodwill Theatre is listed on the National Register of Historic Places and is located in the JC Historic District, which is also recognized on the National Register. It was constructed in 1920 as a gift to the community from George F. Johnson, founder of the Endicott Johnson Shoe Co. Johnson also donated the C. Fred Johnson Carousel, also nationally recognized. These amenities were intended to provide enjoyment to Johnson’s workers, epitomizing his “Square Deal” concepts.

The site also hosts a former Municipal Building, which contained the mayor’s office, court room, and the firehouse. Restoration of this building is almost complete. A large infill project will be undertaken to connect the Goodwill Theatre to the Municipal Building, as shown in the rendering below.
**Grow JC Economic Development Initiative**: A multi-pronged approach to increase homeownership, encourage entrepreneurial activity, and promote community cohesion to create opportunities for existing residents while attracting new residents. Grow JC Task Force being developed with representatives from diverse stakeholder groups, including residents, business owners, property owners, the Village Board, spiritual and community organizations, local banks, medical/health professionals and artists. Components of the initiative include:

1) Downtown Manager – recruit and hire a fulltime downtown manager to oversee initiative
2) Small Business Development Program – including a revolving fund and program coordinator
3) Homes Loan Pool Program – Village contribution to revolving loan fund program, to be added to private bank contributions and administered by the Agency (Broome County Industrial Development)
4) Downtown Placemaking Projects - including Historic/Historic-look Façade Projects and Public Art Installations, some solar- some interactive, creating a showcase for innovation in arts.
5) Develop and Implement a Downtown JC Marketing Program
6) Enact an iDistrict Zoning Overlay – use policy change to create a fertile field for business development

Though still in the strategic planning phase, this project is implementable upon notice of award. Expected impacts include new job and small business creation, small business growth, increased Downtown visitors and dramatic increases in private investments.

**Optimum Multimodal Transit Plan**
This comprehensive transit improvement plan includes improvements to every aspect of transit through the Health & Cultural iDistrict, including Wi-Fi enabled transit hubs with bike parking, solar-powered bus shelters and an EV charge station. The plan also works to improve green spaces, both to enhance aesthetics and to mitigate damage caused by storm-water runoff in the primarily impermeable downtown area. A Rail-to-Trail project will remove a physical barrier which cuts through the district, which will increase pedestrian safety, decrease blight, and increase proximal property values. The trail is expected to connect to the Two Rivers Greenway project currently underway throughout the county and will feature informational signage and enhancements related to the connections between health and culture. Site acquisition and component planning is already underway; in most instances the properties are already under municipal control. Partial funding requested through the Greater Binghamton Fund, announcement of award amount expected in June 2018.

Your Home Public Library Access & Historic Rehabilitation

YHPL has begun the process of making strategic enhancements to their nationally recognized historic building to ensure building longevity and double the building’s publicly accessible space. This project includes the addition of an elevator to the rear of the building to allow access to all three floors, necessary repairs to the building’s roof and systems upgrades, and the additional of new technology resources such as additional lab computers, a 3D printer and lendable laptops.

This community asset development project is expected to bridge the digital divide separating low income community members from success, increase access to educational opportunities, support and fuel the pipeline of high school students to college or trade schools, offer opportunities for the public at large to become innovators.

Building survey and engineering reports have been completed, and the project is shovel ready upon award. Additional funding requests are pending.

Bing Brew Expansion and Restaurant Development

This project proposes to scale up the manufacturing ability of a local NYS farm house craft beverage brewer while doubling the publicly accessible space in the historic factory firehouse building by adding a restaurant area. The project includes interior renovations, restoration of historically accurate front entrances, installation of brewing and kitchen equipment and the addition of canning equipment.
Expected impacts include the creation of 25+ jobs, an increase in out of area visitors, and a boost to the local economy by selling value-added NYS agricultural products to outside markets. The project works to fill a market need within Downtown JC through the development of the dining establishment; a frequent complaint of visitors is the limited choices in traditional dining establishments during the evening hours.

**Spool Mfg Rehab & Development**

This project seeks to restore the historic look of the original building’s façade, to create additional stage and gallery spaces, and to develop community art and education spaces for developing the area’s cultural social capital. Spool’s Board of Directors is working closely with Binghamton University’s Art Department to thoroughly plan the details and implementation plan for this renovation and reuse project. The site is directly across Baldwin Street from the recently redeveloped Century-Sunrise complex, and within the immediate view of the new BU Pharmacy School, making timely façade restoration imperative. Initial façade work is ready to begin upon award; interior renovations could be completed by the beginning of 2020. A funding request is pending through the Greater Binghamton Fund.

### Potential Project Implementation Table

<table>
<thead>
<tr>
<th>Project</th>
<th>Total Project Cost Estimate</th>
<th>Timeline</th>
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<tr>
<td>Goodwill Theatre Arts Complex Phase II</td>
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<tr>
<td>Grow JC Economic Development Initiative</td>
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<tr>
<td>Spool Mfg Rehab &amp; Development</td>
<td>$500 k</td>
<td>2019-2020</td>
</tr>
</tbody>
</table>
#9 Administrative Capacity

Lead administration of the revitalization projects will be overseen by Village Grant Writer, Dai Korba, in collaboration with staff and officials from the Village, the Town of Union (TOU), and Broome County. Collaboration is expected from Joe Moody, TOU Economic Development Director; Paul Nelson, TOU Community Development Director, and TOU code enforcement, planning and zoning departments. Within the Village, projects administration and oversight will be managed by Department of Public Works Director Bob Bennett, PE; Village Clerk Treasurer, Cindy Kennerup; and the Mayor and Trustees. The Village will also seek guidance from the Broome County planning department and county legislators. Additional contract-based administrative capacity could be added through grant funds if recommended by the DRI Local Planning Committee and consulting team.

Additions to current capacity are expected through the creation of the Downtown Manager position; via hiring part-time program-specific clerks; through assistance from the JC Partners; and by utilizing Sustainable Development Team Interns.
#10 Appendices

Plans Supported:

Southern Tier URI: Build the Greater Binghamton Innovation Ecosystem

Johnson City iDistrict Downtown Design Guidelines

Johnson City Health & Cultural iDistrict Revitalization Strategy

Cleaner Greener Southern-Tier Sustainability Plan

Town of Union Unified Comprehensive Plan

Southern Tier Soaring

Open For Business