



Rediscovering
Downtown Massena
Downtown Revitalization
Initiative 2018



Downtown Revitalization Initiative

APPLICATION

Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications should be submitted as Word documents and must be received by the appropriate Regional Council by 4:00 PM on June 1, 2018 at the email address provided at the end of this application. Application guidance is provided in the *Downtown Revitalization Initiative Guidebook* found on the DRI website at www.ny.gov/dri.

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: North Country REDC

Municipality Name: Village of Massena

Downtown Name: Downtown Massena: Rediscovering Downtown Massena – “Embracing Our Past to Shape Our Future”

County Name: St. Lawrence County

Vision for Downtown. Provide a brief statement of the municipality’s vision for downtown revitalization.

Vision: “Rediscovering Downtown Massena by Embracing Our Past to Shape Our Future”

The Village of Massena seeks funding through the Downtown Revitalization Initiative (DRI) to build upon its momentum in rediscovering and revitalizing its historic, intimate, and picturesque downtown. An award through the DRI will ensure a long-term, cohesive plan for the Village, leading to definitive measures of sustainability and viability, where residents not only live, but thrive. Specifically, the Village seeks to:

1. Amplify its efforts in placemaking, capitalizing on its unique and attractive riparian setting;
2. Promote and continue the renovation and adaptive reuse of its Downtown core properties - fostering educational opportunities and entrepreneurship within the Downtown footprint;
3. Improve the walkability, accessibility, and capacity for community enjoyment of its Downtown corridor; and
4. Diversify and increase Downtown’s opportunities (and the rate of success) for tourism-centric, artistic, and culturally-identifying commerce and activities – amplifying prominence of local businesses and revenue-generating recreational venues.

The Village proposes an impressive array of potential projects which, when combined and leveraged with DRI funding, produce an impact that is long-lasting and transformational. Via feedback from community engagement and public stakeholder meetings, the Village has created three major themes to guide its revitalization principles and deploy its vision: Waterfront Development and Community Wellness; an Arts and Culture Corridor, and; Workforce Skillbuilding, New Business Development & Entrepreneurship. These themes not only reflect the

values of Massena's community but also serve to fortify Downtown infrastructure in a way that is constructive to the socio-economic livelihood of its residents.

With efforts underway which demonstrate this vision, further development facilitated by the DRI will allow Downtown Massena to reestablish itself as the Village's core identifier and that of its residents, representing the interests and activities of its families, students, general citizenry, and seasonal tourists. Downtown Massena will catalyze the growth of young entrepreneurs, provide a multitude of opportunities for redevelopment and community investment, and be rediscovered as a thriving corridor offering a wide range of housing options, recreational activities, and employment prospects. Achieving these goals will ensure that the Village of Massena strengthens its position within St. Lawrence County and along the northern border as a place of diverse commerce and culture - drawing residents from surrounding areas to its Downtown assets, retaining existing residents, and thwarting outmigration. This is Massena's opportunity to attract vital visitor spending from thousands of seasonal residents and tourists that visit the Greater Thousand Islands Region, Seaway Trail Corridor, and Adirondack Region for an immense variety of outdoor recreation opportunities.

Despite a tumultuous past, Downtown Massena exudes progress and the current levels of public and private investment exhibit unprecedented momentum in Downtown's rediscovery. Collaborating with Governor Cuomo's Downtown Revitalization Initiative will ensure a direct and strategic path forward. It will bolster local efforts, gain precedence in the community, and elevate Downtown Massena as a truly vibrant place to live, work, and play.

Find Downtown Massena's DRI-dedicated webpage here: <https://www.mymassena.com/rediscover>

Search Massena's social media hashtag: **#OurFutureMassena**

JUSTIFICATION

Provide an overview of the downtown area nominated for the DRI program, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

The Village of Massena believes it has an attractive and compelling application for Downtown Revitalization Initiative funding. The Village and its leadership have made calculated steps to move forward and have cumulated an impressive momentum for a modest community. Successfully navigating, administering, and implementing grant funding throughout recent years, revived private investment interest, and an array of projects underway all demonstrate the Village's readiness to capitalize upon this opportunity.

Situated along the Canadian border of St. Lawrence County in Northern New York, the Village of Massena (population of 10,468 according to the U.S. Census Bureau, Population Estimates Program 2016) marks a strategic location along the Saint Lawrence Seaway, 41 miles south of the Port of Montreal. Further south on this route, 38 miles away, lays the Port of Ogdensburg. With two shipping locks and an industrial park, Massena plays a crucial role in this leg of the distribution chain to the Great Lakes and Western States.

Historically, the Village has borne one of the heaviest burdens of the general deindustrialization felt across New York State in the 20th Century. Born of hydroelectric power and industrial operations such as Alcoa (the oldest operational smelter in the world), Massena has defining characteristics and a storied past. As a three-river community, the Village's waterfront resources are ample, featuring the Grasse River Blueway, St. Lawrence River, and the Raquette River Blueway Corridor. Despite the benefits afforded by plentiful riparian resources, the waterfront has been historically underutilized and the community has long struggled with contamination issues as a result of its industrial and manufacturing base. No stranger to the ever-changing economic landscape, Massena has grappled with maintaining a robust commercial portfolio. Complicating revitalization, the Village of Massena has endured definitive impoverishment and has contended with blight, eroding employment opportunities, and the reality of maintaining a Village where there is a poverty rate of 24.4% (2016 American Community Survey 5-year estimates) and over 50% of students in the Massena School District receive free or reduced lunches.

This *was* the story of Massena. Today, Massena is moving forward and both residents and tourists are rediscovering its Downtown. The past 5 years have seen unprecedented levels of public and private investment and renewed community interest. The Village is taking calculated measures to ensure economic progress no longer comes at the expense of its vast natural resources and future generations. Redevelopment projects are taking shape Downtown. Façade improvements, historical restorations, incorporation of green energy and infrastructure principles, and a reconnection to the waterfront can be seen popping up on Massena's map. The progress has brought much-needed renewal and set a spotlight on advancing Downtown Massena's revitalization. The community is engaged and mobilized. Massena is at a crux where its story may never be the same. With support from Governor Cuomo's Downtown Revitalization Initiative, Massena will truly be able to embrace its past in shaping its future.

For a beautiful introduction to Massena and all it has to offer, please view the community's recent commercial: <https://www.dropbox.com/s/nizvg1qxfyyecc/Massena%20Web.mp4?dl=0>

"So much to see, so much to do"

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the *Downtown Revitalization Initiative Guidebook*.

- 1) Boundaries of the proposed DRI area.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. Neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. Attach a map that clearly delineates the area to be included in the downtown revitalization area.

The boundaries represent natural edges to Downtown's core, from the first intact historic structure to the Grasse River Bridge and flowing onto side streets in a reflection of Massena's historic commercial district. Nearing completion of a complete removal and rebuild, the boundaries include Parker Avenue Bridge which serves as a Downtown gateway and is representative of an investment of over \$14M in Massena's infrastructure. The boundaries were selected so that Village leadership could achieve new projects which promote walkability and riparian access, such as the proposed Downtown Riverwalk.

Rich in urban green space, the proposed DRI area benefits from the inclusion of three beloved parks: Veterans Memorial Park, Danforth St. Park, and the impending Water Street Park. The Village's Waterfront Development and Community Wellness theme guides the Village's Downtown revitalization efforts through the integration afforded by these community assets. Running through the core of the community, the DRI boundaries encompass a large span of the Grasse River and include its approaches and crossings.

Specifically, the boundaries comprise Andrews Street west to Church Street, Church Street South to W. Orvis Street, W. Orvis Street west to Church Street, E. Orvis Street east to Parker Ave., Glenn Street south to E. Orvis Street, Phillips Street east to Water Street, Main Street north to Maple Street, Water Street northwest to Main Street, Center Street east to Parker Ave. Bridge, and Maple Street east to Center Street. The selected DRI target area encompasses 137 total acres.

2) Description of catchment area. Outline why the proposed DRI area, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.

The boundaries of Downtown Massena fall naturally along the historic buildings that line its streets and extend out to include Downtown’s connection with its riverfront. In selecting the catchment area, the Village’s ability to incorporate Complete Streets and urban forestry principles, access to open space and areas for community gathering and events, and the highest level of walkability and accessibility were all kept in mind. This resulted in a downtown catchment area that is intimate, historically relevant, and is poised with the greatest growth and investment potential. The size is sufficient to support a vibrant, year-round destination not only for Massena residents, but as an attractive destination to many nearby college students, the Akwesasne Territory, cross-border traffic, and seasonal tourists.

There are many supporting factors to Massena’s ability to provide a sizeable, vibrant, year-round and preferred Downtown destination. Home to the Seaway International Bridge, Massena sees a consistent and beneficial influx of cross-border traffic. Data from the last 5 years shows growth facilitated by the bridge:

	Passenger Cars	Commercial
2014	2,254,166	64,788
2015	2,201,798	65,764
2016	2,212,843	67,820
2017	2,309,597	71,153
2018 YTD	697,842	19,264

Massena’s current Downtown boasts several businesses that already draw people in to the downtown area:

- Retail: multiple shops and stores (boutiques, jewelry, gifts, furniture, pharmacy/market, etc.)
- Restaurants: Vino Vidi Vici, China Doll, Rosario’s Pizza & Deli, Amici’s Italian Grill, Rapidz Burger Restaurant & Ice Cream Shop, Spanky’s Diner
- Financial/Legal/Personal Service: 4 Banks (Key Bank, Twin Rivers Credit Union, Community Bank, & North Country Savings), 2 Insurance Agencies, 1 Law Office, NYS Department of Labor Office, U.S. Post Office, The Ship-It Shop, NYS Veterans Affairs Office
- Service-Based Businesses: H3 Designs (web and graphic design), Forevermore Photography, Studio 162 Full Service Salon, A&J Embroidery Service, Olde Tyme Tattoo & Barber Shop, Quality Inn Hotel
- Education/Culture: Massena Library, Celine G. Philibert Cultural Centre and Museum, Massena Head Start

- Other Organizations/Offices/Attractions: Town Hall (Town & Village Offices), Horizons Youth Clubhouse (ages 12 - 17), AMVETS (American Veterans), World Class Gym and Fitness Center, Veterans Memorial Park, Fire Department, Police Department, American Legion, Chamber of Commerce, St. John's Episcopal Church

In addition to current features, upcoming or underway revitalization projects are anticipated to bring even more people to the Downtown core – these include the efforts listed in Question #3 outlining past investments and future investment potential.

Downtown Massena directly benefits from nearby attractions and supports visitor needs and desires for a competent, appealing, and accommodating Downtown destination. These area attractions include:

St. Lawrence Seaway & Dwight D. Eisenhower Visitors Center

The Visitors' Center has served as a major tourist attraction for North Country residents and tourists visiting the region since 1961 (which was two years after the Seaway opened). In 2017, approximately 62,000 visitors entered the Center or stopped by the overlook to view ships from dozens of nations traversing the binational U.S.-Canadian inland waterway.

Robert Moses State Park/Barnhart – Nature Center

Robert Moses State Park - Thousand Islands is a 2,322-acre state park located on Barnhart Island in the Saint Lawrence River and the adjacent mainland in the Town of Massena in St. Lawrence County, New York.

The Eugene L. Nicandri Nature Center

This \$12M, 9,500 sf facility is a brand new, state of the art nature center that opened in May 2017. The Nature Center contains indoor and outdoor facilities for use by school groups, families, campers, and others in all seasons of the year. All events and activities are free of charge. Widespread appeal and ability to attract visitors is anticipated to be strong. The Center has seen 40,000 visitors in its first year.

NYPA - The Frank S. McCullough, Jr. Hawkins Point Visitors Center and Boat Launch

The Frank S. McCullough, Jr. Hawkins Point Visitors Center and Boat Launch at the St. Lawrence-FDR Project offers panoramic views of the Power Project and interactive exhibits that let you experience and understand hydropower and electricity. Annual visitors: 28,000

As a three river community, Massena boasts amazing outdoor opportunities for all-season tourism:

Fishing: Tournaments such as the Big Bass Blowout and Northern Pike Challenge held at the Massena Intake or the Bassmasters Elite held in neighboring Waddington, New York draw many people in to the area. Some of the best ice fishing takes place here too. The ample and diverse fish population also brings in numerous recreational and amateur-level fishing enthusiasts to Massena.

Camping: In addition to the aforementioned Robert Moses State Park on Barnhart Island, there are numerous other camping areas in the immediate and nearby areas that bring a plethora of visitors into Massena. Local businesses benefit from providing respite, dining experiences, or by selling campers critical

supplies, groceries, and sundries. With naturally enjoyable summer weather, many downstate residents frequent these northern portions of New York State to escape the hustle and bustle of the city and other populated metropolitan areas.

Outdoor Recreation: The three rivers combined with the other natural resources in Massena and its surrounding areas provide for year round recreational opportunities; whether it is boating, hiking, snowshoeing, or something else there are always recreational prospects that attract people to the area.

The Massena Arena and the Recreation Commission also hosts a variety of sports and other events, including:

- Hockey, Lacrosse, Skating, Tennis, Basketball, Softball, and more
- Rod & Gun Club Sportsman Expo
- Boys and Girls Club Extravaganza
- Shriners Circus
- Model Rail Show
- Frog Jumping Competition, Nerf Wars, and other kid friendly activities
- Massena High School Graduation
- 3 Outdoor Skating Rinks
- Beach and Summer Recreation Program

Massena's major employers offer consistency and bulk to the catchment area and viability of Downtown Massena. These include:

- Massena Memorial Hospital – 449 employees
- Alcoa – 464 employees
- Massena Central School District – 426 employees
- Arconic – 150 employees
- St. Lawrence Seaway Development Corporation – 130 employees
- New York Power Authority – 245 employees with an annual payroll of approximately \$17.9M
- Industrial Park tenants*:
 - Curran/Seaway - 95
 - NRC (Op-Tech) - 50
 - Fockler - 10
 - NY Power Tools - 2
 - Marimac - 1

*A combined total of 158 employees

Neighboring communities who frequent Downtown Massena and are regular patrons of its businesses are:

- St. Regis Mohawk Reservation
- Canadian communities including Cornwall, ON – population 46,876
- Akwesasne – population 3,288 (2010 census)
 - Rich in Culture and History

- Casino brings in thousands of visitors from outside the area

The Massena Chamber of Commerce recently entered in to a tri chamber agreement with Cornwall and Akwesasne to promote economic development efforts in the area and strengthen the communal network. Letters of support from both communities accompany this application and demonstrate the region's broad desire to see Massena succeed with its revitalization efforts.

Downtown Massena also serves as an appealing downtown destination and convenient place to do business or seek entertainment by the area's prominent universities and colleges:

- Clarkson University - Potsdam, NY
- SUNY Potsdam - Potsdam, NY
- SUNY Canton – Canton, NY
- St. Lawrence University - Canton, NY

With a total student population of over 14,000 students, these schools present an additional consumer base to draw from especially in terms of retail and potential events.

Other honorable mentions in supporting the growth and sustainability of Downtown Massena include:

- Footbridge Renovation/Replacement - The Village of Massena is currently working with DOT officials to utilize a previously awarded grant to replace the footbridge that provides a pedestrian connect between the north side of the Grasse River and the south side. This project will present a more attractive, additional option for those looking to walk to the area close to Downtown. Additionally, a recent application to the Northern Border Regional Commission seeks to replace the footbridge's handrails and deck, to include rendering the bridge ADA-compliant in a bid to improve community access and enjoyment as well as engage area tourists.
- Massena Marketplace, Fabulous Finds, and the North Country Showcase are all showing signs of popularity and success and are supporting traffic through Downtown Massena.
- Clean and Affordable Energy: The availability of clean, low cost energy in Massena has created an increased interest from a variety of potential employers and industries positioning the community for growth and the potential for increased residents and/or consumers in the Massena area.
- Trail System – there are a variety of existing bike and walking trails which are funneling more and more traffic Downtown.
- 56 Drive-in Theater – a cultural asset with a throwback to area history and nostalgia provides further community draw and interest.
- Increased Residency in Downtown Core - With the renovation of the Slavin's building and the Old Mill, as well as other proposed developments, there will be an increase in the number of residential spaces in the Downtown core. This will favorably impact current Downtown businesses as well as those looking to locate in the area in the future.

3) Past Investment, future investment potential. Describe how this DRI area will be able to capitalize on prior private and public investment, or catalyze future investments in the neighborhood and its surrounding areas.

Downtown Massena is on the brink of transformation. The Village has leveraged several opportunities for public and private investment - selecting, saving, and supporting renovation efforts at a number of key properties and sites. In accordance with the Massena Downtown Coalition’s (MDC) Downtown Strategic Plan, the Village has worked systematically to invigorate developments and expand historically-appropriate improvements throughout its Downtown. As a strong contributing factor to Massena’s success, the MDC is an advocacy group, an empowerment coalition, the voice of Downtown, an information center for individuals and businesses, a catalyst for action as an umbrella group, and the human side of Downtown revitalization. The coalition includes the Village and Town of Massena Elected Officials, the Business Development Corporation for a Greater Massena, the Greater Massena Area Chamber of Commerce, community organizations, and individual stakeholders. The Village and its engaged citizenry have made notable progress in catalyzing the Downtown landscape and poising the urban core to achieve its highest possible growth potential.

There is defined existence of developable properties within the Downtown, including properties that can be utilized for varying levels of housing affordability and mixed use developments. Two good examples of projects currently underway/funded that align with DRI principles and that could be replicated at other Downtown properties are Slavin’s and the Old Mill – both of which will feature prime residential space as well as “Downtown anchor” commercial space.

Please see as follows for a 5-year snapshot of the incredible progress Massena has the opportunity to build upon:

NYS Main Street Program – 2012

Business	Work Done on Business	Total Cost	Award	Owner %	Grant %
Delmar Sportman’s Tavern, Andrews Street	Façade and interior improvements	\$23,485	\$17,614	25%	75%
Hutchinson Tax Service Main Street	Façade improvements	\$22,975	\$15,615	32%	68%
Mystic Rays Tanning Salon, Andrews Street	Façade improvements, new doors	\$16,542	\$12,407	25%	75%
Studio 162, Main Street	Façade improvements	\$40,305	\$30,000	26%	74%



Hutchinson's Tax Service Before & After Façade Improvements

Town of Massena Grant for local businesses – 2014-2018

Business	Work Done on Business	Total Cost	Award	Owner %	Grant %
Bogosian's Willow St	Façade & Windows	\$11,000	\$3,500	68%	32%
Carriage House Bridal Main St	Roof	\$9,900	\$2,000	80%	20%
Chamber of Commerce Church St	New Roof	\$18,740	\$2,500	89%	11%
CT's Chicken Orvis St	Sign	\$ 594	\$ 300	66%	34%
Java Joint/Laundromat East Orvis St	Driveway sealing, interior renovations	\$1,483	\$ 445	70%	30%
Massena Theater Main St	Doors	TBD	\$3,000	TBD	TBD

Massena Visionaries	Downtown Clean-Up October 2014	\$ 750	\$ 750	N/A	100%
Post Insurance Church St	Renovations	\$36,318	\$3,000	92%	8%
St. John's Episcopal Main St	Roof	\$7,125	\$1,000	86%	14%
Simply You Day Spa E Orvis St	Driveway	\$7,452	\$2,000	73%	27%
Vino Vidi Vici W Orvis St	Sign Relocation	\$3,386	\$1,505	61%	39%

Core of the Community – 2017-2018

Business	Work Done on Business	Total Cost	Award	Owner %	Grant %
Amici's Restaurant Water St	Complete renovation of back room	\$19,833	\$8,200	59%	41%
Blue Spruce Motel East Orvis St	New sign	\$10,298	\$5,300	49%	51%
Chamber of Commerce Church St	New Roof	\$23,600	\$10,250	57%	43%
H3Designs 63 Main St	Rental assistance	\$4,800	\$2,400	70%	30%
Jreck's Sub Shop E Orvis St	Façade, handicap access	\$11,021	\$3,600	67%	33%
Kassian Realty E Orvis	Redo front porch	\$3,335	\$1,360	59%	41%
MoJo Rising Tattoo Main St	Complete remodel of first floor & facade	\$7,164	\$2,948	59%	41%
The Nest - Building Main St	Interior renovation	\$40,920	\$17,360	58%	42%
The Nest - Business Main St	New sign	\$2,971	\$1,040	35%	65%
Thomas Post Church St	Remodel apartment	\$16,383	\$10,800	34%	66%
Rosario's Deli Main St	Remodel restaurant	\$49,300	\$15,400	68%	32%
Salon 181 Main St	Handicapped access	TBD	\$3,680	TBD	TBD
Simply You Day Spa E Orvis St	Gutters, Sign	\$4,810	\$962	20%	80%
Swift Eyewear E Orvis St	Apartment remodel, new windows	\$4,590	\$3,600	72%	78%
Toddler Town Daycare Main St	New façade, back stairway	\$41,294	\$18,400	55%	45%
Vino Vidi Vici W Orvis St	Sign Relocation	\$3,887	\$1,300	67%	33%



Studio 161 Before & After
Façade Improvements



New, Ongoing, and Recently Completed Projects

Celine G. Philibert Cultural Centre and Museum, Main St.

The former bank building has been remodeled as a museum and cultural center. Senator Griffo recently announced that the Cultural Centre and Museum has been awarded a \$150,000 grant for an addition to the facility which would help expand the community's access to cultural and historical exhibitions and relics. Since the museum's relocation Downtown, the organization has seen a steady increase in its number of visitors. The centre and museum serve as an integral element to the Village's Arts and Culture corridor and has the potential

to build upon and draw a large four-season audience. Area initiatives such as TAUNY (Traditional Arts in Upstate New York) and the presence of the Remington Art Museum in Ogdensburg help shape an arts and culture-centered network throughout St. Lawrence County and the North Country.

Massena Theater, Main St.

A NYS Main Street grant in the amount of \$300,000 was awarded in 2017 for the renovation/restoration of the theater; this project has been funded and is just beginning to ramp up. The grant will facilitate HVAC and electrical work - the first step toward renovating and reopening the theatre.

Old Mill Building, Water St.

This 11,365 sf building will be renovated to house a microbrewery and pub (as well as upper apartments). In 2018, the project was awarded a grant for \$986,000 from Restore NY. This project will benefit from private investment in the amount of \$400,000.

32 Andrews St.

This property was recently purchased and will be renovated for use as a marketplace for various vendors, replicating other successful developments in small towns throughout the country. The project represents private investment in excess of \$150,000.

Former Slavin's Building, Water St.

This 12,000 sf building is undergoing renovation as a multi-use structure facilitated by a Restore NY grant award in 2016 for \$500,000. There will be 3 condominiums on the upper floor overlooking the Grasse River on one side and the Downtown corridor on the other, as well as 4,000 sf of retail/office space on the lower level. Grant funding is met with private investment of \$400,000.

Water St. Park

The Village of Massena received a \$123,000 grant to make improvements along the Grasse River on Water Street. The funding from the Environmental Protection Municipal Grant Program, through the New York Office of Parks, Recreation and Historic Preservation, will provide for construction of a pavilion, restrooms, parking lot, a trail and a dock. Additionally, the Village received \$267,888 from a Department of State Local Waterfront Revitalization Plan grant for further improvements including construction of a farmer's market pavilion and introduction of a bandshell. The park improvements are critical to connecting the Downtown core with its riverfront and promoting walkability and access to green space in the urban center.

Local Waterfront Revitalization Plan

In 2016, the Village was awarded \$25,000 towards the preparation of a Local Waterfront Revitalization Plan for its St. Lawrence and Grasse River waterfronts. The LWRP will guide waterfront development, explore connections to the Downtown, restore ecological health to the Grasse River, and encourage the use of waterways as recreational and economic development assets. Slated to begin, the creation of this plan will greatly enhance revitalization and economic development efforts for the Village and serve to leverage potential DRI investment and transformational impact.

DEC Urban Forestry Grant

In 2017, the Village was awarded a grant for \$50,000 to implement a Tree Inventory and Forest Management Plan in partnership with the Massena Electric Department. The endeavor will improve green space within the concentrated Downtown area and beyond - improving community health, environmental resiliency, and Downtown appeal.

DEC 2016 Zero-Emission Vehicle (ZEV) & ZEV Infrastructure Rebate Program

In 2016, The Village, in conjunction with the Massena Electric Department, was awarded a rebate in the amount of \$11,748.86 for the installation of an electric car charger Downtown. The project was implemented to promote and support clean vehicle use while accommodating the Village's many cross-border visitors and seasonal tourists.

Water Quality Improvement Project (WQIP) Program Grant 2017

In 2017, the Village of Massena was awarded \$225,000 towards the relocation and construction of a new salt storage facility. The project would allow for current storage property to be repurposed to a job-creating commercial prospect while also inducing environmental protections and benefits. The project will also facilitate greater efficiency of the Village's public water network.

Parker Avenue Bridge and Turnabout

Given the vibrant culture and activity in Massena in the middle part of the century, a bridge was constructed to provide access to the Downtown corridor as well as travel to and from local industries. This bridge spanned across the Grasse River and provided both vehicles and pedestrians safe access to local business and places of employment.

In 2016, the New York State Department of Transportation initiated a bridge replacement project on the 37B Route (Parker Avenue Bridge) in the Village of Massena. Fatigue and stress of major structural components were the catalyst for this project. The project entailed removal and replacement of the entire bridge structure, including the concrete piers and rebuilding. In addition to the bridge replacement, several improvements were implemented on the roadways and adjacent sidewalks leading to and from the bridge. An attractive round-a-bout was installed on the north side of the bridge which connects to Center Street. Much thought and vision was put into the design of this upgrade. The round-a-bout has required an alignment of connecting streets causing reduced vehicle speeds - welcomed in the Downtown gateways.

Not immediately visible is the work that was conducted under the surface. In conjunction with the upgrade of the bridge and associated street work, the Village paid (est. \$614,000) to replace all the sanitary sewer mains in the project limits. Due to the conflict of water infrastructure, approximately 70% of the water mains were replaced.

Another attractive component to this project which leverages the Village's theme of Waterfront Development and Community Wellness is the landscape and the vegetation placed in the project area. The grading of the property and planting of trees will entice many people to visit and spend quality time overlooking the Grasse River. This area is very close and within walking distance to Downtown Massena, where pedestrians can easily venture on to visit local merchants.

Once complete, the bridge replacement and upgrade project will form an attractive and well-functioning interior loop for both vehicles and pedestrians to and from the Downtown corridor. The total investment of these betterment projects are approximately \$14M.

Massena Public Library

The library is in the midst of making several improvements and adding new features which amplify the community's quality of life and access to education and literary materials – including projects which enhance the library's use and offering of technology as well as its efforts to support workforce development. The efforts here exemplify and build upon the Village's theme (and related proposed projects) of Workforce Skillbuilding, New Business Development & Entrepreneurship.

- A 2016 grant through New York State is facilitating the construction of a new Business Resources Center. The awarded project will implement a 16x16 technology lab featuring two new desktop computers complete with business software and more. The lab will function as a technology education center, a job/career exploration lab, and a jobseekers resource center. The completed project will connect small businesses, entrepreneurs, and jobseekers to the resources, training, technology, and networking opportunities they need to succeed by providing patrons the equipment and training they require.
- A 2017 grant through New York State will provide additional funds towards upgrading the aging and inefficient front and side entrances to the library. This project coincides with improvement efforts by the Friends of the Massena Public Library which includes the creation of a front and side memorial garden, complete with seating areas. The project facilitates the removal and replacement of old entrance doors, reconstruction of the handicap access ramp, a new illuminated sign, walkway replacement, and window replacements adjacent to the children's library.
- In addition to the list of improvements underway, the library is currently applying for a 2018 construction grant which would replace and improve the interior and exterior lighting – making the library more energy-efficient.
- Redesigned programming at the library has allowed for partnership with the Celine E. Philibert Cultural Centre resulting in the integrated presentation of programs, lectures, and installations in both buildings.
- Lastly, the library is building a unique community asset - a "Memory Station". The Memory Station at Massena Public Library is a private workstation that will be located in the new Patron Information Center. The workstation will be designed to provide library patrons with the equipment needed to convert their personal documents, photos, slides, cassette tapes, VHS tapes, LP records and DVD's to a digital format. Patrons will be able to save their files on a CD-R, an external hard drive, a USB drive or on a cloud storage platform by booking a session of time at the workstation and following step-by-step instructions for saving items in a digital format. Memory Workstation orientation sessions will be provided for all interested patrons.

32 Andrews Street

Jim Murphy, who was born and raised in Massena, and his wife Denise are investing in excess of \$150,000 in Downtown Massena through the purchase and renovation of 32 Andrews Street. Denise and Jim are developing

four separate functions for the approximately 6,000 square foot building, the community's original fire station and longtime union hall.

- The ground floor of the building will house "The Shop Around the Corner," a unique gift shop offering one-of-a-kind items with a story to tell, that people can hold in their hand and give as a gift, to be truly remembered and treasured. Denise and Jim have been collecting for more than 20 years and look forward to sharing their wide variety of interests in a fun and unique way.
- The couple has also redesigned the space in the rear of the downstairs into a "community event space," which will host a wide variety of fun events for the shop and/or in partnership with community organizations. This space will also be available – and equipped – for small -scale private meeting and conferences, which has been identified as a potential opportunity in our market research.
- Upstairs, Denise and Jim have completely renovated space that had not been used for more than a decade into a first-class "professional office incubator," designed to fit the needs for professional startup or temporary office space. The four-office suite will be rented individually by the day, week or month to professionals who are, for example, making the transition from a home business or who will only be operating in town on a temporary assignment. The concept is, "If you have a cell phone and a laptop, you're in business." The Professional incubator will provide furnished offices, high speed wireless Internet, access to a break room and conference room space, printer and other support services. The offices could easily accommodate up to eight professionals.
- The upstairs also features a recently renovated very large studio apartment will be offered as a short-term AirBnB lodging space. The completely renovated apartment includes a complete kitchen, washer and dryer, and all the bells and whistles you would expect at an upscale branded hotel.

All of these functions are designed to draw people – whether they be visitors, neighbors or professional services - into the Downtown corridor. The enterprising couple has made this substantial investment in Downtown because they believe in the promise of revitalizing downtowns and in the potential of Massena.

4) Recent or impending job growth. Describe how recent or impending job growth within or near the DRI area will attract professionals to an active life in the Downtown, support redevelopment, and make growth sustainable in the long-term.

Massena's business and employment environment has historically endured setbacks; however today, Massena is not only showing progress but is also poised for long-term future developments. Several features make Massena an ideal business climate, including its strategic geographic location on the U.S./Canadian border, access to vast natural resources including 3 rivers, low-cost hydroelectric power, close proximity to best-in-class educational facilities, central position to many major cities in both the U.S. and Canada, and a high speed telecommunications network.

Massena continues to make progress upon the developments which will lead towards the attraction of professionals, support redevelopment, and make long-term growth sustainable. As more and more private funding sources are leveraged with public investment dollars to improve the community, Massena is seeing unprecedented momentum and revitalization interest. Recently opened, underway, and upcoming businesses within the DRI focus area include:

- Retail tenants planned for the former Slavin's Building – currently being renovated
- Brew Pub at the former Old Mill
- The Nest - (2 owner/operators)
- Farmers Insurance – (two employees/opened 2015)
- Violi's Pilates (owner/Operator - Opened 2016)
- Josephs Fine Jewelry (2 owner/operators - opened 2018)
- Horizons Club House (3 full time jobs/opened 2017)
- Massena Martial Arts
- Eruza Vape
- Simplicity Boutique
- Relocation of Massena Museum and creation of Celine Philibert Culture Center
- Shop Around the Corner Antique Store

In addition to the new independent businesses, there is positive growth reported at Massena's major employers. **Massena Memorial Hospital's** employment has grown 4.2% from 2016 to 2017, from 367 to 382.9 fulltime equivalents. Total payroll has followed suit, increasing 10.8% from \$23.1M to \$25.6M from 2016 to 2017. The hospital continues to add experts to its staff and expand services to amplify the quality of care in the community. In 2017, the hospital recruited 8 new physicians to provide ambulatory based services. Ambulatory services supported by these additional physicians grew by 10,348 units from 2016 to 2017. Based on an analysis performed by the Hospital Association of New York, these figures have resulted in an increase in the hospital's total economic impact - a staggering \$78M in 2017 (up from \$76M in 2016).

Outside of the DRI focus area but directly supporting the Downtown and its viability, there continues to be positive growth and advancement. The **industrial park is welcoming new tenants**, including Skynet Digital

creating 12+ jobs and the upcoming Seaway Yarns with 10-15 employees proposed. Additionally, the proposed and much-anticipated St. Lawrence Soyway, a \$40M facility, would create 35 fulltime jobs.

Another tenant who is critical to Massena's employment landscape is **Arconic**, a derivative entity of Alcoa, who is showing promising growth. Arconic's largest and fastest-growing market is aerospace, an industry in which it has had a major presence since the Wright Brothers' first flight. Because of an expanding global middle class and increasing air travel, according to Arconic officials, worldwide demand for aircraft has led to the largest order book in aviation history, with a nine-year production order book for both commercial aircraft and aero engines. In 2016, approximately 64% of Arconic's total revenue was derived primarily from aerospace and transportation markets. The balance was from markets such as industrial and building construction. For 2018, the company is anticipating roughly 10% revenue growth with new hires approaching 10+ through early 2018 which is a healthy increase for the plant's 150+ headcount.

Massena Central School District maintains a strong, and growing, network of professionals – adding 18.5 positions since 2015.

Seaway Timber & Curran Logging, located on Route 37 in Massena is also projecting growth. The company is currently working with the St. Lawrence County IDA in hopes to gather funding to build a small sawmill with the potential for 8-10 jobs working on a 10-hour shift. With success, employment numbers could double with 2 shifts and total of 16-20 jobs.

Other job-supporting growth endeavors and statistics include:

- The Eugene L. Nicandri Nature Center – 40,000 visitors in its first year
- NYPA - The Frank S. McCullough, Jr. Hawkins Point Visitors Center and Boat Launch – 28,000 visitors annually
- Swift Eyewear (East Orvis Street)
- ALDI Store – relocating to Village pending Planning Board approval
- EZ Back Trailers – Industrial Park tenant with 12+ employees and the addition of 15+ more projected
- Morley's American Grill - newly open restaurant in 2017
- BuzzBees – deli opened in 2016 with 5+ employees
- NYPA has contracted with a global search firm to bring jobs to area
- NC Data Center has established operations at the former Alcoa East and estimated hiring 100+
- RACER Trust recently completed an RFO for parcel development at former GM Site
- Proposed projects for Downtown Revitalization Investment demonstrate additional job creation of at least 60 new jobs.
- Hot Tamale – new restaurant

Much anticipated future growth in Massena is based on the amplification of outdoor recreational opportunities and tourism – including sportsmen's and outdoorsmen tourism. As is evident throughout this application, when speaking of recent growth or potential projects, the Village's ability to hone in its outdoor and recreational assets is absolutely paramount to the community's long-term economic sustainability.

The fishing opportunities that exist around the three rivers that flow through Massena are unlike any other found in North America and are accessible year-round. This extraordinary fishing potential represents a means to bring anglers and their families from all over the region and can serve as the catalyst for future economic expansion. In order to facilitate this effort, Massena has embarked on a multi-faceted movement which includes representation at Northeastern sports shows, connecting with regional tournament directors to make Massena the center of a national bass experience, television and radio presence in both programs and advertisements, and the creation of a national fishing school. At the center of all of this is a partnership with the NY Power Authority to include an ambitious re-building of the Massena Intake into a multi-faceted and ultra-modern tournament and event destination center. This project is crucial to the success of Massena's fishing tourism promotion.

The expansion of the Massena Intake is also a key component in the recreational plan for Massena. The project plans call for additional parking, boat launches, and gazebos to provide gathering areas and play spaces for adults and children alike. This project plays a pivotal role in garnering additional interest for future tournaments. The Town Board has worked in cooperation with the New York Power Authority to create a world-class launch site, and the potential for future tournaments is greatly enhanced with the eventual completion of this project. This project and complementary outdoor recreation projects may hold much weight in amplifying area job growth. Outdoor attractions will also continue to support economic sustainability and growth of Massena's Downtown, its businesses, and services.

5) Attractiveness of physical environment. Identify the properties or characteristics that the DRI area possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Massena was formed from a rich heritage and history. The Village was first settled circa 1803 and is located on the banks of the Grasse River and the Raquette River and on the shore of the St. Lawrence River. Part of its early growth was based on neighboring medicinal springs. Then, throughout the mid-20th century, Massena experienced enormous growth due to the construction of the Franklin D. Roosevelt power project and the Eisenhower locks which helped connect the Atlantic Ocean to the Great Lakes via the St. Lawrence River. Within the last century, Massena established itself as the manufacturing center of St. Lawrence County with the presence of the Aluminum Company Of America (Alcoa) plant, Reynolds Metals plant (now Alcoa) and a General Motors Powertrain plant (dismantled in 2011). The Alcoa East plant was temporarily idled in 2009, but began to restart pot lines in January 2011.

Downtown Massena benefits from its strategic location. In less than 2 hours, one can be enjoying the European flair of Montreal, Quebec, or see the changing of the guard at Parliament or the gorgeous Tulip Festival in the beautiful Canadian capital city of Ottawa. Looking to the south, there is the majestic vista of the nearby Adirondack Mountains that invite fabulous, world class skiing in the winter and a marvelous system of hiking trails to enjoy all year. Oftentimes tourists move up the St. Lawrence Seaway on their way to scenic Lake Placid and beyond. In less than a day's drive, one will find 45% of the U.S. population and 70% of the Canadian population – from New York City to Toronto; Buffalo to Boston. Within a 750 mile radius, there is 37% of America's manufacturing plants and 75% of Canada's; 35% of the U.S. industrial payroll and 83% of Canada's; 29% of America's retail sales and 69% of Canada's.

An intimate, historical, and architecturally rich setting, Downtown Massena is ripe for reinvestment and exhibits broad physical appeal. The Broader Downtown Service Corridor stretches generally from the southern banks of the Raquette River to the northern banks of the Grasse River. Route 420 is Main Street for this entire length. The Historic Downtown Core begins south of the intersection of Main Street and Orvis, extending to the Grasse River Bridge, where the Broader Downtown Service Corridor continues across the River, generally converting to a residential neighborhood at Maple Street. This Main to Maple route is the most traversed for individuals who live in the near-Downtown neighborhood and work at Alcoa or travel to the Massena Memorial Hospital. The Historic Downtown Core is at the heart of Massena's Village. From just south of Orvis Street along Main, heading north and then onto Andrews Street to the west; continuing on Main to the Grasse River Bridge and then east onto Water Street; lie the most densely intact, historically significant buildings of Massena's Downtown. This core has long been the nucleus of commerce and civic pride, containing a number of early 20th Century commercial-style buildings - owner-occupied by small service, retail, and restaurant businesses as well as the Town & Village Hall and Massena's beloved bicentennial clock tower.

The Historic Downtown Core is demonstrative of an ideal historically intact, contiguous and dense district. There are a number of developable properties (please refer to potential projects listed in question #8) including such buildings as the coveted Massena (Schine) Theater and other lesser known properties such as the rounded-front brick structure at 9 West Orvis Street. The plethora of architecturally-significant buildings with a view are prevalent here and lend well to mixed-use development prospects. There is a notable public parking capacity, as well as a significant quantity of through-traffic to Massena's major regional employers, including the Massena Memorial Hospital, Alcoa, Massena School District, Arconic, St. Lawrence Seaway Development Corporation, and NYPA. Overall, the region offers a wide diversity of communities, lifestyles, recreational pursuits, and outstanding educational opportunities at all levels, including four public and private universities nearby. With annual payroll in Massena well over \$150M, residents enjoy a high quality of life enhanced by reasonable property values, a low crime rate, and extremely low-cost, reliable power from its municipal electric company.

A survey of Downtown Massena's attractiveness and appeal would not be complete without a look at its vast natural resources. The Downtown area is situated upon and encompasses a beautiful stretch of the Grasse River. A recent award for the creation of a Local Waterfront Revitalization Plan will help bring the riverfront into focus, restore its health, and capitalize upon its ability to evoke economic impact. The Downtown is further straddled by three parks: Veterans Memorial Park, Danforth Street Park, and the upcoming Water Street Park. The presence of these public parks exemplify the Village's commitment to ensuring the community has ample access to open, green space and plenty of recreational opportunities. With DRI investment, the Village will further the community connection to these resources and integrate a greater scope of walkable, bike-able, and event-friendly spaces within the Downtown footprint. Further leveraging these assets, the Village of Massena (its Downtown included) benefits from an enthusiastic group of naturalists, gardeners, and arborists as well as its Massena Electric Department who continue efforts to maintain and expand the community's urban forest. Massena Electric first received "Tree Line USA" status in 2005. "Tree Line USA" is designated annually by The National Arbor Day Foundation in cooperation with the National Association of State Foresters and recognizes public and private utilities across the nation that demonstrate practices that protect and enhance America's urban forests. Additionally, the Village enjoys Tree City USA status. The community's commitment to keeping Downtown green purposefully adds to Downtown attractiveness, physical appeal, and its ability to invite private investment. In short, Downtown Massena exudes aesthetic appeal characteristic to many downtown revitalizations across the country.



Massena's majestic Town Hall in the center of Downtown

6) Quality of Life policies. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, comprehensive plans, complete streets plan, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

Downtown Massena has no shortage of quality of life policies and initiatives. The Village and surrounding Town have been proactive in implementing a variety of programs to elevate the daily life of its residents while helping to improve and overcome adverse conditions. Likewise, the Village and Town benefit from a concerned and engaged citizenry. The following is a list of relevant programs, community assets, and policies:

- Massena Downtown Coalition Revitalization Strategic Plan: a resource for new and existing businesses Downtown; a clearinghouse of information , events and organizations Downtown; a way to “get on the train” for everyone interested in Downtown; a partner to existing organizations; and a coalition to bring every stakeholder in Massena together around issues vital to Downtown. A complete copy of the plan can be found here: https://drive.google.com/file/d/1ZeYTHpSC_NDK86ovdXGhlyX_pLibK7e6/view?usp=sharing
- In 2016, the Village adopted the 485-A Tax abatement to encourage concerting commercial use facilities to mixed used with residential.
- In 2017, adopted a Complete Street Policy
- In 2015, adopted a Village Code for Blight which includes restoration language
- Core of the Community Program – Thus far, \$236,000 of private investment was matched with \$106,000 of public money to complete façade improvements, interior buildouts, and new signage throughout Downtown core properties.
- In 2017, the Village created a Downtown Core Renovations Standards Committee that anticipates recommending new codes to Village Board in August 2018. These would replace the recommended, but never adopted, Massena Renovation Guidelines developed in 2012. To view the proposed renovation guidelines, please visit: <http://massena.us/DocumentCenter/View/1000/Renovation-Guidelines-2012>
- The Village is in planning stages with St. Lawrence County Mobility Manager to extend public transit to Massena, which will include first and last mile transport.
- Massena has an active TRIAD group that has operated since 2005. The group’s mission is to enhance delivery of law enforcement, social services, and the public awareness of crime activity to reduce the criminal victimization of older citizens, people with disabilities, and those with common issues in the Massena area.
- We Care Call Program – is a free daily phone call service provided to seniors, disabled persons, and people that are “shut in”. A call is made each day at a pre-selected time to check on the person.
- As aforementioned, the Village has funding in place and is in the beginning stages of creating a Local Waterfront Revitalization Plan which would leverage strategies for Downtown revitalization.

- Massena enjoys the presence of a Garden Club on Main Street that is also active in its parks - improving Downtown and community aesthetics.
- Several public parks improve Massena residents' quality of life: Veterans Memorial Park, Danforth Street Park, Gerry Cullen Fields, Prospect Park and Water Street Park (underway). These parks are integral to Downtown recreation and provide space for community celebration, sporting activities, and personal reflection. Notably, free events continue to gain momentum at the parks and enhance quality of life such as weekly yoga classes.
- Massena enjoys vast access to green space in an urban setting which is being consistently improved through the Village's designation as a Tree City USA and efforts with Urban Forestry funding. In relation to this, the community's Massena Electric Department has earned Tree Line USA status as well.
- Dedication to a walkable and accessible Downtown environment which promotes green efforts – examples include the recently installed electric car charging station, implementation of complete streets policies and plans, as well as area cycling clubs.
- Farmers Market has been relocated Downtown to induce Downtown traffic and patronage
- Community Gardens and GardenShare efforts are increasing use of green space Downtown and improving community enjoyment and wellness.
- SLIC 4-gig highspeed internet for the Village of Massena businesses and residents
- Massena Electric Department – cheap, reliable power for Massena residents and efforts towards preserving and maintaining the community's urban canopy
- Main St. Grant (continue to build on the previous development) / Core of the Community – assisting businesses located or relocating Downtown
- Moving Massena Forward Coalition whose mission is “To develop initial strategies for community development that will promote progressive, innovative, and diverse business growth, expansion and retention aligning with healthy and prosperous living”
- Massena Music Friends - promoting Massena as a “music” town
- Summer Concerts Series in the Park
- Drawing on Massena's rich history as a place of medicinal springs (“Massena Springs”), Massena has a hometown hospital providing quality healthcare as well as several alternative-health care providers. It is also one of Massena's major employers and is experiencing year-over-year employment growth and service expansion.
- Massena Senior Citizens Club – an extremely active community club offering chair yoga, belly-dancing/exercise, shuffleboard, card games, dances, dinners, bus trips to events/attractions, and more.
- Community commitment to Veterans – ideal in relation to Massena's proximity to Fort Drum: Veteran's representative located in Massena / “Cold War Exemption” adopted 2018 / Veteran's Clinic in Massena
- Downtown within walking distance of most neighborhoods - amplifying the community's ability to access area businesses and services on foot or by bike.
- Zombie Property Grant addressing vacant or foreclosed homes which continues to help clean up neighborhoods and remove blight

- Housing Project and Partnership with DANC – The Village has contracted with DANC to administer a local housing program. The Village currently administers two federal housing grants:
 - A \$400,000 Community Development Block Grant through the NYS Office of Community Renewal. Funding was provided to assist 12 income-eligible families purchase a single family home in the Village. To date, 10 families (households) have received assistance in the form of down payment assistance along with closing cost assistance and some funds for renovations if the home requires them for habitability. The Village is in the process of fulfilling the program requirements and the program will be complete by December 15, 2018.
 - The Village is also currently administering a \$400,000 AHC (NYS Affordable Housing Corporation) grant for the rehabilitation of 10-12 income-eligible owner-occupied homes in a specific target area (Census Tract 4901). To date, 9 projects have been completed, with 2 under contract and rehab to begin in the next month, and another 2 projects on deck.

7) Public Support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a DRI Local Planning Committee to oversee the plan.

The Village of Massena community is highly engaged and mobilized in attracting Downtown Revitalization Initiative investment. Soon after 3rd Round DRI funding was announced, Village leadership – under the guidance and direction of Mayor Timmy J. Currier - formed committees of public stakeholders, professionals, and business owners to help shape and guide this application. Committee work included many discussions with the general public to present a list of desired potential projects and revitalization ideas. What resulted was a plethora of creative concepts, identification of key developable properties, and an all-inclusive look at how we can improve Downtown Massena.

The following is a list of DRI Application Committees and their respective members:

1. Recent & Current (on-going) Projects:

Tom Sullivan – Chair

Ian Maxwell

Ron Bacon

Vance Fleury

Tricia Wilson

Aaron Hardy

2. Potential Projects:

Tobi Violi – Chair

Nathan LaShomb

Michael Kassian

Anthony Viskovich

Michael Besaw

Carol Pulley

Dan Pease

Nancy Smith-Weller

3. Partners:

Tim Currier - Chair

Steve O'Shaugnessey

Pat Brady

Tom Miller

James Murphy

Dave LaClair

4. Catchment Area
Matt LeBire – Chair
Alison Power
Zach Monroe
Nance Thomas-Arquiatt
Jason Hendricks
Linda McQuinn
Mike McCabe



DOWNTOWN REVITALIZATION INITIATIVE

PUBLIC RALLY

Wednesday—May 9th 6:30 p.m.

Town Hall Steps—Main Street

Join us to show support to restore Massena's downtown!

Be a part of building Massena's future!



Charged with mobilizing the community at large, Village leadership and committee members dispersed flyers and notified people via social media of the plan to hold a public rally on May 9th, 2018 in support of the Village's DRI application. The rally, aside from being a great success, is indicative of public interest and drew significant area news coverage and public awareness – not only of Massena's plans for the future, but in calling attention to all the progress that has been made. The rally also served to integrate and complete the Village's vision for its Downtown: Rediscovering Downtown Massena – "Embracing Our Past to Shape Our Future". Nearly 300 people attended the rally with many additional citizens engaging with the effort through social media.

Rally News Coverage can be found here:

- <http://www.watertowndailytimes.com/opinion/public-support-massena-residents-support-downtown-revitalization-efforts-20180524>
- <http://northcountrynow.com/news/village-massena-hosting-public-rally-support-effort-get-downtown-funding-0233564>
- <http://www.watertowndailytimes.com/news05/public-rally-scheduled-to-show-support-for-massena-downtown-revitalization-20180506?gallerydate=2018-05-06Z>



Efforts with the public rally coincided with the Village's addition of a DRI-specific website:

<https://www.mymassena.com/rediscover>

Watch the public rally and speeches here: <https://www.youtube.com/watch?v=iv-d91Y6xxE&feature=youtu.be>

See more professional photos of the event here:

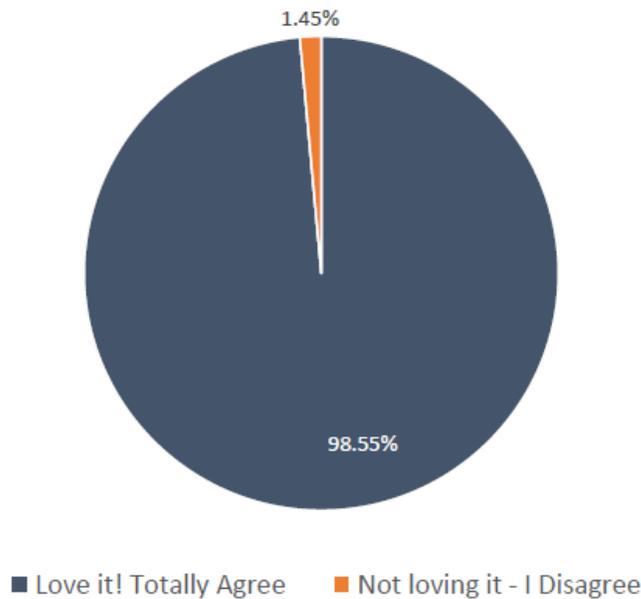
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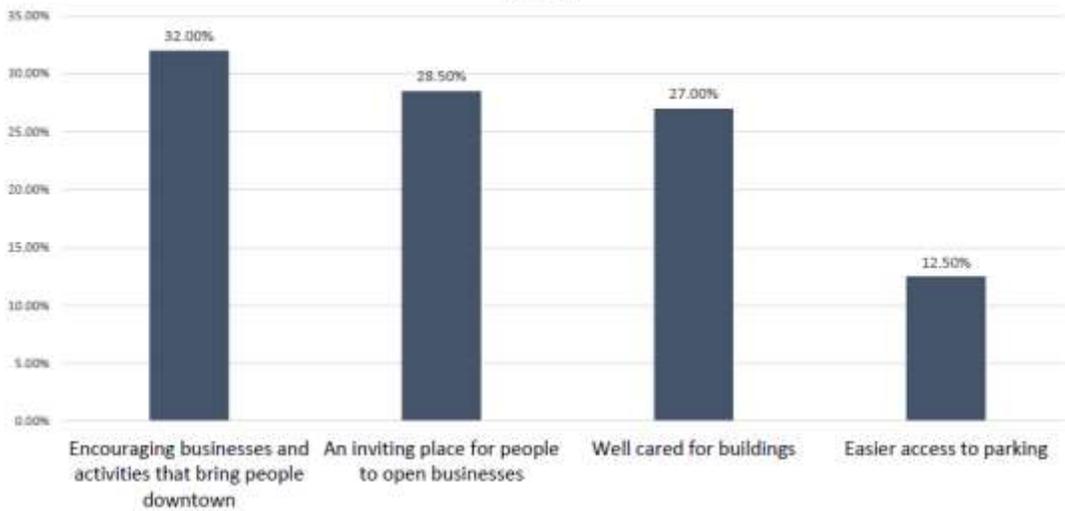
Coinciding with the public rally, Village leadership and committee members created a survey which could reach and further engage area citizens. Feedback via the survey continues to roll in and has helped the entire revitalization effort take shape and focus efforts.

Ongoing Community Engagement and Participation – Survey Data:

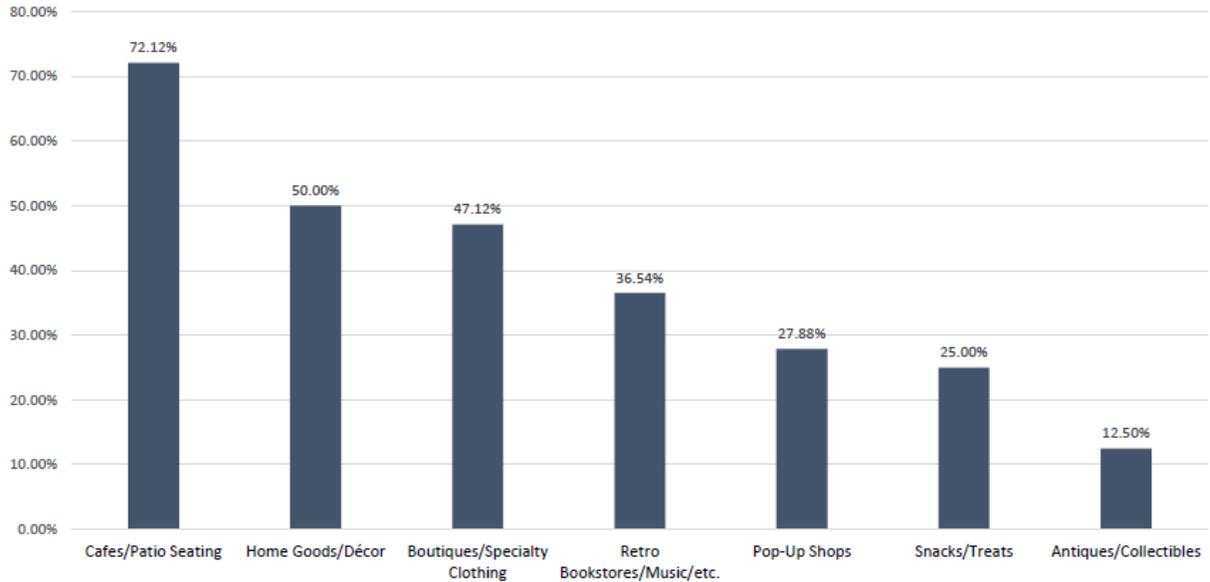
Q1 - We believe a vibrant downtown can completely change the face of our community, support the growth of local businesses and make this a better place to live, to visit and enjoy coming back to. We believe a retro + future focus is the ideal path to ach



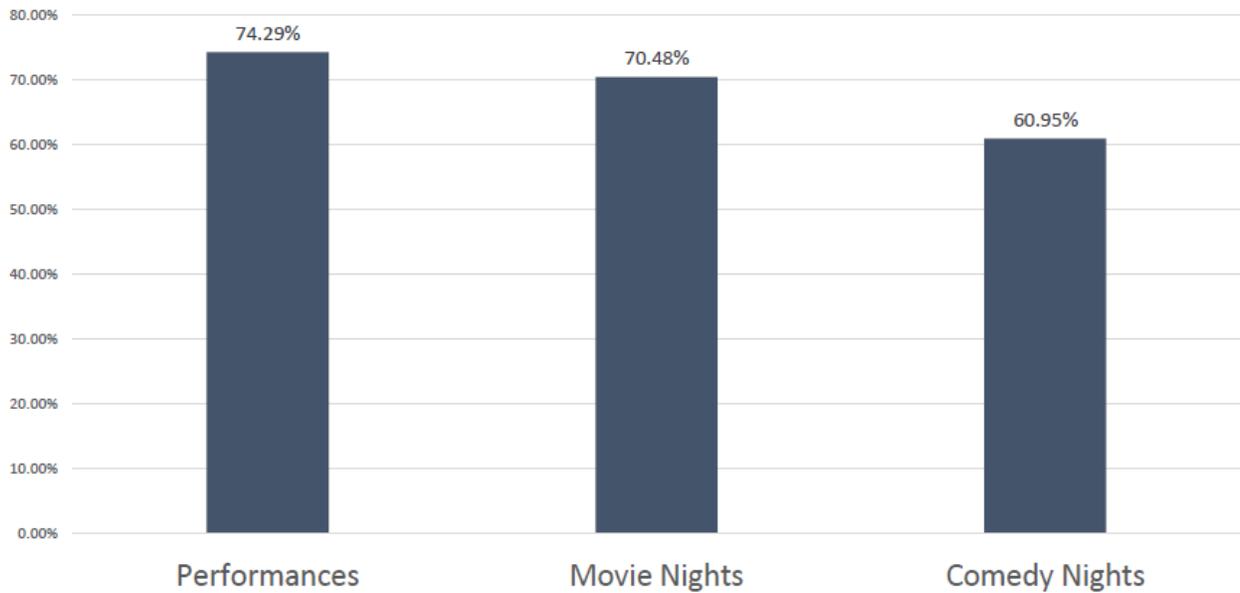
Q2 – What should our top priority be in revitalizing downtown
(n =138)



Q3 - I want local options for what I now spend on elsewhere:
 % of respondents that selected each option (n = 138)



Q4 – I am looking forward to the theatre opening to attend:
 % of respondents who selected each option (n = 138)



It cannot be overlooked that the bulk of revitalization impact will be enjoyed by Massena’s future generations. To engage and include this population, teachers at the Massena Central School District worked with over 300 students to support Village efforts. The result has been incredible – Massena’s youth have gone above and beyond to share what they love about Massena and have served as a refreshing reminder of why community efforts such as the revitalization are so very important. Hundreds of cards can now be seen

lining Massena's Chamber of Commerce walls and students are excited to see their efforts take to social media. The Village is asking the community at-large to participate on Facebook by sharing what they love about Massena and generate online traffic through the use of Downtown Massena's hashtag #OurFutureMassena.



Cards can be seen here, adorning Mayor Currier's desk before making their way to the Chamber of Commerce.



Cards of Support from the students being hung on the Chamber walls





Public support and engagement has come from near and far. Over 40 letters from the Massena community as well as neighboring communities are attached to this application and are demonstrative of the broad appeal and interest the North Country community and beyond shares in seeing Massena move forward.

8) Project List to Demonstrate Readiness: Describe opportunities to build on the strengths described above by providing a list of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how most projects proposed for DRI funding demonstrate their readiness for implementation.

Village leadership and committee members have envisioned Downtown Massena’s projects following three main themes: Waterfront Development and Community Wellness; Arts and Culture Corridor; and, Workforce Skillbuilding, New Business, & Entrepreneurship. Each theme has the ability to transform Downtown Massena – physically, culturally, and economically. Each category features an anchor project:

- Waterfront Development and Community Wellness - Downtown Massena Riverwalk
- Arts and Culture Corridor – Massena Theater
- Workforce Skillbuilding, New Business & Entrepreneurship – The START Center

To demonstrate the extent and potential for growth, we have also listed prime developable Downtown properties here.

Waterfront Development and Community Wellness

Downtown Massena Riverwalk:

Proposal: To create a scenic river walk from Massena’s historic Downtown connecting with the Aluminum Trail. The Riverwalk would bookend with Veterans Memorial Park in Downtown, heading along Grasse River to the footbridge, crossing the Grasse River, following the Aluminum Trail to north Main Street. A future phase would extend the trail from north Main Street to the Massena Intake. The walkway will facilitate easy access to current and future businesses along the route. Committee members have also marked the route’s potential for bike, kayak, and fishing equipment rentals.

- Phase 1: Downtown Riverwalk - Begins at Fire Station on Andrews Street, travels east along the southern bank of the Grasse River to Parker Ave Bridge, crosses bridge, travels west along the northern bank of the Grasse River to Main Street bridge - crosses bridge, continues along Main Street to Andrews Street, then west to Fire Station.
- Phase 2: Connect Downtown Riverwalk with Aluminum Trail (East Orvis to footbridge) - At the Parker Ave Bridge, continues on southern bank of Grasse River, heading east to the footbridge, connecting to the Aluminum trail.

- Phase 3: Connect Aluminum Trail to Route 131 - North Main Street connecting to the Massena Intake following State Route 131 and the trails along the St. Lawrence River.

Total Project Cost \$1,077,500



Complete Streets Elements: The Village envisions DRI investment aiding the community’s integration of complete streets elements and principles – greatly improving Downtown’s walkability, accessibility, and diversity of use.

New/Improved Side Walks Main Street (from Maple to Bridges)
 Andrews Street (West Orvis to Main)
 West Orvis (Andrews to Main)
 Orvis Street (Main to Water)
 Water Street (Main to East Orvis)

New/Improved Parking Lots Municipal Lot Off Andrews Street (South)
 Municipal Lot off Andrews Street (North)

Other Elements for Downtown Appeal

Benches, Newly designed crosswalks, and energy-efficient updated lighting added within the Downtown core and Parks

Total Project Cost \$1,449,960

Water Street Park Recreation:

In continuation of the efforts put forth to incorporate a main riverside park within the Downtown boundary, the Village is proposing DRI funding be utilized towards a recreational component for the impending Water Street Park.



Challenge Course and Recreational Fitness

The Massena Recreation Commission is excited to offer a modern approach to Massena’s newest recreational area. The proposed project will feature a “Challenge Course” playground at the newly designed Water Street Park on the Grasse River. The playground will be a great addition to Massena - where residents and visitors alike can meet, compete, and repeat the fun and fitness! The course will offer individuals who are training for competitions alike to the well-known television series Ninja Warrior the opportunity to condition right in their own back yard. The course will get more youth interested in fitness and will positively engage the community.

With additional funding leveraged via the DRI, the Village will be able to offer not only a modern “Challenge Course” Playground but also expand the site to open a diversified experience at the location. This would include the integration of a traditional playground experience complete with swings, slides, and tunnels that complement the “Challenge Course” as well as outdoor fitness equipment that would create a green space that is fun, interactive, and motivational for people of every age. This area will creatively enhance the Downtown area by drawing people in, invoking healthy lifestyles, and adding aesthetic beauty and functionality to the Downtown Park. **Total Project Cost \$215,000**



Community Connection Kiosks:

In an effort to provide local residents and tourists quick and easy ways to get information about Downtown Massena as well as nearby attractions, events, and businesses we propose five interactive touch screen kiosks be strategically located throughout the Greater Massena community.

The kiosks would help strengthen the relationship between the Downtown core and other catchment areas in the Greater Massena community. Aside from the potential cross-promotion of businesses, the kiosks would also allow for the Village to highlight local events and information and promote positive attributes of our community.

Proposed Locations

1. Downtown Massena
2. Eisenhower Locks Visitors Center
3. Eugene Nicandri Nature Center
4. Massena Arena
5. St. Lawrence Centre Mall

Total Project Cost \$50,000

Arts and Culture Corridor

Massena Theater Restoration:

The Massena Schine Theater is the very embodiment of Downtown revitalization, and is a key restoration project in establishing a cultural anchor in the heart of the Village of Massena. The Theater is centrally located on Main Street, and is flanked by other buildings that have recently been renovated or are in the process of being renovated. Once operational, the Theater will be a cultural and entertainment destination for visitors and residents alike, driving support for local businesses such as hotels, restaurants, and cafés - further leading to more area developments and revitalization.

This project will improve the physical infrastructure of the community by renovating and making functional once again a historically significant building in the heart of Massena's Downtown corridor. This building is vacant and unusable in its current condition. Once renovated, the Theater will provide a source of year-round employment for an estimated four (4) full time equivalents. Therefore, this projects meets the Opportunity Agenda goals of establishing job training programs, internships and apprenticeships that result in career building experiences through anticipated collaboration with local colleges; supporting micro-business/self-employment opportunities; boosting the sustainability of long-term learning, employment and investment in distressed communities; and redeveloping blighted areas.

As a key structure in the center of Main Street, revitalization funding for the Theater's restoration into a fully functioning building is a vitally important component of advancing Massena's total Downtown revitalization effort. It also serves as the first major revitalization project to a cultural venue in Downtown Massena. This new cultural center, anchored on Main Street Downtown, will join the Celine G. Philibert Cultural Center and Museum recently located three doors down, which houses the town museum of Massena.

Timeline:

Preliminary Phase (to-date)

- June 2015: Building Acquisition - Completed
- June 2016: Renovation Estimates – Completed
- June 2016 – Ongoing: Preliminary Site Work to mitigate damage and stabilize structure (roof repairs, floor stabilization, exterior masonry fixes, new front and perimeter doors, and refurbishing of original marquee)
- July 2017: Grant Submission to the NYMS program
- Ongoing: Community Fundraising Efforts

Phase 1 Renovations

- December 2017: Successful Grant Award Notification from Restore NY
- March 2018: Site Review and Building Permits obtained
- July 2018: Renovations Begin (Phase 1)
Stabilize structure; install electrical, plumbing, lighting, and HVAC system; install new doors; install ADA-compliant bathrooms; marquee restoration and installation; renovate lobby/concession
- December 2018: Renovations Completed (Phase 1)

Phase 2 Renovations:

- January 2019: Renovations Begin (Phase 2)
New studding, sheetrock, paint; digital projection and sound system; replace screen; install new flooring; seat restoration; office; facade improvements
- August 2019: Renovations Completed (Phase 2)

Budget:

- Phase 1 \$480,000 for Building Renovations. This includes asbestos removal, demolition, framing and drywall, painting, tile flooring and walls, radiant floor heating system, new HVAC system, gas service, plumbing and electrical work. At the completion, the Theater will be an operational arts venue, ready to host events and schedule programs.
- \$20,000 for Soft Costs. NYMS funds will be used to cover the cost of grant administration by the BDC for a Greater Massena, which is serving as the Local Program Administrator for the grant.
- Phase 2 of the renovation project (at an **estimated cost of \$1,398,912**), will focus on interior upgrades that will recreate the original décor and provide expanded offerings to the community at the theater. This phase includes: interior upgrades to doors, walls, and flooring; a Dolby sound system, digital projection, screen, and stage curtain; restoration and installation of the original theater seating; ticketing, concessions and restroom renovations.

Historic Massena Self-Guided Walking Tour “Rediscovering Massena’s Downtown”:

Walking tour infrastructure is proposed as a key integrator of the Village’s Arts and Culture corridor and rediscovery theme. Custom signs throughout Downtown Main Street will showcase each building’s history with a plaque. The walking tour is intended to reconnect Massena’s current and future generations with the roots of

their past and shine light on Massena’s rich and storied history – from a home of medicinal springs to the bustling base of an industrial heyday. Each plaque will feature a QR code or similar technology which can be scanned by a smart device and will drive participants to relevant information on the Village’s website. The signs will also be easily accessible and user-friendly in an “old-fashioned” way – featuring ‘before and after’ high resolution images for all to enjoy.

Total Project Cost \$65,000

56 1/2 Main Comedy Club: Jason Fetterly, the property owner, is proposing the development of a Comedy Club to coincide with other Downtown recreational venue efforts. The club would offer the community a place to enjoy a night on the town as well as an escape on those long winter months. In the proposed reuse of the building it would be completely renovated. The space would be designed with multi-functionality in mind to facilitate events – adding a much-needed public event space Downtown and generating additional Downtown revenue and visitor spending.

Scope of work: structural repair; update plumbing and electrical; floor and wall repair and rebuild; façade work; creation of a business sign for the club; stage construction; fixtures and equipment; and upgraded lighting.

Total Project Cost \$100,000

Massena Museum Addition:

In 2016, the museum relocated Downtown which has proved to induce additional visitor numbers and increasing community collaboration and participation. While the new building has provided a great new home for the museum, it does not have adequate space to house the large artifacts in the museum’s collection. In 2017, the museum board began exploring funding opportunities which would allow them to construct a 900 sf addition to the facility as well as provide an 20’x40’ building for large artifact storage. With funding provided by the Town Board (\$35,000), donations to the Museum Board (\$5,000), and a generous grant from State Senator Griffo (\$150,000) the addition is fiscally feasible however, additional funds will need to be sourced for the construction of the storage building. With DRI investment, a larger (transformational) addition can be constructed as well as a storage building which would accommodate not only current collections, but future pieces as well.

Total Project Cost \$275,000

Energy Efficient Massena Public Library Lighting Upgrade:

According to an Energy Audit from Massena Electric Department, the Library is a prime candidate for implementing cost-savings and promoting green energy efficiency through an upgraded lighting project. Existing interior and exterior lighting will be upgraded to LED fixtures and bulbs which, in some areas, may require ceiling/wall adjustment and repair. The project will leverage a handful of other progressive advancements being made by the Library and will save significantly on operating costs. **Total Project Cost \$25,000**

Workforce Skillbuilding, New Business Development & Entrepreneurship

The START (Skilled Trades Apprenticeship Readiness Training) Center, 22-24 Main Street

Massena's START Center has the potential to transform regional economic development by addressing the critical shortage in the skilled trades workforce, including electricians, carpenters, mechanics, machinists, welders, pipe fitters, and other similar trades, by educating the next generation of tradesmen and women.

The START Center would operate in cooperation with local trades unions, manufacturers, contractors, BOCES and technical community colleges. The Center would provide the technical knowledge and better-than-average understanding of the tools and machines that middle skilled workers would operate in the workforce, through mentor-led, experiential instruction.

This hands-on approach would be demonstrated by the inclusion of the dilapidated former Massena School of Business on Main Street as a real life "laboratory" where future tradespeople could hone their skills. Given the building's history of educating workers and the community's long tradition as the North Country's center of skilled union labor, this could not be a better fit for Massena. Over time, we can envision derelict buildings in that particular section of the Downtown corridor given a new life as a byproduct of the START Center's programs.

American economic growth is highly dependent on the quality and quantity of workers. Currently, the United States is facing a severe skilled and unskilled worker shortage that has long and short-term economic implications. Older workers are retiring in large numbers and there are fewer younger workers to replace them. These older workers have the experience, knowledge, and skills that they acquired over decades. But with fewer qualified young people to hire, employers are having problems finding replacements. Another key problem is that many private manufacturers, contractors and businesses do not have the time, money, or expertise to properly train skilled workers to the exact qualifications they require.

Employee training is necessary for any company that wants to improve the quality of worker knowledge and skills and help the company remain competitive. With unfilled skilled trades, companies can't grow. This lack of access to employee development will hurt firms in both the long and short-term – and hamper efforts to attract new business to the community.

A component of the START Center would be the inclusion of a Skilled Trades Training Fund (STTF), which would award grants to employers to assist in training, developing, and retaining current employees and individuals to be hired. The Center would customize training to meet employee skill requirements. Such training would be short-term in duration, preferably less than three months, with no training extending more than six months. The onsite courses would be created in cooperation with owners and contractors to provide real-time training for actual market needs.

In a January 2017 survey by the Associated General Contractors of America, 73 percent of businesses had a difficult time finding qualified workers and 55 percent identified worker shortages as a bigger concern than federal regulations (41 percent) and low infrastructure investment (18 percent). Economists studying the problem feel things may only worsen unless certain changes occur immediately.

With only one skilled tradesman entering the workforce for every five who retire, the demand for skilled labor in the U.S. has reached a critical mass. The share of workers over 45 years old in the skilled trades is about 25 percent greater than for the overall workforce.

Creating career pathways for individuals to gain certifications or on-the-job training, such as apprenticeships, and improving overall educational attainment is critical to closing the middle-skills gap to provide a qualified workforce. The need has intensified post-recession and in the current tight labor market

Additionally, demand for employees in the skilled trades corresponds with the need for entrepreneurs and small-business owners to create businesses to employ those workers. It is also a major economic opportunity for individuals who have successfully learned a skilled trade to start their own business as a career pathway.

This is beneficial for students who do not feel college is for them. Skilled trades often pay more but cost far less in time and money to gain the requisite skills and certifications. There are far more high paying jobs for welders, for example, than for college teachers, and more jobs for electricians and automotive technicians than for software developers.

The START Center has the potential to transform Downtown Massena building by building and play a key role in developing a highly skilled regional workforce - a key element to retaining and attracting investment. This project also aligns perfectly with the State priorities outlined in the \$175 million Workforce Initiative that would “support strategic regional efforts to meet businesses' short-term workforce needs, improve regional talent pipelines, expand apprenticeships, and address the long-term needs of expanding industries.”

Total Project Cost \$4,250,000

Chamber of Commerce Downtown Event Center:

Established in 1931, the Massena Chamber of Commerce has a long history of being Massena’s business and tourism information clearing house. In 2012, The Adath Synagouge donated the 4,600 sf building located at 16-18 Church Street to the Massena Chamber of Commerce for a dollar. The building first was erected in 1844 and is one of the oldest buildings in Massena. The Massena Chamber has since utilized the building as the area’s tourism center, event center, and Massena Chamber office. In 2013, a state of the art energy efficient pellet furnace with commercial hopper bin was installed by local natural resource company Curran Renewable Resources. In 2018, Lavignes Construction installed a new roof. Other minor repairs have been made throughout the years to make the facility more useful for the community.

The proposed project will be to modernize the building to provide a community business resource center that will help current and future business owners. The event center would need an updated floor, fire safe entry ways, new acoustic walls, presentation electronics, and a display setup. Normal update of insulation and energy efficiency would need to be addressed as well. Once completed this would give the community a place to hold special conferences, workshop seminars, and Town Hall presentations. Having the building located just behind the local government office and across the street from the local hotel makes this project an important piece to

Massena's economic development as well as an implementation project of the Village's theme for Workforce Skillbuilding, New Business & Entrepreneurship.

As part of the proposal, the Chamber kitchen amenities will be modernized and transformed into a commercial kitchen which would complement the event center and expand functionality. The adjacent office space is currently an open floor plan which would change to accommodate a medium size boardroom with three offices and two office incubators. The incubators give a promising entrepreneur a space to meet with clients until they grow their business into a brick and mortar Downtown location.

This project will improve the physical infrastructure of a historically significant building in the heart of Massena's Downtown corridor. Once renovated, the Massena Chamber building will provide a source of year-round employment for an estimated three (3) full time equivalents. Therefore, this project meets the Opportunity Agenda goals of establishing on-the-job training programs, internships, and apprenticeships that result in career building experiences through anticipated collaboration with local colleges; supporting micro-business/self-employment opportunities; boosting the sustainability of long-term learning, employment and investment in distressed communities; and redeveloping blighted areas.

Total Project Cost \$940,000

9 West Orvis Street

9 West Orvis represents a proposed renovation of a historically interesting, yet rundown building which has been vacant for several years. The property owner is proposing to tear down the former Village Pub building at the same address and replace it with a parking lot for the adjacent historically-relevant building. The rounded-front brick building will be completely renovated and modernized on the inside while taking steps to preserve the historic look of the outside. The development would result in an architecturally significant multi-use building with three 1,000 sf apartments on the upper floor and retail or office space on the ground floor. There is currently a local restaurant that would be interested in moving to this location.

Total Project Cost \$1,300,000



Core of the Community – The Village seeks to recapitalize and build upon its successful Core of the Community program which was introduced in 2017. A great opportunity for business owners to receive help in renovating their buildings, the program assists with rehabilitation projects including interior or exterior improvements, creating second-floor residential space, and signage. As a source of rent subsidy assistance, this program attracts new business Downtown and is critical to ensuring new storefronts have tenants. With DRI investment, the Village will seek to recapitalize this fund and continue to use it as a business and economic development tool within the prime Downtown catchment area.

Total Project Cost \$300,000

Key Developable Properties for New Businesses, Start-ups, and Entrepreneurial Endeavors:

Per DRI guidelines, Downtown Massena boasts numerous historically and architecturally interesting buildings ideal for development, renovation, and adaptive re-use. So too, are there properties which could be removed to greatly improve Downtown connectivity and scenic value. We have included those best suited for investment following DRI funding.

30 Main Street – World Class Gym, 35,000 sq. ft.

Proposal: A complete renovation of the property which will focus on healthy living. The renovation of the current business will include a new roof, façade, locker rooms and equipment upgrades. The property will add three spaces to feature new fitness businesses which will include Pilates, Yoga and CrossFit. A healthy Café will offer Smoothies, Snacks, Health Supplements and Beverages. The 2nd floor renovation will add 10 – 1,000 sq. ft. Medium Income Apartments.

Estimated Employment: 15
Total Project Cost \$530,000



Views of Downtown from World Class Gym

50 Main Street – a.k.a. “Sunrise Mall” – Vacant, 20,000 sq. ft.

Proposal: A complete demolition of the property and a rebuild which will create a new shopping area for Downtown as well as condominiums on the upper level. Newly created green space will feature six 1,500 sq. ft. retail slots facing each other, perpendicular to Main Street. The removal of the current property will create open access to an existing Parking lot which features an Electric Car Charging Station. Seasonal Sales Kiosks and Outdoor Seating will feature freshly planted and maintained gardens.

Estimated Employment: 30

Total Project Cost \$1,600,000

55 Main Street – Vacant, 1,200 sq. ft.

Proposal: A complete interior renovation which will include the addition of restrooms and a storage area. This will attract a new retail business with Main Street flare. Clothing/Apparel, Books, Music and Art are some of the ideal possibilities.

Estimated Employment: 5

Total Project Cost \$25,000

61 Main Street – Vacant, 1,500 sq. ft.

Proposal: A complete interior renovation which will include the addition of restrooms, full service kitchen, bar/lounge area, and storage. The location sits within a three-unit vintage façade. It will attract a new Restaurant/Cafe business to complement the Massena Theatre Project.

Estimated Employment: 10

Total Project Cost \$50,000

94-96 Main Street – 1,000 sq. ft.

Proposal: Located next to the Post Office in the heart of Downtown, this former grocery store is in need of a complete renovation. The structure dates back over 100 years and is integral to Downtown Massena's historic landscape. The location's adjacent lot is ideal for adding additional parking Downtown and can fit 20 vehicles. The building will be renovated for a café and bakery to be leased by the owner, Haig Properties, LLC.

Total Project Cost \$186,000

48-54 Main Street – 9,862 sq. ft.

Proposal: 48, 52, 54 Main (former Family Eye Care) is a three story building with six low to moderate income apartments on the top floor. The building's location is paramount to the contiguous and dense Downtown district and will benefit from a complete restoration. The project will implement modernized retail and office space on the lower levels for a mixed-use building which will leverage other area investments.

Total Project Cost \$980,000

9) Administrative Capacity. Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts once projects are selected for award.

Through a catalytic number of public investments, many which utilized State and Federal grants, Village leadership have demonstrated their adeptness to grant administration and implementation. Their experience and years of success present the Village as an ideal candidate for DRI investment. The Village is led by a very dedicated, committed, and purpose-driven Mayor – Timmy J. Currier. DRI investment will be administered and overseen by the Mayor and executed with broad public support and committee-member engagement.

The Village of Massena is led by its Mayor, Timmy J. Currier and Trustees and supported by Village Clerk, Monique N. Chatland. The Village Board of Trustees is the legislative body of the Village of Massena. This Board consists of a Mayor and four Trustees who are elected at-large. They are elected to 4 year terms with elections staggered every 2 years. As the governing body, the Mayor and Board of Trustees set laws and policies for the Village, appoint certain officials, administer Village finances, oversee Village services, and handle legal matters. Current trustee members are Matthew J. LeBire, Deputy Mayor / Trustee; Herb Deshaies, Trustee; Timothy Ahlfeld, Trustee; and, Francis J. Carvel, Trustee. The Mayor insures that village policies are carried out by the various Village Departments. The Village provides the following services: Police Department, Fire Department, Department of Public Works, Water and Waste Water, Code Enforcement, Housing, and Recreation. The Village utilities serve over 5,000 properties, while the Street Department maintains over 40 miles of roads. The Village also uses numerous volunteer boards to assist with Village Operations. The commitment and dedication of these Boards provides a professional approach in a multitude of areas relating to local concerns and initiatives. The Boards include: Massena Planning Commission; Massena Zoning Board of Appeals; Business Development Corporation for a Greater Massena; Massena Recreation Commission; Massena Housing Authority; HUD Grant Board; and, the Board of Ethics.

As an additional level of support and capacity, the Village of Massena benefits from a widely engaged and active group of citizens that would enthusiastically create a Local Planning Committee (LPC) for the development of a DRI Strategic Investment Plan. The Local Planning Committee will benefit from a broad range of local professionals, business owners, and public stakeholders who are dedicated to the revitalization vision and a long-term, sustainable, viable, and bright future for Massena. It is likely some of the same citizens on the committees for forming this application will be involved with the LPC – ensuring cohesion and accord in directing the Downtown revitalization and vision.

In further consideration to the Village’s administrative capacity, is the fact that it coexists harmoniously with the surrounding Town of Massena and benefits from a variety of shared services agreements. The Town and Village share the following services: Massena Joint Recreation Commission; Code Enforcement; Tax Assessor / Assessment Office; Business Development Corporation for a Greater Massena; St. Lawrence County & Town of Madrid Highway Agreements; Massena Central Schools Transportation & Fueling Facility; and, Water Department / Billing (Town Water Districts). It is without a doubt that DRI investment in Downtown Massena will greatly profit from the local government landscape presented in Greater Massena.

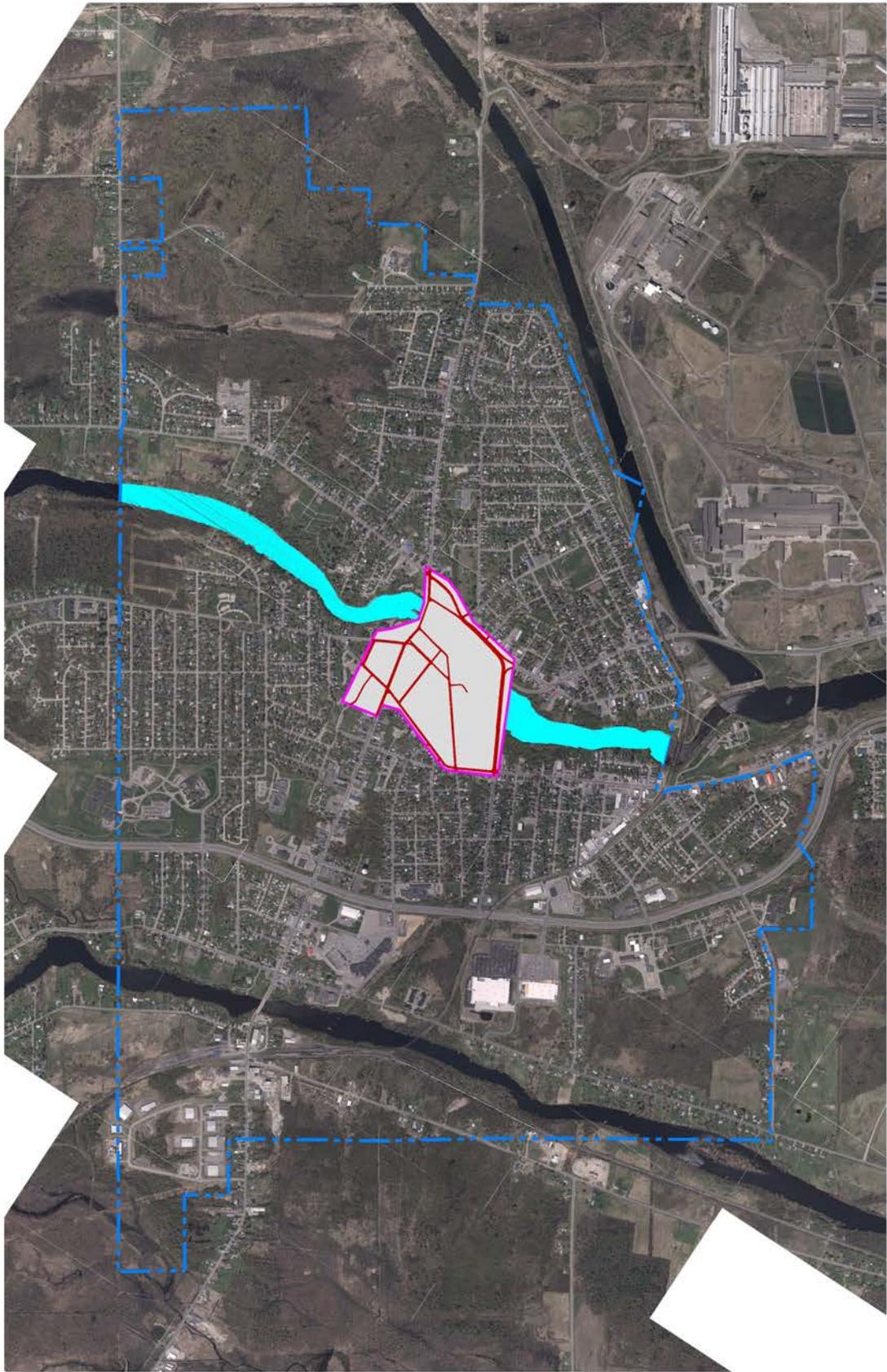
Overall, the Village has a long history of success in properly and adequately administering and implementing grant projects. The administration exudes competence and ability, as well as sufficient manpower, to successfully meet the goals of this esteemed program and ensure project completeness in accordance to all program guidelines.

10) Other. Provide any other information that informs the nomination of this downtown for a DRI award.

While Massena has strong competition for DRI funding in the North Country Region, the engaged citizenry believe it is pertinent to consider the level of adversity the Village of Massena has worked to overcome. As a highly distressed community, with a deep level of environmental challenges, and infamously marked deindustrialization – the Village has risen from hardships, invested and reinvented, and demonstrated not just one or two, but many improvement projects towards revitalization. Despite the odds, the Village and its leadership have gone above and beyond what many thought possible. Walking through Downtown Massena today, people can see it is changing, they notice progress. For a community whose challenges are widely known, we think this is remarkable. Massena has truly exhibited its ability to persevere and thrive, as well as its readiness and administrative capacity for leveraging Downtown Revitalization Initiative investment.

Please watch our DRI Rally 2018 Recap: <https://www.youtube.com/watch?v=o9EtN17-9Dg>

Attachment A: Downtown Massena Maps



PLAN
1" = 750'

- Legend**
- Village Boundary
 - Defined Downtown Area



PROJECT NO.	FILE NAME:
SHEET NO.	C-1
DATE	DATE
SCALE	SCALE
BY	BY
CHECKED	CHECKED
APPROVED	APPROVED
DATE	DATE



Village of Massena
 Department of Public Works
 95 Robinson Road
 Massena, New York 13662
 Phone: (315) 764-8223 Fax: (315) 764-6583

Village of Massena

NO.	DATE	BY	CHKD	REVISIONS
1	3/13	SC	HF	ORIGINAL
prepared by: S. GARDNER DRAWN BY: S. GARDNER CHECKED BY: N. FORD DATE: 3/13/09 TITLE: Defined Downtown Area				
				
Village of Massena Department of Public Works 85 Robinson Road Massena, New York 13662 Phone: (315) 796-8222 Fax: (315) 794-5465				
PLAN 1" = 50' 				SHEET NO. C-2



Legend
 Defined Downtown Area

Legend

Defined Downtown Area

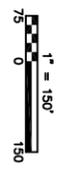
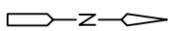
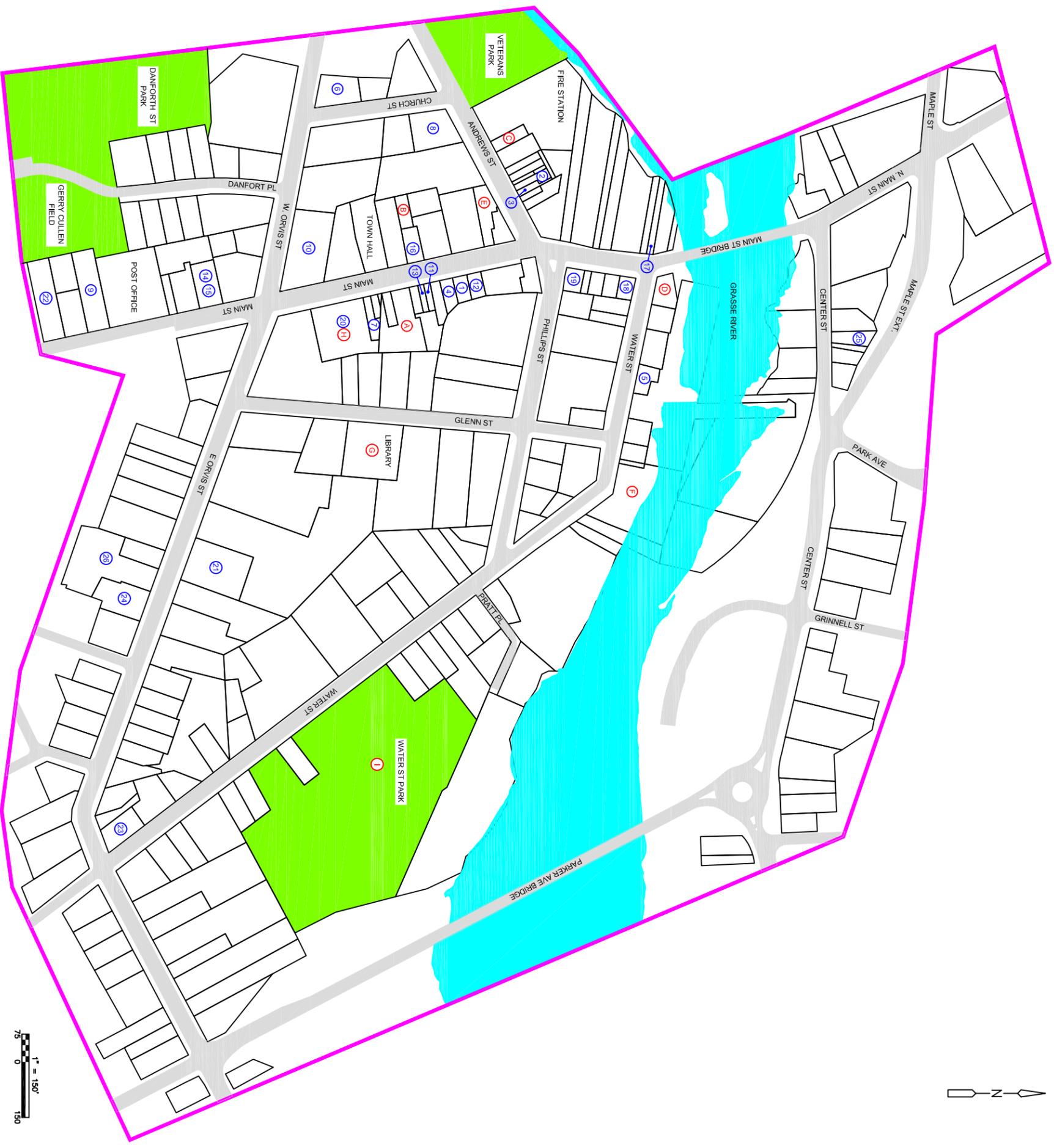


Completed Projects

No.	Address	Name	Improvements
1	47 Main St	Studio 162	Facade
2	20 Andrews St	Duhur Sportswear Town	Facade and Interior
3	16 Andrews St	Mystic Eyes Tanning Salon	Facade and New Door
4	51 Main St	The Nest	Facade and Interior
5	20 Water St	Ames' Italian Grill	Covered 3 season dining porch 4 season dining room
6	16 Church St	Greater Massena Chamber of Commerce	New roof
7	73 Main St	Mogo Biking Tunes	Facade
8	35 Andrews St	Staver Farm Insurance	Relocated, Construction/Renov & Sign
9	120 Main St	Toddler Town Day Care	Facade & Back Streetwall
10	10 W. Ovis St	Vino Vini Vini	Relocated to downtown Sign
11	57 Main St	Farmers Insurance	New business, Renov/Sign
12	46 Main St	Erco's Vapes	New business, Reno
13	59 Main St	Joseph's Fine Jewelry	New business, Reno
14	92 Main St	Volo Pilates	New business, Reno
15	68 Main St	Massena Metal/Art	New business, Sign
16	58 Main St	Hutchins Clubhouse	New organization, Renov/Sign
17	8 Main St	Castage House Bout Shop	New business, Renov/New roof
18	7 Main St	Simplychic Boutique	New business
19	18 Main St	China Doll	Facade, Sign
20	77 Main St	Collier Philibert Culture Centre & Museum	Relocated to downtown
21	54 E Ovis St	Hydro Storage	New business to downtown
22	128 Main St	St. Vincent de Paul	Expanded
23	108 E Ovis St	Old Time Tattoo/Barber	Newly Opened/Reno
24	67 E Ovis St	Joceline's Zook Dental	Opened New Practice
25	22 Centre St	MAX nails	Relocated
26	57 E Ovis St	Shawny Fitness Inc.	Newly Opened
		Farmers Market (Outdoor Pk)	Relocated to downtown center
		Former Ave Bridge w/ Roundabout	\$13.1 Million Dollar NY State Project

Ongoing Projects

No.	Address	Name
A	65 Main St	Massena Shrine Theatre
B	56 1/2 Main St	Comedy Club
C	32 Andrews St	Around the corner - Antique Store
D	2 Water St	Former Slavins Building
E	46 Main St	Restorip's Property and Mail
F	38 Water St	Old Mill
G	41 Glenn St	Massena Public Library
H	73 Main St	Collier Philibert Culture Centre & Museum
I		Water St Park



REV. NO.	DATE	DRWN	CHKD	REMARKS
1	3/16	SC	HF	ORIGINAL

DESIGNED BY: S. Castagnier
 DRAWN BY: S. Castagnier
 SHEET CHK'D BY: H. Foyd
 CROSS CHK'D BY: H. Foyd
 APPROVED BY: H. Foyd
 DATE: May 2018



Village of Massena
 Department of Public Works
 85 Robinson Road
 Massena, New York 13662
 Phone: (315) 769-6823 Fax: (315) 764-5463

COMPLETED & ONGOING PROJECTS

PROJECT NO.
 FILE NAME:
 SHEET NO.
 C-2

Legend

Defined Downtown Area

Waterfront Development & Community Wellness

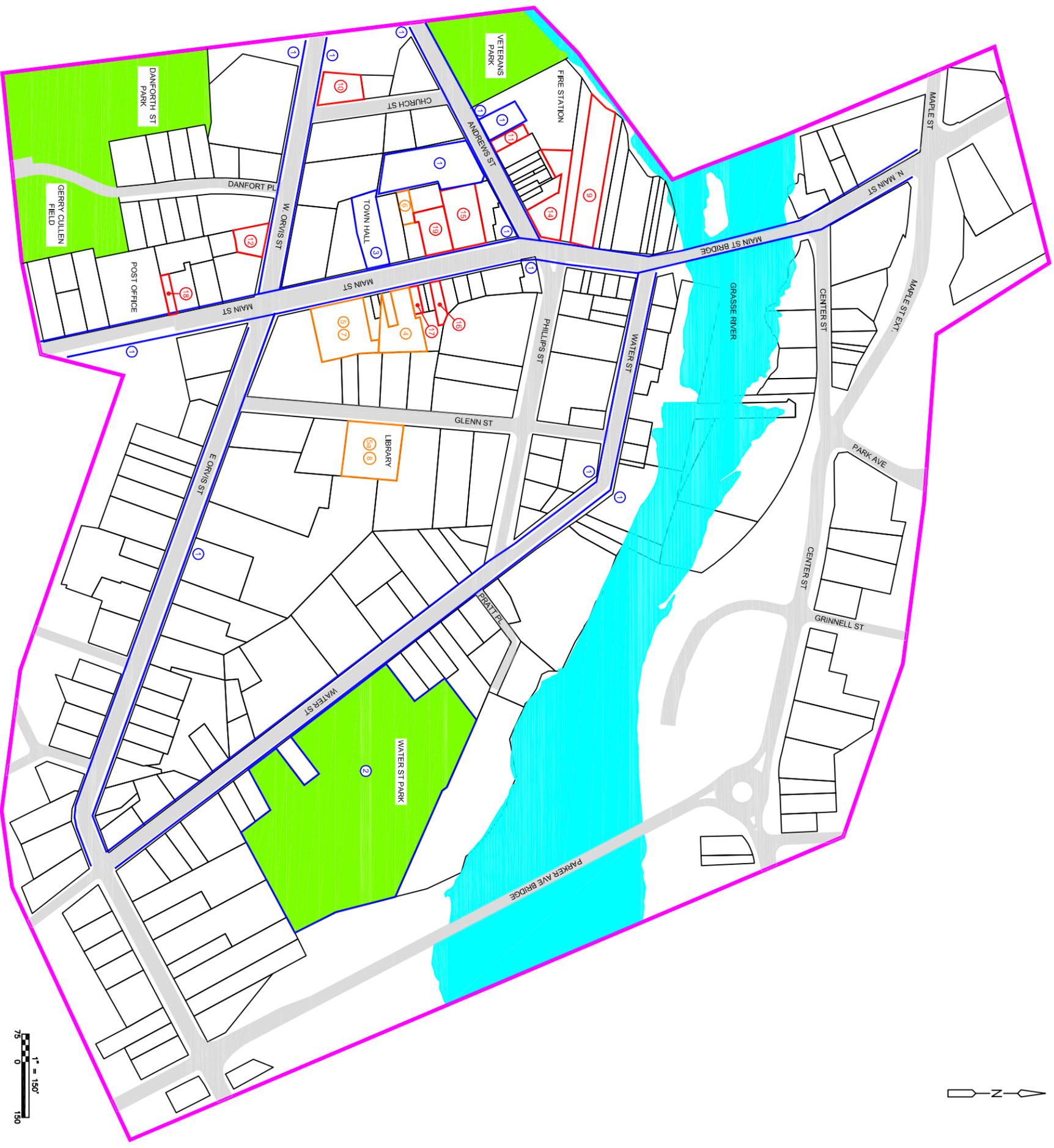
No.	Name
1.	Complete Streets - Sidewalk, Parking Lots and Misc.
2.	Waterfront Park
3.	Community Market (Location town hall)

Arts & Culture

No.	Name
4.	Massena Scenic Theater
5.	Historical Guided Tour
6.	55 1/2 Main St
7.	Collins Phillips Culture Centre & Museum
8.	Library Lobby

Workforce Skill Building, New Business Development & Entrepreneurship

No.	Name
9.	The START (School of Business)
10.	Greater Massena Chamber of Commerce Event Center
11.	32 Andrews St
12.	9 W Orlis St
13.	Coop of Community - Not on Map
14.	30 Main St
15.	50 Main St
16.	55 Main St
17.	61 Main St
18.	94-96 Main St
19.	45-54 Main St



REV. NO.	DATE	DRWN	CHKD	REMARKS
1	3/16	SC	HF	ORIGINAL

DESIGNED BY: S. Castagnier
 DRAWN BY: S. Castagnier
 SHEET CHK'D BY: H. Foyad
 CROSS CHK'D BY: H. Foyad
 APPROVED BY: H. Foyad
 DATE: May 2018



Village of Massena
 Department of Public Works
 85 Robinson Road
 Massena, New York 13662
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PROJECTS

PROJECT NO.
 FILE NAME:
 SHEET NO.
 C-3

Attachment B: Potential Projects Funding Breakdown

Potential Project	Total Project Costs	DRI Request	Other Potential Funding Sources	Theme
Complete Streets Elements	\$ 1,449,960.00	\$ 1,304,964.00	Health Initiative/NYS Health/In-Kind/NYS DOT	Waterfront Development and Community Wellness
Downtown Massena Riverwalk	\$ 1,077,500.00	\$ 969,750.00	In-kind/NYS Parks/LWRP/TAP	Waterfront Development and Community Wellness
Historic Massena Walking Tour	\$ 65,000.00	\$ 40,000.00	In-Kind	Arts and Culture Corridor
Parking Lot Improvements	\$ 260,000.00	\$ 260,000.00	In-Kind	General Downtown Improvements for Cohesiveness
56 1/2 Main Comedy Club	\$ 100,000.00	\$ 50,000.00	In-Kind/ESD/Private Developer	Arts and Culture Corridor
Massena Theater Restoration	\$ 1,398,912.00	\$ 700,000.00	Main Street Grant/Donations/In-Kind	Arts and Culture Corridor
Celine Phillibert Culture Center & Museum	\$ 275,000.00	\$ 60,000.00	DASY/Donations/In-Kind	Arts and Culture Corridor
The START Center	\$ 4,250,000.00	\$ 3,000,000.00	ESD/	Workforce Skillbuilding, New Business Development & Entrepreneurship
Chamber of Commerce Downtown Event Center	\$ 940,000.00	\$ 600,000.00	RVRDA / State Farm / ESD	Arts and Culture Corridor / Workforce Skillbuilding
Core of the Community	\$ 300,000.00	\$ 100,000.00	RVRDA Community Funds/Local Government	Workforce Skillbuilding, New Business Development & Entrepreneurship
94-96 Main Street (Kassian)	\$ 186,000.00	\$ 93,000.00	ESD/Private Developer/NYMS	Workforce Skillbuilding, New Business Development & Entrepreneurship
Kiosk Project - Connecting Catchment to Downtown	\$ 50,000.00	\$ 40,000.00	Market NY/In-Kind	Arts and Culture Corridor and Tourism
Library Lighting Grant	\$ 25,000.00	\$ 7,500.00	NYS Library Construcion Grant	Arts and Culture Corridor
Water Street Park - Playground Enhancements	\$ 215,000.00	\$ 100,000.00	DASNY Grant/In-Kind/NYS Parks/LWRP	Waterfront Development and Community Wellness
9 West Orvis	\$ 1,300,000.00	\$ 650,000.00	ESD/Private Developer/NYMS	Workforce Skillbuilding, New Business Development & Entrepreneurship
30 Main Street – World Class Gym	\$ 530,000.00	\$ 250,000.00	ESD/Private Developer/NYMS	Waterfront Development and Community Wellness
48-54 Main Street - Family Eye Center	\$ 980,000.00	\$ 485,000.00	ESD/Private Developer/NYMS	Workforce Skillbuilding, New Business Development & Entrepreneurship
50 Main Street – Sunrise Mall	\$ 1,600,000.00	\$ 719,000.00	ESD/Private Developer/NYMS	Waterfront Development and Community Wellness
55 Main Street	\$ 25,000.00	\$ 12,500.00	ESD/Private Developer/NYMS	Workforce Skillbuilding, New Business Development & Entrepreneurship
61 Main Street	\$ 50,000.00	\$ 250,000.00	ESD/Private Developer/NYMS	Workforce Skillbuilding, New Business Development & Entrepreneurship
TOTALS	\$ 15,077,372.00	\$ 9,691,714.00		