



# CITY OF MIDDLETOWN

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## New York State Downtown Revitalization Initiative Strategic Investment Plan

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*Mid-Hudson REDC  
March 2017*



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# **CITY OF MIDDLETOWN**

## **Downtown Revitalization Initiative**

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This document was developed by the City of Middletown Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team:

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**March 2017**

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## FOREWORD

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

~ Governor Andrew M. Cuomo



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

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

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

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

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

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

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





Run 4 Downtown Park

## EXECUTIVE SUMMARY

In July 2016, the City of Middletown was one of 10 communities identified by the Regional Economic Development Councils (REDC) to receive \$10 million in State funding. The \$10 million award was intended to support a Downtown Revitalization Initiative (DRI) to transform downtowns ripe for development through a comprehensive, community-driven approach. The DRI program was launched in April 2016 by Governor Andrew M. Cuomo to improve the places that people live, work, and raise families, by generating new opportunities for local development and investment. Former New York Secretary of State Cesar A. Perales chairs this initiative, leading a team of planners from NYS DOS and private-sector experts to help communities develop strategic investment plans to achieve the initiative's goals.

The plan was guided by a Local Planning Committee (LPC), which was comprised of a group of 15 residents, business owners and civic leaders. In September, 2016, the LPC convened to begin the process of identifying the needs for Downtown Middletown and the corresponding opportunities, while engaging the larger public in the process. This report, which acts as a Strategic Investment Plan, advises the City on how to best leverage the allotted funding and its limited assets to encourage appropriate private investment.

Middletown's 124-acre DRI Area is consistent with the boundary for the City's Business Improvement District (BID). The BID has been in existence since 1992 and is well-recognized in the community. The BID area was chosen because it is compact and it is generally considered to be the central business district in the heart of the City. While this report focuses on the DRI Area, it also considers the surrounding context in the City as well its regional context as a major activity center in Orange County. The Plan also considers adjacent institutional uses that play a role in the Downtown such as the Enlarged City School District of Middletown, SUNY Orange, Touro College, Fei-Tian Academy, the YMCA, and the Michael G. Perkins Community Center.



Middletown DRI Study Area



#### **VISION STATEMENT:**

*Downtown Middletown is a thriving and economically viable focal point of the City and surrounding region, welcoming new and diverse residents, businesses and visitors, while remembering and building upon its storied heritage. Downtown will be a destination and community for people of all ages and backgrounds to live, work, dine, shop, and gather, in an attractive, safe and culturally rich environment.*

## **Community Driven Process**

This DRI Plan is the product of a robust public engagement effort involving consensus-building among residents and business owners. The public engagement plan was structured to provide multiple opportunities for input and to encourage broad community participation from the entire spectrum of residents in the Community. Four public workshops were held over the course of the Plan. Outreach materials were translated into Spanish and Chinese. A survey was also developed to provide another venue for feedback.

The LPC was instrumental in providing input and information to shape the DRI Plan as well as reaching out to their broader constituent and social networks. To guide the DRI Plan, the LPC developed a vision statement that addresses the Community's revitalization priorities.

## **Recent Planning Initiatives**

Downtown Middletown and the surrounding area have been the focus of a tremendous amount of public and private sector investment in recent years. Prominent examples include the repurposing of the former Horton Hospital Complex as the home of Touro College of Osteopathic Medicine, and the redevelopment of the 232-acre former Middletown State Psychiatric Hospital property into the Middletown Community Campus (MCC). The MCC project has already benefited from Mid-Hudson Regional Economic Development Council (MHREDC) funding and investment from Fei Tian Fine Arts Academy and Fei Tian College, and is well positioned to add additional tenants in the future as roadway and infrastructure improvements are completed.

Another catalyst project in the works is the planned extension of the Orange County Heritage Trail (henceforth Heritage Trail) into and through Downtown Middletown. Planning for this trail has included future connections to Touro College, MCC, and SUNY Orange which will ensure safe and pleasant bicycle and pedestrian access to/from Downtown from these important institutions.

In the past few years, the City has begun a number of projects to revitalize the Downtown area, including creating the King Street Pedestrian Walkway, and the development of a skateboard park next to Thrall Library. The City has also partnered with public and private sector entities to redevelop underutilized properties downtown, including the Da Tang Supermarket, Clemson Bros. Brewery, Equilibrium Brewery, the Downtown Transportation Center, the Unisol indoor soccer facility, the former Tompkins Department Store (into an antique auction house), and the potential redevelopment of 11 King Street into a boutique hotel. The City has also invested more than \$60 million over the last 10 years to maintain and upgrade its infrastructure to ensure that it can support planned development Downtown. This includes new LED streetlight fixtures and pedestrian-friendly, ADA-compliant intersection improvements at signalized intersections downtown and throughout the City.



## Downtown Strengths and Weaknesses

Through the inventory and analysis of existing conditions, public input at stakeholder events and via the public survey, and discussions with the Local Planning Committee (LPC) and City staff, a clear picture emerged of Downtown Middletown's relative strengths and weaknesses. Understanding this baseline position helped to identify appropriate goals, strategies and actions to spur meaningful and sustained economic revitalization.

### STRENGTHS

#### *Historic Downtown with Important Civic and Cultural Uses*

Downtown Middletown is a traditional, largely intact mixed-use environment characterized by beautiful and iconic buildings and public spaces. The comfortable, pedestrian-oriented scale of the built context, combined with the diversity of architecture, pocket parks, the Paramount Theatre, and other amenities, offer great potential to attract visitors, residents, and workers.

#### *Institutional Partners*

Three growing educational institutions are located just outside the Downtown area – SUNY Orange, Touro College of Osteopathic Medicine, and Fei Tian Academy of the Arts – which together support a regular student population of several thousand. Tapping into even a portion of those students by giving them a reason to come Downtown could generate significant economic activity and greater vibrancy.

#### *Growing Diversity*

Middletown has become increasingly diverse in recent decades, with particular growth in the Latino population and more recent increases in the Asian population. The City has embraced the growing diversity, recognizing the importance of supporting small business owners who see Downtown Middletown as an attractive place to do business and are investing in its future.



Buildings along North Street



Thrall Library



Garcia's Supermarket



Heritage Trail marker



Faded signage



Vacant Storefronts on North Street

## WEAKNESSES

### *Negative Image of the Downtown*

Stakeholders confirmed persistent negative impressions about Downtown Middletown. Although crime rates have improved markedly in recent years, perceptions often lag the reality, and many residents of the City and the region continue to have major concerns about safety. Aesthetics, including overall cleanliness, the condition of sidewalks, and buildings in disrepair, were also cited as deterrents to visiting the Downtown.

### *Significant Number of Vacant and Underused Storefronts*

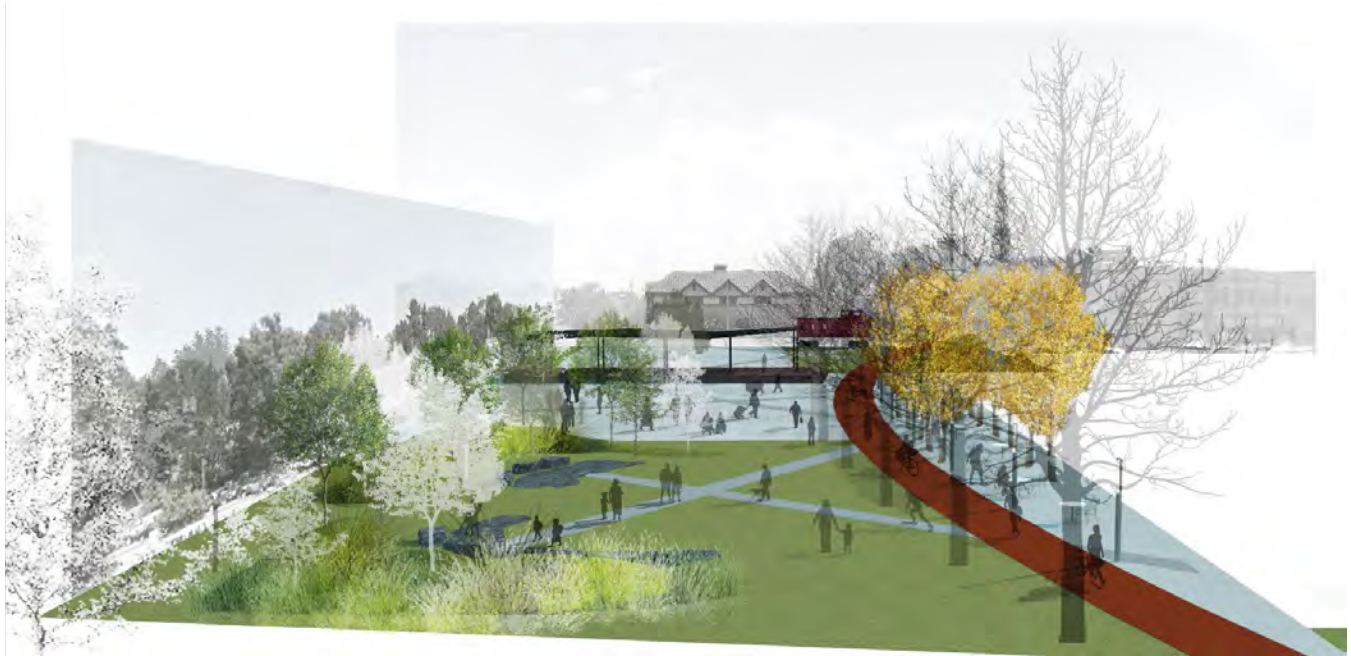
Although the northern portion of the Downtown is fairly active, large portions of North and Main Streets are characterized by empty retail spaces. These vacancies negatively impact street life and the potential for businesses to build a collective presence that can attract shoppers.

### *Need for a Distinct Identity*

Downtown Middletown has numerous historic, cultural, civic, and educational assets, but it lacks a cohesive “brand” that can be communicated to potential visitors from throughout the region. In order to set itself apart, it is critical for Middletown to identify what distinguishes its Downtown, and to effectively communicate that identity to prospective visitors.

## Goals, Strategies and Projects

To address the critical issues identified in the planning process, the LPC developed five goals which will have the greatest benefit in revitalizing the Downtown area. The projects for each Goal are the specific measures identified, which were analyzed by the Consultant Team and vetted by the public and the LPC. “Proposed projects,” are those measures proposed for implementation through the City’s funding allotment. This Plan’s suite of projects includes many programs and actions that are interrelated to strategically leverage the funding. With a fundamental focus on implementation, the DRI Plan incorporated extensive discussions with various City staff and other agencies to ensure that the projects are supportive and complimentary to the City’s ongoing efforts.



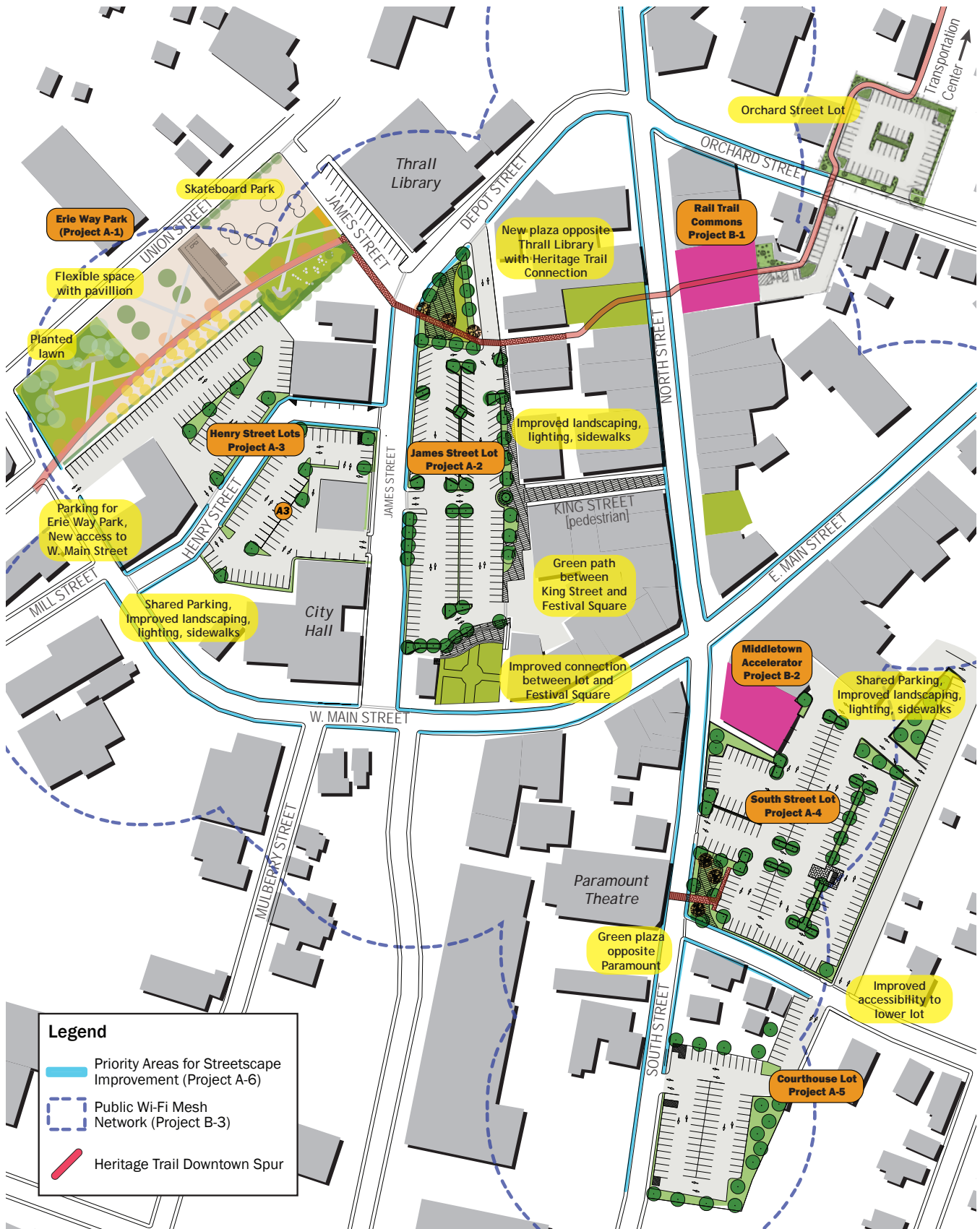
Sketch of planned Erie Way Park (top) and King Street pedestrian walkway (bottom)

### **GOAL A: MAKE DOWNTOWN A MORE ATTRACTIVE, WALKABLE AND FUNCTIONAL PLACE FOR RESIDENTS, EMPLOYEES AND VISITORS**

Downtown Middletown's negative image has consistently been cited as an impairment to revitalization. These projects each seek to make the Downtown a more attractive, user-friendly place that feels safe, convenient, and inviting. The signature project is the creation of Erie Way Park, which is envisioned as a major public gathering space, the new home of the City's Farmers' Market, and a destination for unique recreational opportunities. Recognizing that many visitors will be arriving by car, several of the projects focus on existing municipal parking lots, to improve their aesthetics and functionality and to create new green spaces. At the same time, each of the parking lot improvement projects has been designed to set the stage for future infill development, as Middletown's real estate market improves and greater private development interest can be anticipated. A future parking management plan will help the City understand how to more efficiently use its parking lots, unlocking their potential for private development that can enhance the tax base.

Streetscape improvements are also an important part of furthering Goal A, by creating a more pleasant environment for visitors to stroll and enjoy the Downtown's many offerings. Attractive and well-designed streetscapes, in combination with parking lots that are well-connected and visible, will help to encourage "park and walk" behavior, which can increase shopper foot traffic and reduce vehicular congestion.





## Goal A & B Projects





**GOAL B:**  
**BRING RESIDENTS AND WORKERS TO DOWNTOWN**  
**MIDDLETOWN THROUGH IMPROVED HOUSING AND**  
**EMPLOYMENT OPPORTUNITIES AND AMENITIES.**

These projects aim to bring more people – workers as well as residents – to Downtown Middletown, by providing the activities and the amenities that are necessary for successful modern downtowns. The first two projects involve redeveloping City-owned buildings and attracting tenants that will increase downtown activity and create jobs. At the Woolworth Building, new retail space will be created, as well as a connection to the Heritage Trail as it traverses the Downtown. At the former TD Bank building, space will be established for the Orange County Accelerator, as well as offices, which will generate employment and activity at the critical intersection of Main and North/South Streets and near the Paramount Theatre.

In addition, the creation of a public Wi-Fi network that will effectively “blanket” the Downtown will enhance its attractiveness for employees, residents, and visitors alike. This amenity is particularly important to younger visitors, who increasingly expect to find the technological amenities they are accustomed to in the communities they choose to visit.



**THE ACCELERATOR**  
 POWERED BY THE ORANGE COUNTY IDA

Heritage Trail downtown spur connections (top), planned Rail Trail Commons (middle) and redevelopment of former TD Bank building (bottom)

### **Goal C:**

#### **Support redevelopment of underutilized properties and the preservation and adaptive reuse of historic buildings with technical and financial resources.**

These projects build on Downtown Middletown's strong built environment, protecting its rich historic and architectural heritage but encouraging the repurposing of existing structures with new uses. The approach is two-fold: a combination of brick-and-mortar improvements and regulatory changes that will activate vacant and underutilized buildings. A program to improve façades and signage in the Downtown was identified as a pressing need for Middletown, and would provide an immediate and highly visible enhancement to the Downtown image.

On the regulatory side, the creation and designation of a Downtown historic district would unlock the potential for building owners to use federal tax credits to restore and revitalize their properties, while significant revisions to the zoning code in the Downtown would remove barriers to redevelopment. A brownfield area-wide inventory study would address scattered sites – in the Downtown as well as in the vicinity – that may face impediments to reuse due to past environmental contamination.



Facades along North Street



Existing façade at Nina's restaurant (right) and rendering showing potential façade improvements (left)







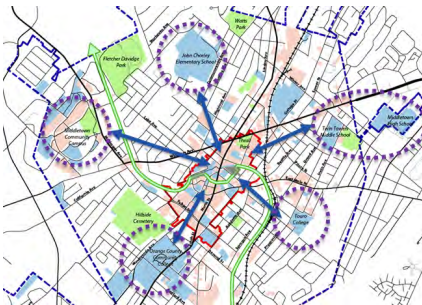
Middletown BID signage

**Goal D:**

**Support outreach and marketing efforts that promote Downtown Middletown as a destination of choice for students, small business owners, shoppers, and young professionals.**

These projects seek to address the negative perceptions of Downtown Middletown through a combination of programmatic and aesthetic improvements. A comprehensive branding program would establish a consistent identity for Downtown Middletown and market that brand through promotional materials, websites, and social media. The brand would be implemented through wayfinding signage to direct visitors to parking, shopping, and attractions.

In addition, the BID is in need of financial support to invest in tools to maintain, beautify, and market the Downtown, such as a street sweeper, new signage, and materials for public events. Also, an incentive program for public art, administered through nonprofit organizations, would create visually interesting “conversation pieces” for the Downtown and serve to enhance Middletown’s reputation in the arts community.



Connection to adjacent institutions

**Goal E:**

**Build connections to local institutions and regional and neighborhood resources to engage students, faculty and staff as a part of the Downtown’s success**

These projects aim to leverage the presence of key institutions, future development sites, and stable residential neighborhoods for Downtown revitalization. A Master Plan for the Middletown Community Campus would work to ensure the unified and effective redevelopment of this major future employment center just outside the Downtown, linking it both to the Downtown and the region.

Creation of a new bus loop would improve access to the Downtown for students at SUNY Orange, Touro College, and Fei Tian Academy, helping to drive traffic to local businesses and events. A program of pedestrian improvements along key routes to the Downtown, modeled after the national Safe Routes to School program, would capitalize on the proximity of existing residential populations. Improving the walkability between adjacent neighborhoods and the Downtown would help to bring in more shoppers and visitors, generating increased activity.



No.	Project Name	Estimated Cost	DRI Request	Timeframe
A-1	Design and Develop Erie Way Park	\$2,040,000	\$1,640,000	2 years
A-2	Redesign James Street Parking Lot	\$900,000	\$900,000	1 year
A-3	Redesign Henry Street Parking Lots	\$930,000	\$930,000	14 months
A-4	Redesign South Street Parking Lot	\$2,500,000	\$2,500,000	2 years
A-5	Improve Courthouse Parking Lot	\$165,000	\$165,000	1 year
A-6	Implement Streetscape Improvements	\$2,100,000	\$2,100,000	2.5 years
A-7	Develop a Parking Management Plan	\$60,000	-	1 year
B-1	Redevelop the Woolworth Building into Rail Trail Commons	\$3,540,000	\$2,500,000	2-3 years
B-2	Redevelop 2-8 South Street for the Orange County Accelerator Program	\$1,525,000	\$1,300,000	2-3 years
B-3	Install Public Wi-Fi Mesh Network	\$194,000	\$194,000	4 years
C-1	Improve Façades and Storefront Signage	\$600,000	\$600,000	1 year
C-2	Create Downtown Historic District and Support Historic Designation of Buildings	\$30,000	-	6-12 mos.
C-3	Revise Downtown Zoning Code	\$50,000	-	6-9 mos.
C-4	Fund a Brownfield Area-wide Inventory Study	\$200,000	-	1 year
D-1	Develop a Downtown Branding Program and Implement Wayfinding Signage	\$275,000	\$275,000	1.5 years
D-2	Provide BID with Tools to Revitalize Downtown	\$160,000	\$160,000	2 years
D-3	Create an Incentive Program for Public Art	\$50,000	-	1 year
E-1	Develop a Master Plan for the Middletown Community Campus	\$150,000	-	1 year
E-2	Create a Middletown Bus Loop	~\$1,000,000	-	2 years
E-3	Develop Safe Routes to Downtown Program	\$60,000	-	6-9 mos.

 = Priority Project (DRI funded)

**Table 1: Summary of Projects**



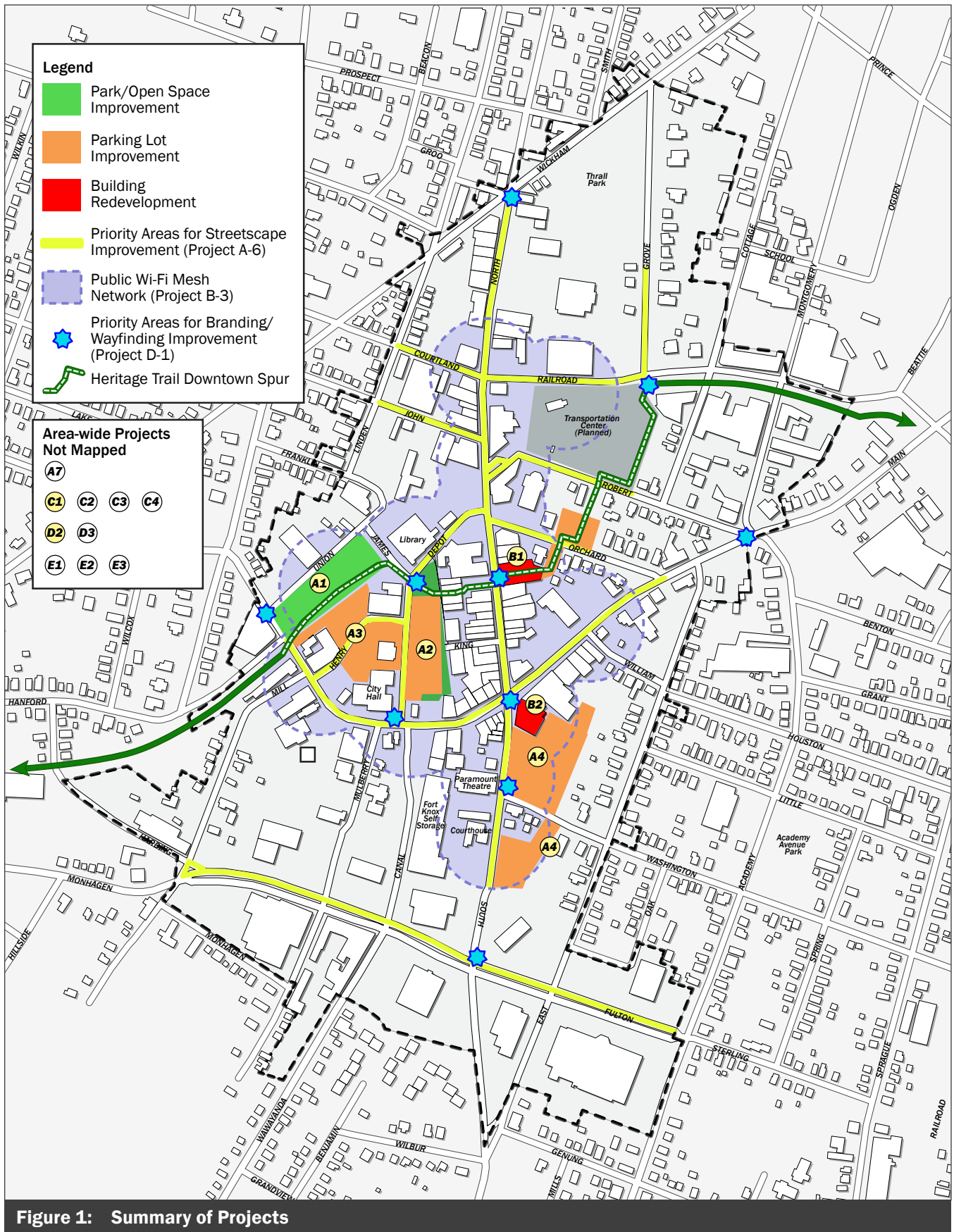


Figure 1: Summary of Projects



Run 4 Downtown Park

## Implementation of DRI Plan

The local lead to oversee implementation of the plan will be the City of Middletown's Office of Economic and Community Development, working under the direction of the Mayor and Common Council and in coordination with the Business Improvement District (BID) and other City departments and staff as needed.

Most of the projects are capital improvement projects that will be undertaken by the City. Any changes to local laws or preparation of plans or studies will also be undertaken by the City, potentially through the use of a private consultant. Some projects will require coordination with other public entities (e.g. the Orange County Planning Department, the New York State Department of Transportation) or nonprofit organizations (e.g. the Orange County Accelerator).

Mayor DeStefano and the Common Council are unified in their support for the revitalization of Downtown Middletown. They have already invested significant time, energy, and capital funds into projects that support revitalization in Downtown Middletown. The City has the ability and resources to execute this program.

# **PART ONE: DOWNTOWN VISION PLAN**

---

**New York State  
Downtown Revitalization Initiative  
Strategic Investment Plan**

**City of Middletown  
Mid-Hudson REDC**



Source: Tom Bushey





## SECTION 1. DOWNTOWN PROFILE AND ASSESSMENT

The Downtown Profile and Assessment provides an overview of the existing conditions, opportunities and challenges in Downtown Middletown. This document assimilates studies completed to-date in order to provide basis for further analysis and strategic recommendations that will be included in the Revitalization Strategies and Action Plan. The Downtown Profile contains information on the DRI Area, its predominant land uses, zoning and demographics. In addition, the state of the current retail market, transportation and infrastructure, historic and cultural resources, and recent and ongoing projects are outlined in order to assess the potential impact of DRI funding.

### **Downtown Overview**

#### **Introduction**

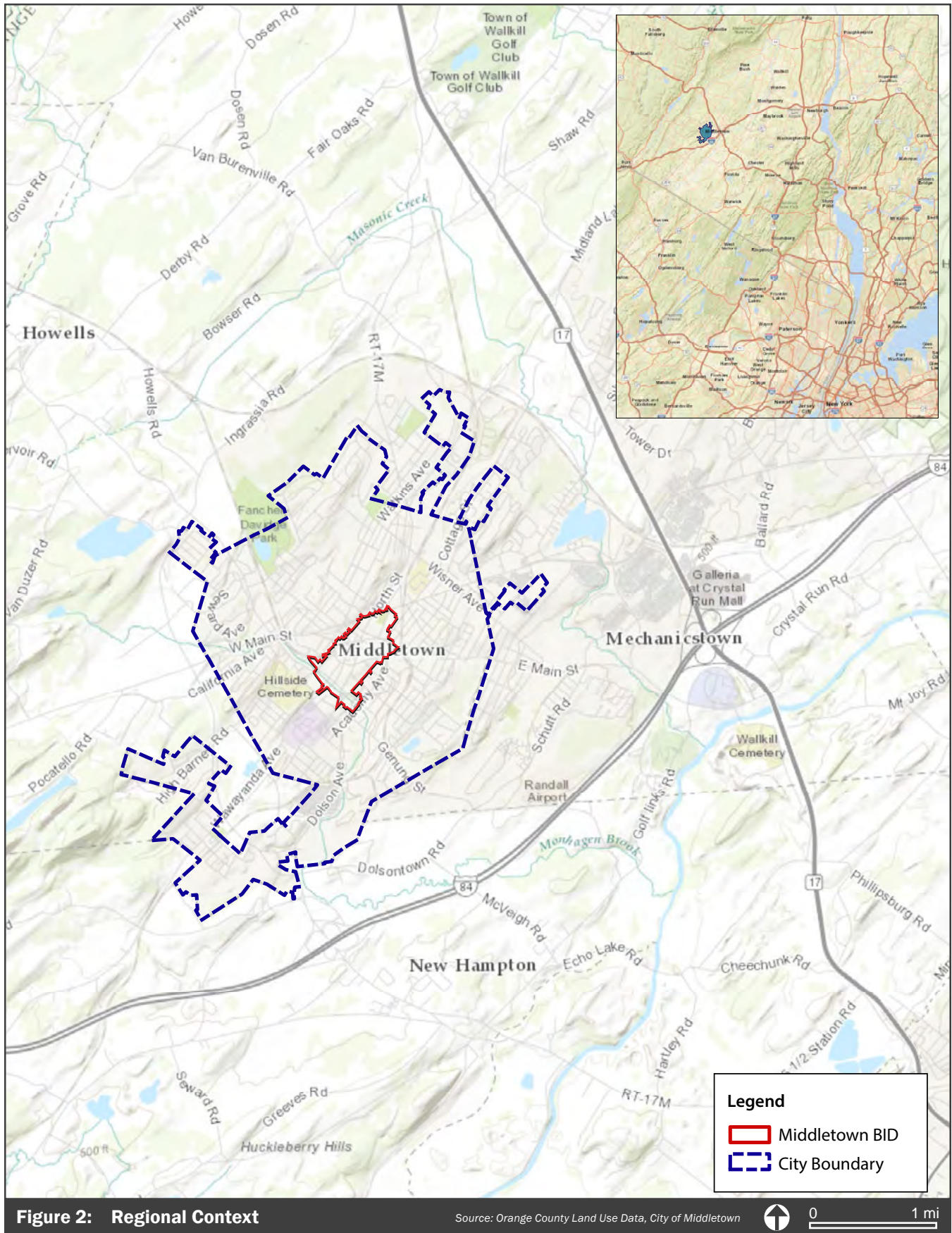
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The plan was guided by a Local Planning Committee (LPC), which was comprised of a group of 15 residents, business owners and civic leaders. In September, 2016, the LPC convened to begin the process of identifying the needs for Downtown Middletown and the corresponding opportunities, while engaging the larger public in the process. This report, which acts as a Strategic Investment Plan, advises the City on how to best leverage the allotted funding and its limited assets to encourage appropriate private investment.

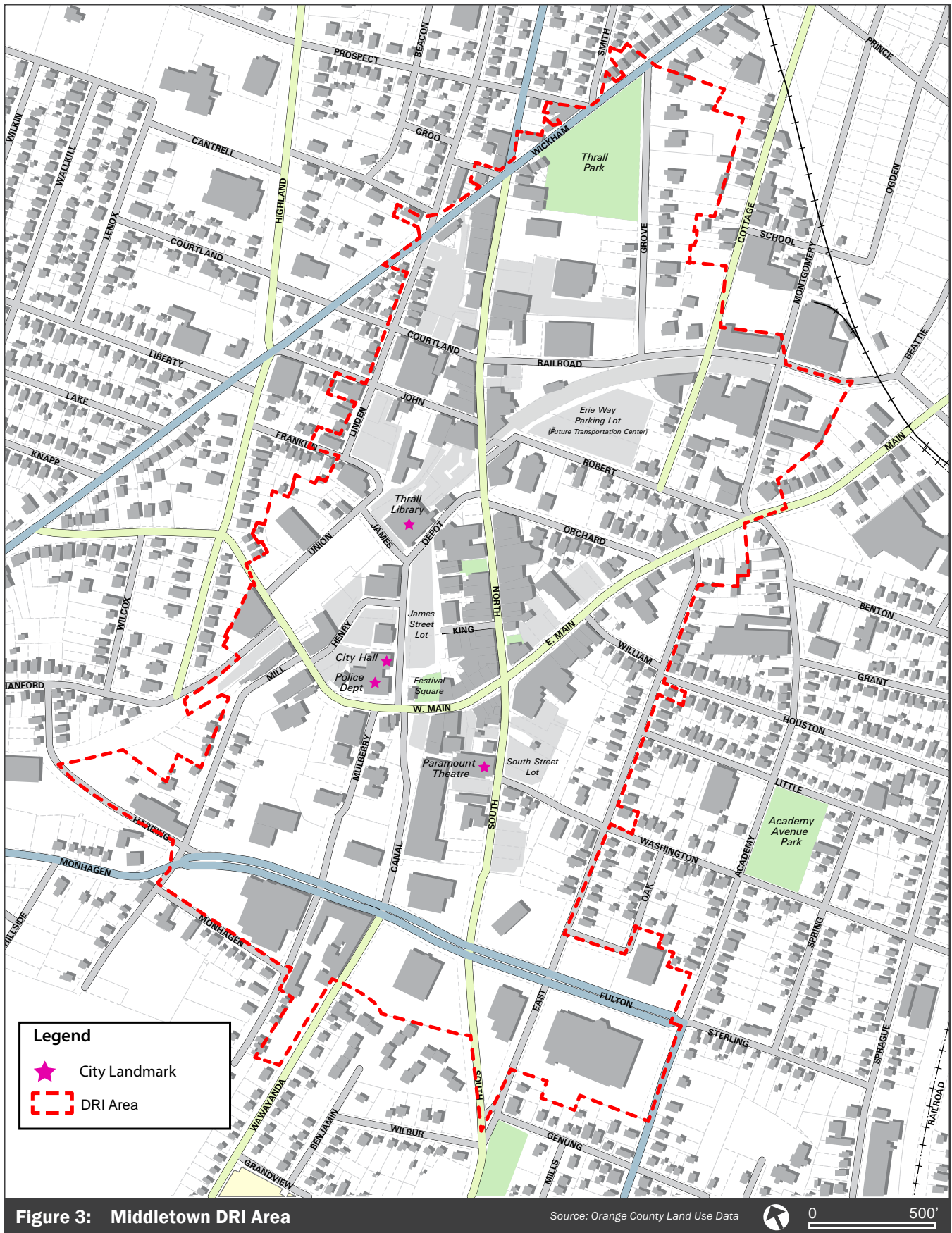
#### **Middletown DRI Area**

The City of Middletown is located in north-central Orange County, in New York's Mid-Hudson Valley region (see Figure 2). It is centrally located between Port Jervis and Newburgh, just west of the Wallkill River and the intersection of Interstate 84 and NY 17. State routes 17M and 211 run through the City. New York City is approximately 70 miles to the southeast, and is accessible by car, bus, and train. Middletown offers bus service to other cities in the region, and Coach USA











Former Erie Rail Station (Thrall Library)

has plans for a Transportation Center in the DRI Area. The closest rail station is located in the Town of Wallkill, serving Metro-North Railroad's Port Jervis line.

Middletown's DRI Area is defined by the boundaries of the Business Improvement District (BID), which is generally bounded by Wickham Avenue on the north; Cottage Street, Montgomery Street, and East Avenue on the east; Fulton Street on the south; and Union Avenue on the west (see Figure 3). The BID encompasses over 225 tax parcels on approximately 124 acres, which is approximately 4 percent of the City's 5.14 square miles. The BID has been in existence since 1992 and is well-recognized in the community. It is highly walkable and easily accessible on foot, by bicycle, by public transportation, and by car to neighborhoods and employment centers elsewhere in the City and the surrounding region.

The BID boundary was chosen as the DRI Area because it is compact and it is generally considered to be the central business district in the heart of the City. While much of the inventory and analysis contained within this report focuses on the DRI Area, it also considers the surrounding context in the City as well its regional context as a major activity center in Orange County. The plan also considers neighboring institutional uses that play an important role in the DRI Area such as the Enlarged City School District of Middletown, SUNY Orange, Touro College, Fei-Tian Academy, the YMCA Preschool, and the Michael G. Perkins Community Center.

The DRI Area in Middletown has a variety of uses, including commercial and institutional uses serving religious, civic, and municipal needs. The primary commercial corridors are generally located along East/West Main Street and North/South Streets. Core municipal functions such as City Hall and the City Court are located along James Street. Other civic uses in the DRI Area include Thrall Park, Festival Square, the Paramount Theatre, Thrall Library, and several historic churches. Many of the buildings in the DRI Area are mixed-use with commercial on the street level and residential on upper floors. On the outer edges of the DRI Area (along Mill Street and Montgomery Street), there are lower-density residential areas with detached single- and multi-family homes.

Middletown was historically a railroad-dominated city. The Erie, New York's first railroad, was constructed in 1841, and carried freight through the City on its route from New York City to Lake Erie. Middletown served as a terminus station between 1843 and 1848, and in this time the City grew to be one of the country's largest shipping centers. Shipping businesses led to new development and industry growth. Industrialization continued through the mid-20th century, bringing factories and manufacturing, until many of these businesses relocated in the 1960s and 1970s. At the same time, a number of changes drew investment away from the downtown. By the time the Erie Railroad was re-routed in 1976, suburbanization and the construction of new shopping malls near Route 17 had shifted the commercial focus away from the downtown, resulting in the closure of many longtime businesses. Rail service to Middletown was briefly taken over by Metro-North Railroad, but by 1983 the station was closed. In 1995, the former

railroad station building was converted into Thrall Library. Like many smaller cities in the region, Middletown has faced decline and disinvestment, but the City has continued its efforts to revitalize and leverage its historic and cultural resources.

## Ongoing Projects and Planning Initiatives

Downtown Middletown and the surrounding area have been the focus of a tremendous amount of public and private sector investment in recent years. Prominent examples include the repurposing of the former Horton Hospital Complex as the home of Touro College of Osteopathic Medicine, and the redevelopment of the 232 acre former Middletown State Psychiatric Hospital property into the Middletown Community Campus (MCC). The MCC project has already benefited from MHREDC funding, investment from Fei Tian Fine Arts Academy and Fei Tian College, and is well positioned to add additional tenants in the future as roadway and infrastructure improvements are completed. The Horton Complex and MCC projects are/will be significant generators of economic activity and are located just outside of Downtown Middletown.

The extension of the Orange County Heritage Trail into and through Downtown Middletown (a \$12 million catalyst project) will feature connections to Touro, MCC, and SUNY Orange, ensuring safe and pleasant bicycle and pedestrian access to/from Downtown. Additional catalyst projects in Downtown Middletown – some recently completed, others in various stages of development, include: the King Street Pedestrian Walkway, conversion of the former J.J. Newberry Department Store into the Da Tang Supermarket, Clemson Bros. Brewery, Equilibrium Brewery, a skateboard and recreational park, the Downtown Transportation Center, the Unisol indoor soccer facility, redevelopment of the former Tompkins Department Store into an antique auction house, and potential redevelopment of 11 King Street into a boutique hotel. Virtually all of these projects feature partnerships between the City and other public and private sector entities.

The City of Middletown has invested more than \$60 million over the last 10 years to maintain and upgrade its infrastructure to ensure that it can support planned development downtown. This includes new LED streetlight fixtures and pedestrian-friendly, ADA-compliant intersection improvements at signalized intersections downtown and throughout the City. Middletown's upgraded water and sewer infrastructure supports economic development in the City and in surrounding towns, including the Amy's Kitchen project, a \$95 million investment that will create over 650 new jobs for residents of the City and the region.

Middletown has also invested in arts and cultural institutions and activities downtown. The City owns and operates the Paramount Theatre, a seven-day a week operation featuring first-run and classic movies; live music; comedy shows; and community based dance recitals, concerts, and other entertainment. The City also owns the building that is home to the Middletown Arts Center, and it partners with the BID to present the annual Summer Concert Series.



Paramount Theatre





The Mill



Clemson Brothers Brewery

The City's focus on returning Downtown Middletown to its traditional role as the economic, civic, and cultural center of the community is a casebook application of Smart Growth principles. The majority of properties downtown are mixed-use buildings with first floor commercial and upper floor residential space. The city encourages the adaptive reuse of older industrial buildings and has several successful projects, most notably The Mill at Middletown and Clemson Brothers Brewery. There is a range of housing opportunities and choices within the city from loft style to traditional apartments to single and multifamily homes at a variety of price points. Compact building design and preservation of open space is evidenced by pocket parks and green spaces within the downtown and the Heritage Trail extension project. The City's ongoing plans to increase walkability and bike-ability are evidenced by the Heritage Trail project, with its spur connections to Touro, SUNY Orange, and MCC, and other improvements to promote traffic calming and pedestrian safety. Transit-oriented development, as evidenced by the Downtown Transportation Center project, is at the fore of the City's downtown redevelopment plans. With the support of the City and the BID, retail, dining, and entertainment have revitalized a once barren downtown. The City's economic development efforts direct development toward vacant properties and buildings within the core, with an eye toward continued revitalization of the Downtown and creating jobs for city residents. Overall, the City has created a supportive environment for downtown development by utilizing modern zoning and planning principles, and fostering the creation of innovative, pedestrian-oriented, mixed-use projects.

There is still a great deal of opportunity and work to be done in Middletown. The City estimates that there is approximately 1 million square feet of existing, re-developable space Downtown available for conversion to affordable and market-rate housing (upper floors) and commercial space. With the continued support, cooperation, and investment of anchor institutions in and near Downtown Middletown - such as SUNY Orange, Touro Medical College, Fei Tian Fine Arts Academy and Fei Tian College, Middletown Community Health Center, Crystal Run Healthcare and Orange Regional Medical Center - and partnerships with non-profits such as the Business Improvement District (BID), Middletown Cares Coalition, Middletown Pride Committee, RECAP job training programs, Catholic Charities, Community Capital NY, and others, the City of Middletown will be able to capitalize on these opportunities.

### REDC Strategies

Middletown's downtown revitalization efforts are consistent with the Mid-Hudson Regional Economic Development Council's (MHREDC) vision for the Mid-Hudson Region, and the City has been a strong partner with the MHREDC in implementing that vision. Specifically, the City's efforts at retaining and expanding food and beverage; health care; and tourism, art, and culture offerings in Middletown echo the MHREDC Strategic Plan's focus on these industry sectors. The MHREDC Strategic Plan's goals related to supporting "the revitalization of our urban centers as engines of regional prosperity," improving "key regional infrastructure to make the region more business-ready," fostering "housing



investment,” enhancing “the region’s talent pipeline through its colleges and universities,” promoting “entrepreneurship, start-ups, and small businesses,” embracing “inter-regional partnerships that leverage cross-region resources,” aligning “public-private support to ensure implementation,” and making “the Mid-Hudson region more attractive to young educated professionals” are shared by the City of Middletown and demonstrated by the City’s efforts Downtown and elsewhere in the City and the region.

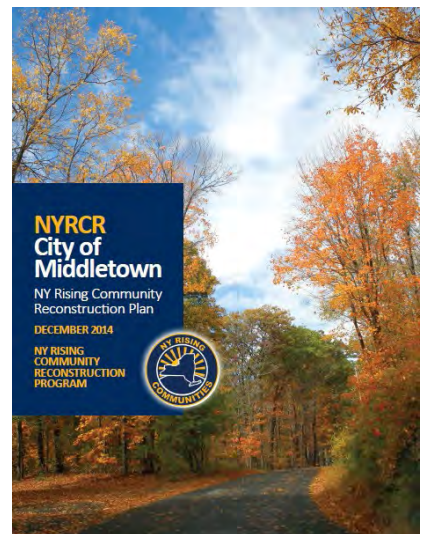
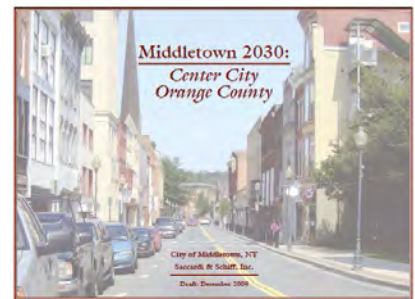
## Prior Planning Efforts

There are a number of plans, studies, and resources that address the existing conditions, regulatory frameworks, community goals, and economic development opportunities in the City. These resources have been produced by government agencies, regional planning groups, businesses, non-profit organizations and academic institutions. Existing plans with direct or indirect connections to the City were reviewed to identify established goals and ongoing or proposed projects. These plans were also assessed to ensure that the DRI Plan is supportive and not duplicative of other efforts. Some of the significant plans which contributed information and ideas to the DRI planning process are summarized below.

The *City of Middletown 2030: Center City Orange County Comprehensive Plan* (2009) provided recommendations for the Downtown area, including specific opportunities to encourage residential and commercial growth; expand and improve upon open space; enhance branding, marketing and signage; improve pedestrian, bicycle and vehicular connections to make the downtown more accessible and walkable; improve parking facilities; incentivize private redevelopment and investment; and protect and strengthen the City’s built environment and architectural heritage. While never officially adopted, the plan has served as a policy guide for the City’s subsequent work to improve the downtown as the City’s center of economic, civic and cultural life, and several of its key recommendations have been implemented.

The *New York Rising Community Reconstruction Plan* (2014), developed by the City in partnership with the Governor’s Office of Storm Recovery, outlined specific projects to protect and mitigate against the risks of extreme weather events and sea level rise. While most of the identified projects applied to vulnerable areas outside of downtown, the study recommended that safer and more reliable access be created to connect the residential neighborhoods to the Downtown area. Projects generally focused on reducing the impacts of flooding where it has historically been an issue: Monhagen Avenue, Sterling Street, and West Main Street.

The *City of Middletown 2015-2019 Consolidated Plan and 2015 Action Plan* outlines projects to be undertaken by the City during the next five years to address housing and economic development priorities. Identified housing issues include overcrowding, the cost burden for renters and homeowners, and the need to accommodate Orange County’s growing population. The plan proposes programs for housing rehabilitation and code enforcement to improve the safety



Recent planning efforts

and quality of Middletown's current and future housing stock. The Plan supports job creation programs, such as those providing loans or other assistance that help small businesses make improvements, which help to retain and create jobs in the City.

## Land Use and Zoning

### Existing Land Use

The City of Middletown is 3,286 acres, with land uses that fall into 12 categories (see Table 2). The majority of the City's land (59.7%) is residential, primarily single-family housing (73% of total residential use). Community services represent 7.8% of land use, and vacant land is 16% of total land use. Figure 4 shows six combined categories to demonstrate the overall pattern of land use in the City.

Within the DRI Area, 18.6% of land is dedicated to commercial use, and an additional 9.9% of the area is mixed use. The DRI Area's commercial uses are clustered along North and South Streets between Fulton Street to the south and Wickham Avenue to the north, and continue on East and West Main Streets.

### Parks and Open Space

Middletown features 155 acres of parks or open space, 4 acres of which are located within the DRI Area (see Figure 5). Thrall Park, the largest park in the DRI Area at 3.62 acres, is located on Wickham Avenue between Grove and North Streets. The park has a playground and features a soldier's monument at the northeast corner. The DRI Area also offers a number of smaller open spaces and pocket parks. Festival Square, located on West Main Street between the Havana House of Cigars building and Nina restaurant, serves as a community gathering place and features events including a summer concert series. Academy Avenue Park is located adjacent to the Michael G. Perkins Community Center, at the corner of Academy and Little Avenues. The park is approximately 2 acres and features a playground, benches, and a bandstand.

**Table 2: DRI Area Land Use**

Land Use	Acres	% Total DRI Area	% of the City
Single Family	7.5	5.6%	43.7%
2-3 Family	11.3	8.4%	8.1%
Multi Family	7.8	5.8%	7.9%
Mixed Use	13.3	9.9%	1.7%
Commercial	24.9	18.6%	1.8%
Office	10.4	7.7%	1.4%
Industrial	9.4	7.0%	5.5%
Parks	4.0	3.0%	4.0%
Community Services	21.8	16.3%	7.8%
Public Services	0.8	0.6%	0.2%
Parking	15.3	11.4%	1.4%
Vacant	7.7	5.8%	16.4%
<b>DRI Area Total</b>	<b>134.2</b>	<b>100%</b>	<b>100%</b>



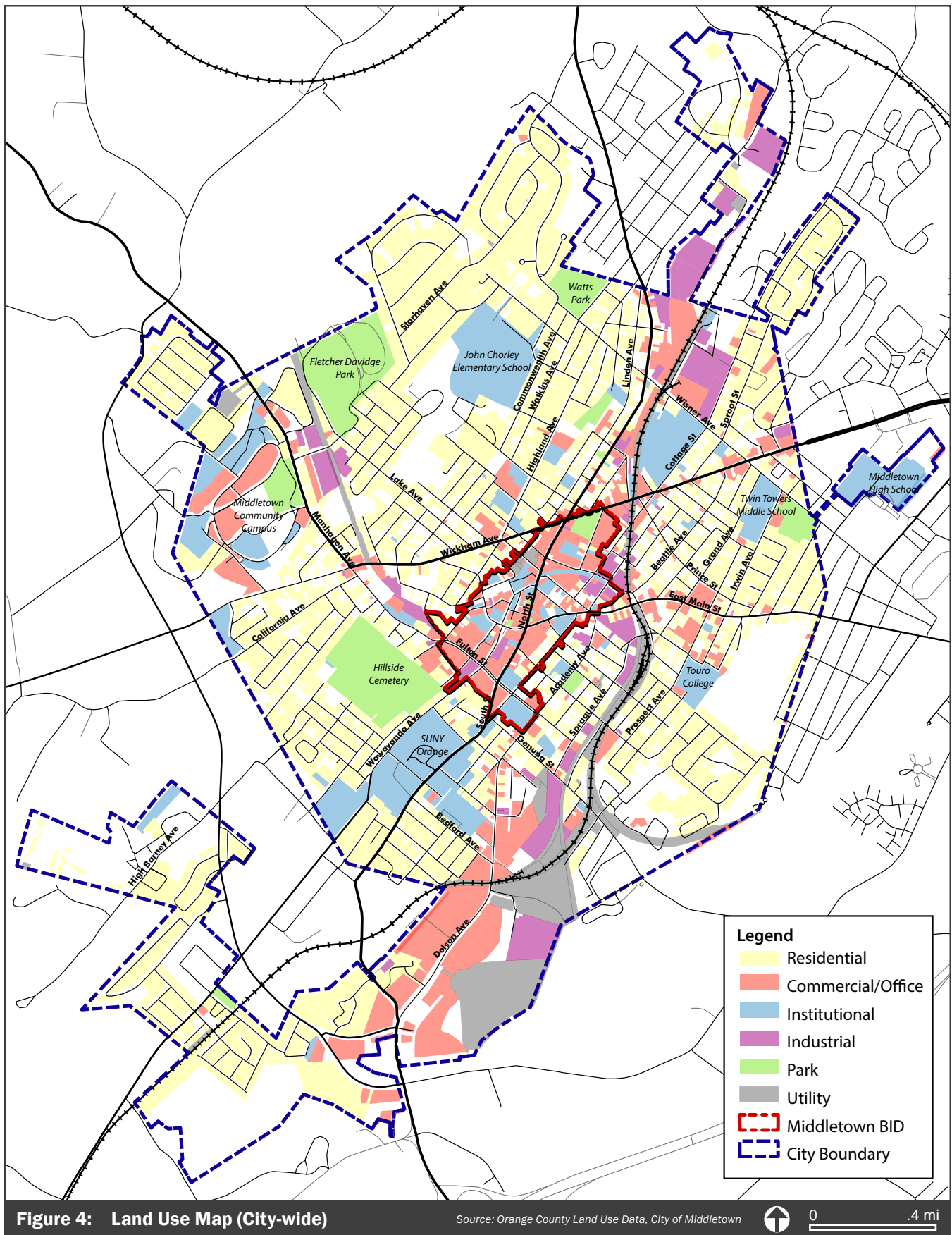
North Street



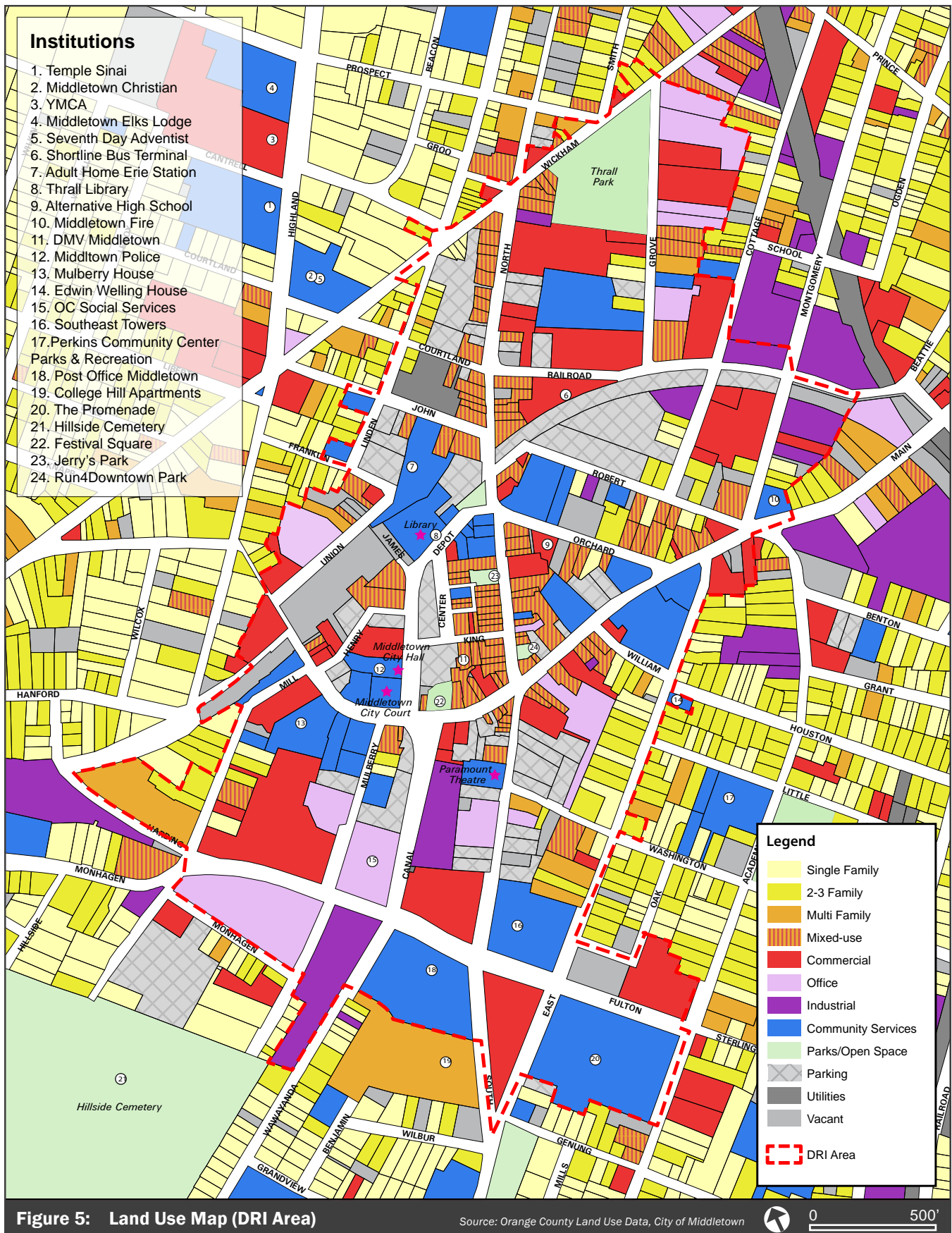
Thrall Park



Festival Square









King Street



Thrall Library



Federal Courthouse Building

The DRI Area has also recently added three pocket parks. Run 4 Downtown Park is a space near the corner of North Street and East Main Street, between the IDA Beauty Supply Store and Something Sweet Dessert Café. The park features a permanent stage platform, bench seating, plantings, landscaping, pavers, and a clock. These amenities and other ongoing improvements are funded by proceeds from the annual Marshall & Sterling Insurance Run 4 Downtown race.

King Street, a one-block street located between North Street and James Street, has been closed to traffic and repaved for pedestrians. The City added crosswalks, benches, trees, plantings, bike racks, and improved sidewalks. The upgraded pedestrian streetscape was designed to provide a better connection to the James Street parking lot and encourage foot traffic to businesses on King and North Streets.

A third pocket park, Jerry's Park, is on North Street near Grace Episcopal Church, between two currently vacant buildings at 42 North Street and 48 North Street. This space has brick paths, lighting and trees, and provides through block access to Center Street and the James Street parking lot. The future Heritage Trail will cross this park.

Hillside Cemetery and Davidge Park fall just outside of the DRI Area. Fancher Davidge Park is located approximately two miles northwest of the DRI Area boundary. The park features a lake and a swimming pool and splash park that were opened in 2014.

The City currently has plans to develop a number of recreation facilities. A skateboard park will be located on a vacant 2-acre lot adjacent to the Thrall Library in the DRI Area. A private indoor soccer facility is also proposed across the street from the skateboard park at the intersection of Union and Franklin Streets. This Plan proposes for the development of a number of new parks and open spaces in the DRI Area. These projects are discussed in the Recent and Ongoing Projects section.

### *Institutional Uses*

Institutional uses (community services) include municipal services, religious institutions, educational facilities, hospitals, cultural services, community and non-profit organizations and homes and services for seniors. This category comprises the second-largest land use (16.3%) in the DRI Area. Municipal facilities in the DRI Area include the City Court, City Hall, Middletown Police Department, Thrall Library and the Middletown DMV. The City also has plans to relocate the City courts from City Hall to the former Federal Court Building at 25 South Street.

Several institutional uses are geared toward seniors, including age-restricted housing or assisted-living: Southwinds Retirement Home, the Promenade at Middletown, and Southeast Towers Housing Corporation on Fulton Street, and the Eliot at Erie Station on John Street, as well as the City's Mulberry House Senior Center on West Main Street. Additional institutional uses within the DRI Area include community organizations such as the Elks Club, YMCA Preschool,

and Kiwanis Club, as well as several religious institutions, including Grace Episcopal Church, the United Presbyterian Church, First Congregational Church, Christ Church, Unitarian Universalist Church, First Baptist Church, and St. Paul's United Methodist Church.

The Paramount Theatre is an anchor of the DRI Area. Its increasing popularity in the City and region is evidence of Middletown's investment in the performing arts. Open seven days a week, The Paramount is the largest single screen theater in Orange County, with 1,098 seats. The Paramount shows first-run and limited-release movies, and also hosts live entertainment and community events. Movie attendance has doubled since 2014, and live performance attendance has increased 39%. The City has owned the Paramount Theatre since 1996 and provides a partial subsidy, amounting to approximately \$225,000 per year. The theatre attracts upwards of 45,000 to 50,000 people a year, and has been an economic driver for the City. Sell-out performances bring extra patrons to local hotels and restaurants, but also constrain the parking facilities in the immediate area.

The City's public school facilities are located outside of the DRI Area. The closest public education institutions are Presidential Park Elementary School on Roosevelt Avenue approximately one mile north of the DRI Area and William A. Carter Elementary School on East Main Street approximately one mile east of the DRI boundary. Twin Towers Middle School and Middletown High School are each approximately 2 miles east of the DRI Area, while Monhagen Middle School and Maple Hill Elementary School are approximately 2 miles to the west.

SUNY Orange, or Orange County Community College (OCCC), is a two-year institution located on South Street, within walking distance of the DRI Area. The Middletown campus, which occupies roughly 40 acres, enrolls 5,542 students with 3,191 full-time and 2,351 part-time. Students generally commute to campus from outside Middletown; however SUNY Orange is exploring the feasibility of providing student housing in the City. SUNY Orange also operates a campus in Newburgh.

Fei Tian Academy of the Arts is a middle and secondary school with 169 students. Fei Tian College of Fine Arts is a bilingual (English-Chinese) institution for higher learning. The college has 127 full-time students, and offers Bachelor degree programs in classical Chinese dance and music performance.<sup>1</sup> In 2015, Fei Tian College purchased 7.5 acres of the former Middletown Psychiatric Center. The college has plans to redevelop this property as part of the Middletown Community Campus, as part of a larger expansion program that projects the Academy to grow to 600 students and the College to increase its enrollment to 2,700. This campus is located about one mile west of the DRI Area.

Touro College of Osteopathic Medicine opened its Middletown campus in July 2014, and is housed in the former Horton Hospital Building approximately one mile east of the DRI Area. The campus has been renovated and is complete with high-tech lab facilities, a 24/7 medical library and 85 dorm rooms. Touro College enrolls over 600 students.



Paramount Theatre



SUNY Orange





11 King Street



26 North Street



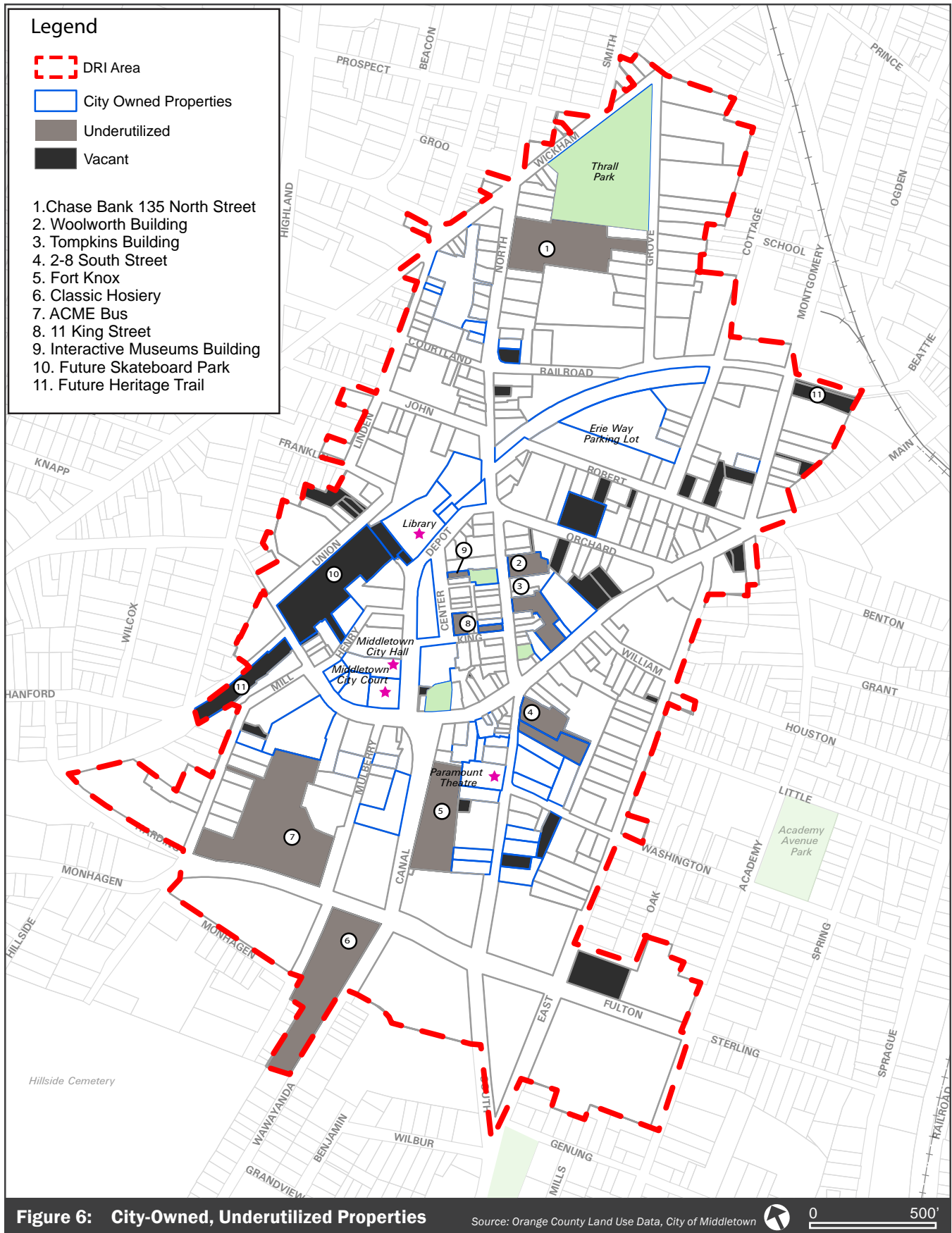
Fort Knox Building

## Key Vacant and Underutilized sites

The DRI Area includes a number of underutilized and vacant properties that could be potential sites for redevelopment (see Figure 6). In addition, there are a few commercial properties along the DRI Area's commercial corridor which are vacant. Some are for sale or lease; others are longstanding vacancies. Enduring vacancies can be detrimental to the level of street activity in a downtown, which can contribute to perceptions of safety. Some of the key underutilized properties in the DRI Area include:

- **Woolworth Building:** This vacant building, owned by the City is planned for redevelopment with four retail spaces and a connection to the Heritage Trail. Redevelopment of the property will be completed as part of Project B-1 in the Strategic Investment Plan (see Part Two).
- **2-8 South Street:** The City has plans to fill this building with Orange County offices on the first floor of the building and the Orange County Accelerator on the 2nd and 3rd floors. This program is proposed as part of Project B-2 in the Strategic Investment Plan (see Part Two).
- **11 King Street:** This building in the C-3 District has been mostly vacant since 2012. A boutique hotel with restaurant has been proposed for the site.
- **Tompkins Building:** This 20,000 square foot building on North Street was acquired by the City and recently sold to an antiques wholesaler and auction company.
- **Interactive Museums Building:** This building at 23 Center Street was formerly used as an interactive children's museum. The City acquired the site and recently sold it to a startup software company.
- **26 North Street:** This building, the tallest in the City, is vacant on the ground floor and top floors. Four floors are currently leased to the Fei Tian Academy for student housing.
- **ACME Bus:** This former Honda dealership was most recently used by ACME Bus as a lot for school buses. The site is now vacant and for sale.
- **Classic Hosiery:** This former tannery is mostly vacant, except for a portion occupied by Classic Hosiery. The three story building has approximately 84,000 square feet of space. Pattern for Progress estimated that the building was 80% occupied (as of 2015), and that Classic Hosiery employed 34 people.<sup>2</sup>
- **Fort Knox Building:** This former industrial building is mostly vacant, except for one tenant, Fort Knox Self-Storage facility. The owner has expressed a vision for expanding the storage facility on-site, but is open to other possibilities should there be development interest.
- **Chase Bank at 135 North Street:** The bank covers approximately 30% of the through block lot. The remainder serves as a parking facility for the bank, which provides in excess of 80 spaces.







Mixed Use buildings along North Street

## Zoning

Middletown contains 18 zoning designations city-wide, with the majority of land falling under the R-1 single-family residence category. As seen in Figure 7, the DRI Area is predominantly zoned C-3 (general business), but it also includes the C-1 (neighborhood business), C-1A (limited neighborhood business), and C-2 (limited business) zones. The C-2 and C-1A districts are located at the northern edges of the DRI Area. The DRI Area contains a small portion of the C-1 district at its southeast corner, where East and Fulton Streets intersect.

### C-3 District

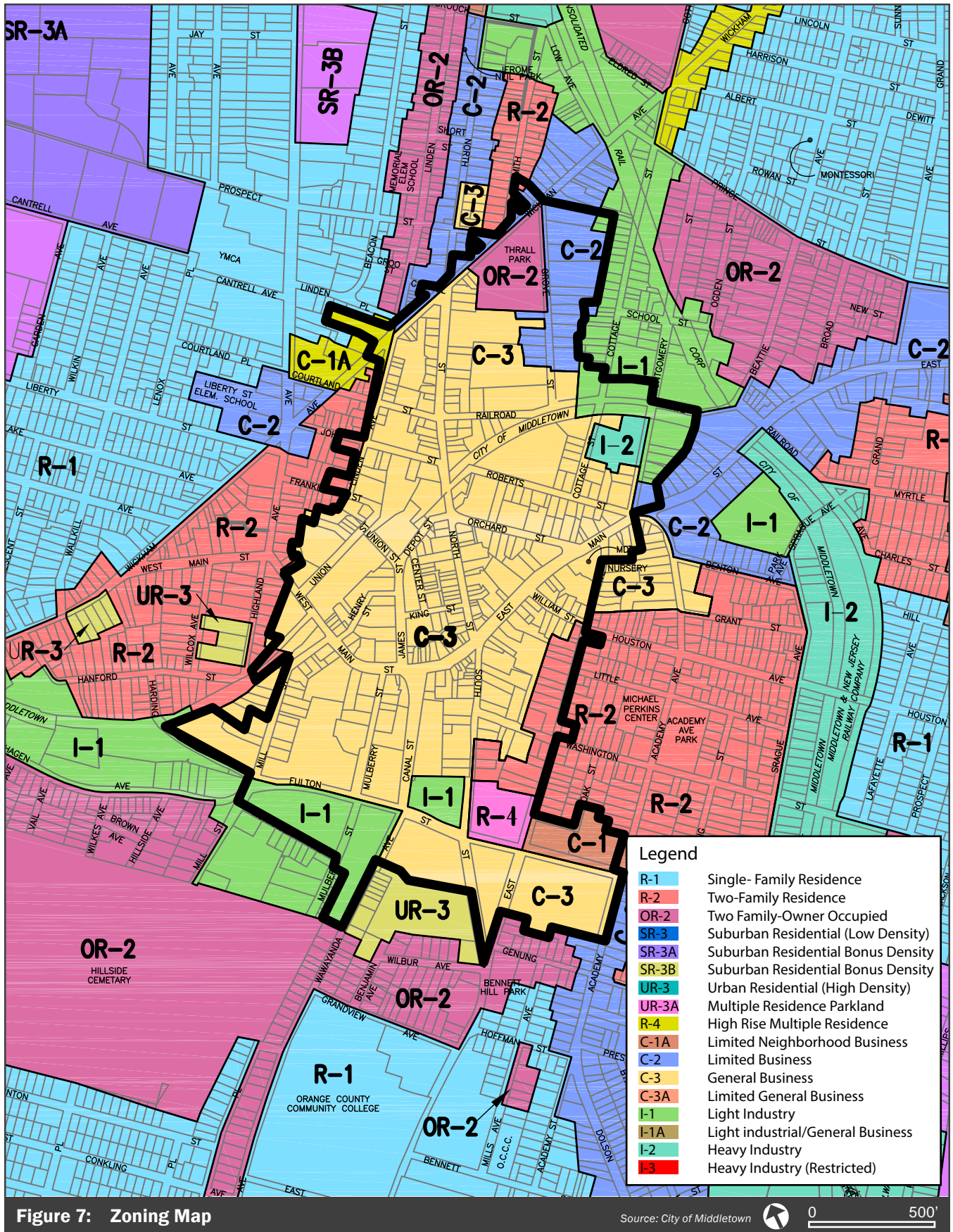
The C-3 District, which represents most of the DRI Area, allows for mixed-use development, with commercial uses on the ground floor and residential and office space on upper floors. Permitted uses include retail stores, telephone and communication facilities and stores, banks and municipal uses. Uses allowed by special permit include service stores, rental agencies, printing shops, funeral homes, parlors and bowling alleys, restaurants and bars, places for assembly and entertainment, bakeries, bus terminals and taxi stands, light manufacturing for the assembly of pre-made materials, offices, adult educational facilities, hotels and motels, distillery and bottling operations and child-care facilities. Hospitals and adult-care facilities are permitted in C-3 districts with special permit and site plan approval outside of the Central Business District. Table 3 summarizes the C-3 District permitted uses, lot, yard and building sizes.

The DRI Area's industrial zones, I-1 (light industry) and I-2 (heavy industry), are concentrated at its northeastern edges, and include Clemson Brothers Brewery and adjacent light industrial uses along Railroad Avenue. A small portion of the DRI Area is zoned residential. Residential zones in the DRI Area include R-2 (two-family residence), OR-2 (two-family owner-occupied residential districts, and R-4 (high rise multiple-residence districts). The R-4 district, located on Fulton Street between South and East Streets, accommodates the South East Towers, a Section 8 housing facility with 107 units including 42 assisted-living units. The DRI Area is immediately adjacent to two larger R-2 districts to the east and west. Part of the R-2 district to the east is located within the DRI Area. Thrall Park is zoned OR-2, which permits one- and two-family dwellings as well as municipal buildings and uses.

**Table 3: C-3 General Business District Regulations**

C-3:	General Business District
Permitted Uses	Retail stores less than 3,000 sf; telephone and communication facilities; banks; municipal use; additional permitted uses require special permit and site plan approval by the Planning Board
Minimum Lot Size	7,500 sf, required width of 75 feet
Maximum Height	6 stories or 90 feet
Yards Required	No side, front or rear yard required. No building shall extend less than 11 feet from the curbline except where the present sidewalks are narrower.
Source: §475-21 City of Middletown, Article III District Regulations	







Mulberry House Senior Center

## Socio-Economic Conditions

### Population and Housing

From 2000 to 2010, the year-round population of Middletown grew by more than 10 percent to a peak of 28,086 residents which has contracted slightly to 27,812 in 2015. In the 2000s, the growth rate reached nationwide levels and even surpassed Orange County growth, but since 2010 the decrease in population has left the City behind the broader area's continued expansion. Population forecasts prepared by the Orange County Department of Planning, based on the rate of change from 2000 to 2010 suggest that Middletown will see its population increase by 1 percent annually to 2030, adding 6,287 residents over the 20-year period. With revitalization, the DRI Area could capture and benefit from some of the expected citywide growth.

#### Age

In 2010, residents in the DRI Area were slightly older than both the City and County as a whole, with a larger share of seniors aged 65 or older and a smaller portion of youth under age 18.<sup>3</sup> Over the period from 2000 to 2010 the number of senior residents in the DRI Area dropped by 11 percent, and youth under age 18 fell by 5 percent. However, young adults and young family-stage residents aged 18 to 39 increased by 5 percent, while older labor force residents aged 40 to 64 increased by more than 25 percent. Over that 10 year period, the DRI Area's median age increased from 33.3 to 34.4.

#### Households

Over the last decade, both Middletown and its DRI Area saw moderate household growth. The share of households with children in the DRI Area slightly fell from 33 percent to 31 percent between 2000 and 2010, as the percentage of such households in the City increased by 1 percentage point. Both areas saw a slight drop in the share of married-couple families.<sup>4</sup>

**Table 4: Total Population, 2000-2015**

	Middletown DRI Area	City of Middletown	Orange County
Population Count			
2000	2,511	25,388	341,367
2010	2,628	28,086	372,813
2015	N/A	27,812	377,647
Percent Change			
2000-2010	+4.7%	+10.6%	+9.2%
2010-2015	N/A	-1.0%	+1.30%

Source: Orange County Land Use Data, City of Middletown



In both Middletown and Orange County, average household sizes were relatively uniform with little variation by tenure. In the DRI Area, household sizes among homeowners were larger than both the City and the County, at 3.0 persons per household on average, while renter households were smaller at 2.4 persons per household, a reflection of the size of apartment units in the City's center.<sup>5</sup>

### Income

Over the 5-year period from 2010 to 2014<sup>6</sup>, a majority of households (54%) in the DRI Area had incomes less than \$25,000; 30 percent of households were below the federal poverty level. In the City overall, just over a quarter of households earned such income, and 18 percent of households were below the poverty level. Projections by ESRI suggest that median household income in the DRI Area (\$36,166) will decline by nearly 6 percent over the next five years (2016-2021).<sup>7</sup> This is in contrast to projections for the City and County, which predicts income to increase by 9 and 11 percent, respectively, over the same time period.

### Race and Ethnicity

Unlike Orange County, both the City of Middletown and the DRI Area are predominantly non-white. The City of Middletown is very diverse, with the largest percentage of the population identifying as Hispanic or Latino (38%). The DRI Area has a larger percentage of white residents (46.8%) than the City of Middletown (34.9%), but is still lower than the percentage of white residents in Orange County (66.4%). The Hispanic population in the DRI Area is slightly lower than the City of Middletown and the African American population is slightly higher.

### Housing Stock

Over the last 14 years, the City added 1,074 housing units, increasing at a rate of less than 1 percent annually, a rate less than that of the County. In the DRI Area, 143 units were added between 2000-2016. According to the Census Bureau's Annual Building Permit Survey, the City approved building permits for 369 housing units from 2005 to 2015, all but two of them in the form of single-family housing typically constructed beyond the City's center. In 2014 and 2015,



South East Towers Housing Corporation

**Table 5: Race/Ethnicity, 2014**

Race/Ethnicity	DRI Area	% DRI Area	City of Middletown	% City of Middletown	Orange County	% Orange County
White	1,768	46.80%	9,714	34.90%	281,896	66.40%
Black or African American	1,004	26.60%	5,993	21.50%	37,750	9.30%
Asian	108	2.90%	876	3.10%	9,744	2.50%
Hispanic or Latino	851	22.50%	10,689	38.40%	71,699	19.10%
Some other race/Two or more races	44	1.1%	556	2%	45,994	2.6%
<b>Total</b>	<b>3,775</b>	<b>100%</b>	<b>27,828</b>	<b>100%</b>	<b>375,384</b>	<b>100%</b>

Source: US Census Bureau, 2010-2014 ACS 5-Year Estimate



69 and 62 building permits were issued, respectively, well beyond pre-recession levels which reached 52 units in 2005. Multifamily housing construction has been minimal in recent years, in contrast to the late 1990s, when several small and mid-size buildings were constructed.

From 2000 to 2014, homeownership rates increased across the City, expanding from 46 percent to 51 percent of households in Middletown and from 17 percent to 24 percent of households in the DRI Area. Although the rate of increase was faster than occurred elsewhere in Orange County, the level of homeownership in Middletown still falls considerably behind the County.



Housing Stock in the DRI Area

Vacancy rate trends provide further evidence of increased demand for homeownership and weak demand for rental housing in the City and the DRI Area. A general indicator of adequate vacant supply for reasonable housing choice is a vacancy rate of 4 percent to 5 percent, which ensures that housing supply is tight enough that home values will rise and developers will be encouraged to invest. Over the last 14 years, rental vacancy rates have been well above 5 percent in the DRI Area, reaching a peak of 10 percent over the five-year period from 2010 to 2014, while homeowner vacancy rates have remained historically high as well.<sup>8</sup>

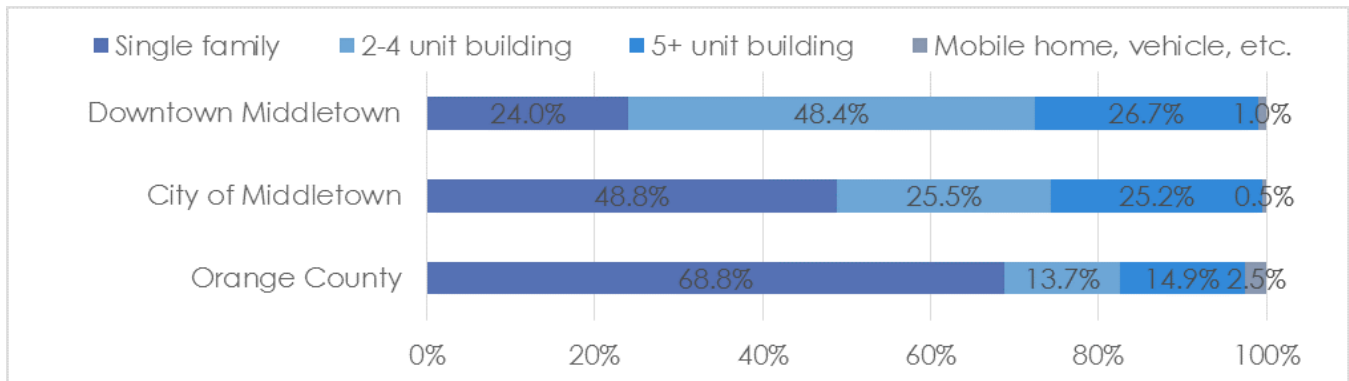
The DRI Area is a relatively high-density community, with a large concentration of multifamily buildings. While its share of buildings with five or more units is similar to that of the City as a whole, at nearly 25 percent, the DRI Area has approximately twice the share of 2-4 unit buildings (48% of total).

With its large concentration of buildings with 2-4 units each, the DRI Area had a far greater share of studio and 1-bedroom housing units than the City or the County over the five year period from 2010 to 2014 (see Figure 9). Single-bedroom units accounted for nearly half of DRI Area units, and units with two bedrooms are relatively sparse (7%).

**Table 6: Total Housing Units, 2000-2014**

Year	Middletown DRI Area	City of Middletown	Orange County
Housing Unit Count			
2000	1,123	10,124	122,754
2010	1,109	10,866	137,025
2014	1,143	11,198	138,441
Percent Change			
2000-2010	-1.2%	+7.3%	+11.6%
2010-2014	+3.1%	+3.1%	+1.0%

Source: US Census Bureau, 1970-2010 Decennial Censuses & 2010-2014 ACS 5-Year Estimate.

**Figure 8: Distribution of Residential Units by Units in Structure, 2014**

Source: US Census Bureau, 2010-2014 ACS 5-Year Estimate.

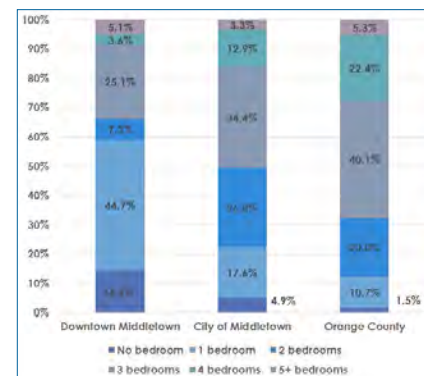
### Housing Costs

While the national economy has greatly improved since the financial crisis of 2007-2008, housing affordability continues to be a major cause for concern in the region. In both Middletown and the County, the share of households that spend more than 30 percent of their income on costs such as mortgage or rent payments and utility bills, which is a general indicator of housing cost-burdened households, jumped from 31 percent and 37 percent, respectively, in 2000, to 44 percent and 48 percent, respectively, of households in the five-year period from 2010 to 2014. The DRI Area saw its share of cost-burdened households decrease by 1 percentage point, but such households account for more than half (54%) of all households in the DRI Area, a level far above that of the region as a whole.

As of October 2016, there were 582 unique residential listings in Middletown for sale or rent.<sup>9</sup> Within the DRI Area, just four 1- and 2-bedroom apartments were available for rent, with an average rent of \$1,261 or \$1 per square foot. Five 3- to 5-bedroom homes were available for sale, with an average asking price of \$180,475 or \$76 per square foot.

### Employment

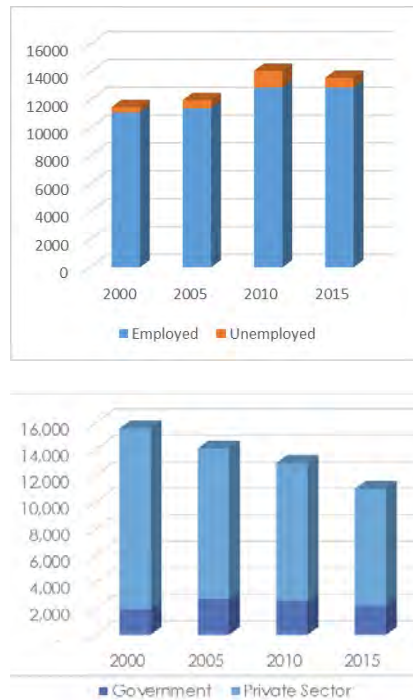
Over the past decade, Middletown lost employment and experienced a decline in value of worker earnings, while the resident labor force has grown and unemployment has risen. This disparity has resulted in more workers seeking employment outside of the City, resulting in longer and more costly journeys to work. By 2015, according to the New York State Department of Labor,<sup>10</sup> employment in all private and public establishments in Middletown totaled at 10,987 jobs, down from 15,567 in 2000, 14,065 in 2005 and 12,978 in 2010. Annual wages amounted to \$445.2 million, roughly \$40,500 per worker in 2015. Although worker earnings were up in nominal terms, they were down in real spending power from average 2005 earnings of \$43,700 in 2015 dollars.

**Figure 9: Distribution of Occupied Residential Units by Number of Bedrooms, 2014**

Source: US Census Bureau, 2010-2014 ACS 5-Year Estimate.



**Figure 10: Total Employment in Middletown, 2000-2015**



Source: US Census Bureau, 2000-2010 Decennial Censuses & 2015 Annual Resident Population Estimate.

Despite encouraging signs of expansion in hospital and higher-education institutions, the job losses have been significant in goods-handling activity, retail trade, information and financial services, real estate and health care since 2000. Job growth has been recorded only in transportation, the management of companies, administrative support and personal services. Concurrent with these trends, the resident labor force has risen from 11,500 persons in 2000 to 13,400 in 2015, while the number of unemployed nearly doubled from 400 to 700 residents, or has risen from 3.7 percent to 6 percent of the labor force. According to the Census Bureau's commutation data<sup>11</sup>, only one in every six Middletown jobs is held by a resident worker, while seven in every eight resident workers are employed outside of Middletown. Of the external jobs filled by residents of Middletown, more than half are aged 30 to 54 years and one-quarter are under 30 years of age. Most of the City jobs filled by residents are those paying less than the average City wage.

The City has some large employers, most notably the Enlarged City School District of Middletown, the Middletown Campus of SUNY Orange, Orange Regional Medical Center, a large insurance carrier, and several large retailers and hotels. The Touro College of Osteopathic Medicine, a Middletown branch of the Harlem based institution, opened its doors in 2014 and plans to have a student body of 500 with on-site accommodations for nearly 100 students. Nearby, on the site of the former Middletown Psychiatric Center, the Fei Tian College of Fine Arts intends to provide post-secondary training for graduates of the Fei Tian Academy of the Arts. Notably, these institutions and most of the City's larger commercial establishments are found outside of the DRI Area on campus sites and in the Crystal Run area, where seven hotels and the Galleria shopping mall are located.

According to ESRI's Business profile, the quarter-square-mile DRI Area of Middletown boasts 335 businesses, or nearly one-third of the City's total establishments.<sup>12</sup> The BID encompasses roughly 300 parcels with a market value of \$105 million. However, not all of these sites are developed in job-generating uses, with 37 parking lots, 17 vacant zoned non-residential lots, and 46 residential parcels of which nine are undeveloped. Moreover, of the 193 other sites, more than 40 are in government or nonprofit usage, leaving only half of the parcels in the DRI Area land area developed in private for-profit uses. Most of these uses are comprised of small retail, restaurant and personal-service outlets that attract limited shopper demand. Clearly more diversity is needed, with five banks, a few large supermarkets and other retail stores, five stand-alone restaurants and seven office developments accounting for the most productive and highest-paying uses.

From an employment perspective, according to ESRI's Business profile, the 335 establishments of the DRI Area generate some 2,750 jobs, or one-quarter of the City's total. The establishments are roughly apportioned between three in every eight as services, one in four as retail, one in 10 as financial activity and real estate, and one in every 12 establishments as government. However, manufacturing accounts for 20 percent of DRI Area employment, while other goods-handling sectors – like construction, transportation and warehousing,

utilities and wholesaling – represent another 14 percent of all jobs. Although valuable as producer sectors of the economy and mainstay employers of blue collar workers, these basic industries no longer play such a prominent role in DRI Area development. Rather, the focus has shifted to higher-end consumer industries including retail, dining and drinking places, arts and entertainment, and personal and financial services.

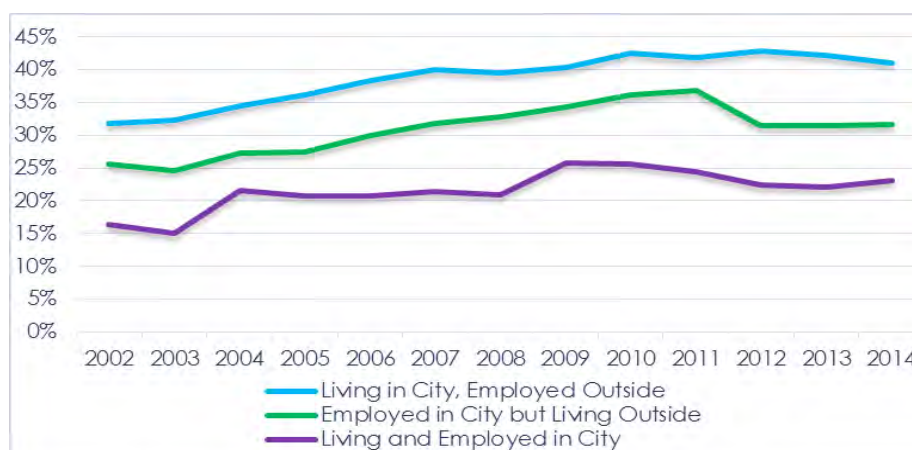
### *Travel to Work Trends*

While the City has had an increased resident work force, job growth has been on the decline in recent years. This has resulted in the lengthening of commutes for residents, some of which are increasingly traveling to New York City to work. In 2014, roughly half of employed residents (52.4%) worked in Orange County, down from 65.3 percent of such workers in 2002. At the same time, the share of commuters to New York City has nearly doubled since 2002, to 16.5 percent in 2014. Just 12 percent of residents live and work in Middletown, which is below 2002 levels, when nearly one-in-four residents worked in Middletown.

Among workers commuting to Middletown for employment, the home destinations of workers has remained largely unchanged in recent years, with 17 percent of workers that live in Middletown and more than 60 percent living elsewhere within Orange County.

According to the Census Bureau, City residents that commute beyond Middletown earn higher wages than those that both live and work in Middletown or work in Middletown but live elsewhere (see Figure 11). This reflects the City's small share of high-wage service jobs in industries such as health care, finance and professional services. However, there is a higher share of Middletown workers employed in well-paying goods-producing industries (construction, manufacturing and agriculture) among those that also work in Middletown (16.9%) than those commuting out of Middletown (9.1%) or those regional workers that commute to Middletown (10.6%).

**Figure 11: Share of Middletown Workers Earning \$40,000 Annually By Commute Type, 2002-2014**



Source: US Census Bureau, 1970-2010 Decennial Censuses & 2010-2014 ACS 5-Year Estimate.



Dining establishments in the DRI Area along West Main Street

## **Retail Market Analysis**

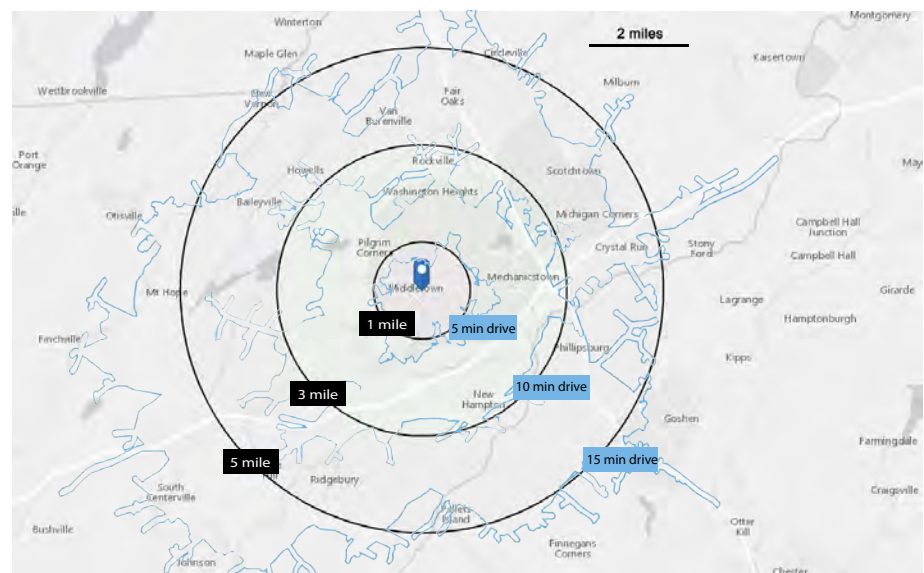
### **Trade Area Analysis**

Given that Downtown Middletown features a regional cultural anchor, the Paramount Theatre, primary and secondary trade areas were determined to widen the understanding of the market. The primary trade area commensurate with a “convenience trade” area is an approximately 5-minute drive from the downtown core, or 1-mile radius of Downtown. A convenience trade area is a market area that draws customers from the immediate area for goods and services that are typically inexpensive and are purchased with greater frequency, including grocery items, newspapers, personal care items, etc. Secondary trade areas were then expanded to include 10-minute and 15-minute drive areas that roughly correspond with 3-mile and 5-mile radii, respectively.

### ***Key Anchor Institutions and Attractions***

The main anchors in the primary trade area include both institutional and retail anchors. The Middletown Thrall Library, Middletown City Hall and City Court are institutional anchors located within the BID boundaries. Just outside the BID, within a mile, SUNY Orange, Fei Tian Academy and College, and Touro College of Osteopathic Medicine also act as anchors. In 2014, SUNY Orange accounted for 781 jobs<sup>13</sup> and over 5,700 students enrolled.<sup>14</sup> Touro College, on the other hand, opened in 2014 and had 44 jobs on campus with 135 students enrolled.<sup>15</sup> These numbers may have grown over the last two years. According to business owners, there is a need to target employees and students of SUNY Orange to increase their usage of businesses in Downtown Middletown. On the other hand, Touro College has been seen as a more supportive partner of businesses Downtown.

**Figure 12: Primary and Secondary Trade Areas**



Source: ESRI 2015



Retail anchors within the BID include three supermarkets – Market Fresh, Garcia’s and Da Tang – as well as Equilibrium and Clemson Bros. Brewery. In addition, the presence of a considerable number of restaurants creates a dining cluster that also acts as an additional Downtown attraction.

In the near future, Downtown Middletown will potentially see an increase in demand through residential and institutional developments, and also an increase in anchors. The planned Woolworth Building project on North Street, for example, will feature both a regional attraction, the Heritage Trail, and over 8,000 sq ft of retail space (total: 4 units). Various attractions such as the Erie Way Park/Middletown Skate Park and Unisol Downtown Soccer Facility will serve as destinations in the retail district.

### Major Employers/Work-Force Demand

There are over 30,000 workers within the secondary trade area. Of those, 23,867 workers work within a 3-mile radius or 10-minute drive of Downtown, and 18.9% or 5,749 workers work within a mile of Downtown Middletown. Locations that appear to offer the most jobs per square mile are Plaza at Crystal Run where Gander Mountain Sporting Goods and Lowe’s Home Improvement are located, and Greater Hudson Valley Health System – both within 3 miles of Downtown. Closer to downtown within a 1-mile radius, SUNY Orange and Orange & Rockland Utility Company have high numbers of jobs per square mile, but are still not located within easy walking distance of the retail district.

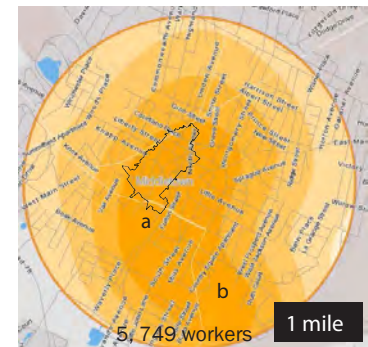
## DRI Area: Retail Analysis

### Retail Micro Climates

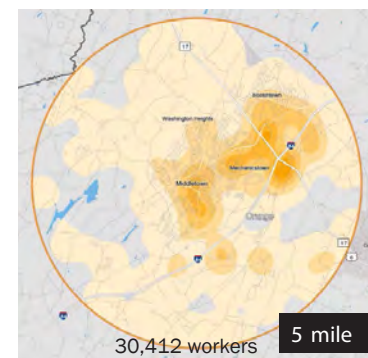
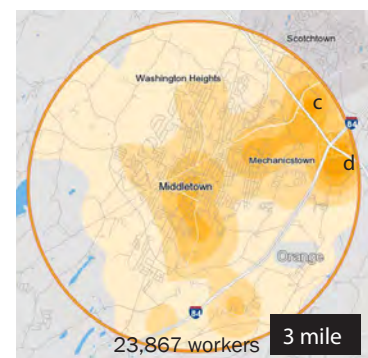
There are 129 businesses listed within the Middletown BID that are all within a 5-10 minute walk of each other. These are especially concentrated on West Main Street and North Street, with a lower concentration north and south. Micro climates, or small areas within a wider retail district that contain a mix of complementary businesses that also have similar price points and customer profiles, and serve a specific lifestyle were identified within the DRI Area. The first, the “Entertainment + Dining Corridor,” is located on North Street and stretches from James/Orchard Street down to the Paramount Theatre. This corridor is the main entertainment and dining area within the BID and includes the Theatre and a wide variety of retail including convenience stores, beauty salons, tailors, travel and hobby shops, restaurants and cafés. The corridor features various price points and attracts visitors from all over the city and state.

The second micro climate, or the “Civic District,” includes the area around City Hall, City Court, the DMV Office, Thrall Library and the Soup Kitchen. In the future, this micro climate may also become a sports and leisure hub with the Middletown Skate Park, Unisol Downtown Soccer Facility, and Equilibrium Brewery.

**Figure 13: Jobs per Square Mile**



- 5 - 163 Jobs/Sq.Mile
- 164 - 640 Jobs/Sq.Mile
- 641 - 1,435 Jobs/Sq.Mile
- 1,436 - 2,547 Jobs/Sq.Mile
- 2,548 - 3,978 Jobs/Sq.Mile



- 5 - 386 Jobs/Sq.Mile
- 387 - 1,529 Jobs/Sq.Mile
- 1,530 - 3,436 Jobs/Sq.Mile
- 3,437 - 6,104 Jobs/Sq.Mile
- 6,105 - 9,536 Jobs/Sq.Mile

- a) SUNY Orange
- b) Orange & Rockland Utility Co.
- c) Gander Mountain Sporting Good, Lowe’s Home Improvement
- d) Greater Hudson Valley Health System

Source: Onthemap; 2010 Census

Finally, the “Local + Ethnic District,” located in the northernmost part of the BID, features local neighborhood and immigrant-serving retail. Most of the businesses here are Spanish-speaking and offer lower price points. There are also a number of limited service restaurants such as La Fonda Boricua, Number 1 Chinese, and El Azteca Mexican.

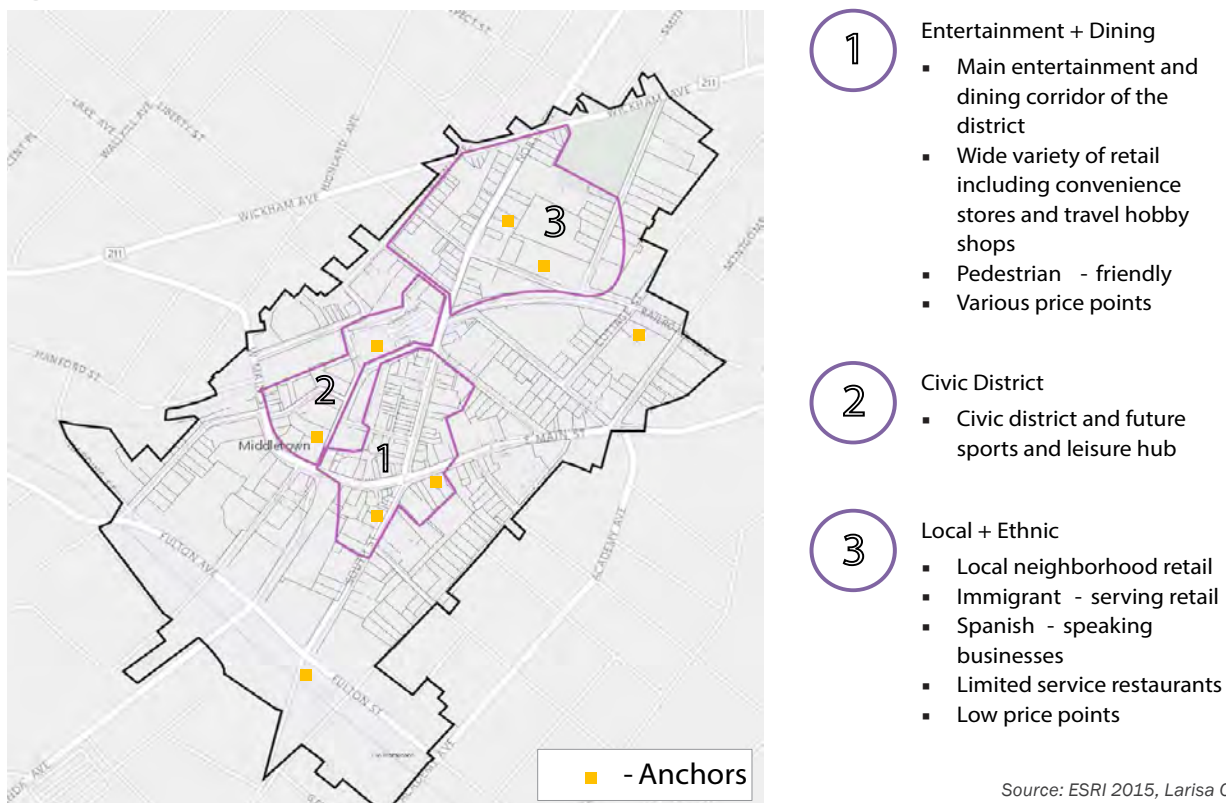
Based on stakeholder interviews with merchants and local organization leaders, there appears to be a high degree of collaboration between the City and BID to create annual programs Downtown. However, there is a low budget allocation for the BID (~\$90,000/annum) and lack of strategy with the organizing of events and activities to cross-promote with local businesses and to include Spanish-speaking businesses in the northernmost part of the BID.

Other challenges that the BID faces are the lack of engagement with building owners of vacant properties and rising rents for businesses that do not own retail space. Most importantly, the BID and local business owners face a language barrier with Spanish-speaking businesses in the north.

### *Retail Supply and Demand*

A site visit conducted in October 2016 revealed pockets of vacant storefronts and properties along North Street, South Street, and Main Street. Significantly fewer vacancies were observed in the Local + Ethnic District. Despite these observations, only two commercial listings were found in the BID on Loopnet,

**Figure 14: Middletown Retail Micro Climate**



Source: ESRI 2015, Larisa Ortiz Associates

a national commercial real estate online listing website. The asking retail price for rent on a listing on North Street for 1,400 sq ft retail/restaurant space was \$15.48/sq ft/ annum.<sup>16</sup> This is close to the reported average asking rent price for Middletown Metro area, \$16.33/sq ft/ annum.<sup>17</sup>

When compared with the State, Middletown (Metro area) asking retail rents are two times less and have stagnated around \$16/sq ft/year since 2013. Asking sales prices for retail properties in Middletown (metro area) have also fallen below Orange County, while statewide prices have risen by 8% annually. The low asking rent and sale prices for retail properties in Middletown, however, appear to be a regional trend. Orange County in general is struggling with prices far below statewide levels.

A retail leakage analysis was conducted to compare the total discretionary income of residents within the trade area against the total sales estimated for local businesses, also within the same trade area. For some store types, local businesses sell more than local residents are purchasing. This means that outsiders may be coming into the area to shop. This is also known as a “surplus.” In other categories, residents are spending more than local stores are selling, suggesting that residents are spending outside the trade area, and this is known as a “leakage.” Depending on the size of leakage, this may suggest opportunities for both existing and new businesses to better meet the needs of the residential customer base.

In 2015, residents within a mile of Downtown Middletown consumed a total of \$244,233,453 in goods and services. Only 12 percent of this was spent outside the trade area, or a leakage of \$29,510,962. Local spending for items such as clothing, general merchandise, groceries, and convenience, in particular are likely going to regional malls within a 3-mile radius. These competing retail shopping centers include:

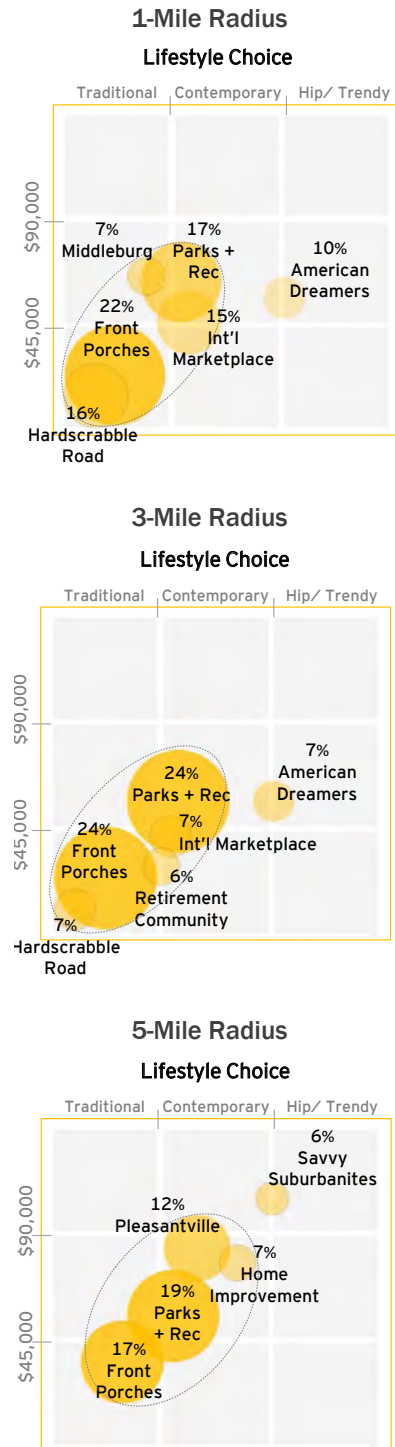
- Fairgrounds Plaza (92,237 GLA)
  - Shopping Center Categorization: Small Neighborhood Center
  - Anchors: ShopRite and AutoZone
- Plaza at Crystal Run (400,000 GLA)
  - Shopping Center Categorization: Large Neighborhood Center
  - Anchors: Olive Garden, Petco, Pier 1 Imports
- Galleria at Crystal Run (1,200,000 GLA)
  - Shopping Center Categorization: Super-Regional Mall
  - Anchors: AMC Theater, JCPenney, Macy’s, Target



Vacant Storefronts on North Street



**Figure 15: Psychographic Analysis**



Source: ESRI 2015, Larisa Ortiz Associates

### Buyer Habits and Values

A psychographic analysis was conducted to identify customer groups (or tapestry segments) in the various trade areas (1-, 3-, 5-mile radii), and describe the socioeconomic characteristics of these residents. Psychographics describe a buyer's spending habits, concerns and values in order to explain why they buy. Within the primary trade area, there is a diverse range of customer groups – with groups of low to moderately high incomes, and varying countries of origin. Overall, those within a mile of Downtown are generally cost-conscious consumers and less adventurous shoppers. There are, however, customer groups that place value on style and prefer American-made products. It is likely that these residents meet their comparison shopping needs at the nearby malls.

Median household incomes increase moving farther from Downtown. Within 5 miles of Downtown, a customer group known as “Pleasantville”<sup>18</sup> makes up 12 percent of the population base. This group has a median age of 41.9 and median household income of \$85,000, and spends more time playing sports and watching movies. They also enjoy gardening and home improvement.

### Type of retail offerings

Of the 790 businesses within a mile of Downtown Middletown, there is a higher percentage of eating and drinking places (37%) especially when compared to the State (30%), indicating the City's role as a dining hub. This also suggests that a large proportion of local spending in this category is driven by non-residents from outside the 1-mile radius, which will influence future recommendations on retail tenant mix. There is also a high percentage of miscellaneous retail within a 1-mile radius of Downtown (24.3%), which includes drug stores, liquor stores, and used merchandise stores.

### Strategic Positioning Analysis

An analysis of the “successful retail zone” is reflected in the Strategic Positioning Matrix (see Figure 15). The matrix allows for plotting of psychographic profiles of the primary and secondary trade areas based on income levels (vertical axis) and lifestyle choices (horizontal axis). “Low” income on the axis refers to Median Household Income (MHI) below \$45,000, “Middle” income refers to MHI between \$45,000 and \$90,000, and “High” income refers to MHI above \$90,000. The income levels translate to corresponding price points for a successful retail zone. The horizontal axis, on the other hand, is driven by three main lifestyle categories: Traditional, Contemporary, and Hip/Trendy. The area of convergence of the various tapestry segments therefore reflect who the successful retail zone can and should be attracting.

Based on the psychographic analysis of buyers within the primary and secondary trade areas, there appears to be some opportunity for Downtown Middletown to provide contemporary offerings at higher – yet still affordable – price points that will attract customers from a 5-mile (or more) catchment area. These customers are looking for eating establishments that are higher-quality and unique in

nature. In addition, stores should also cater to the new wave of immigrant populations and non-English speaking groups.

Daily traffic levels in Middletown are low when compared to the rest of the State.<sup>19</sup> North and South Street see between 4,000 and 8,000 vehicles daily, while Main Street sees 5,400 to 6,800 daily. Wickham Avenue, the busiest road downtown, sees between 10,000 and 13,000 vehicles passing through daily; however it still falls below typical retailer traffic needs. Stores like Family Dollar and Dunkin Donuts require between 11,000 and 20,000 vehicles daily, while Applebee's, Walgreens and Old Navy need 24,000 to 59,000 vehicles daily. These comparables provide a useful point of comparison and suggest that Downtown Middletown is unlikely to support retailers – such as national chains, who depend on high visibility to drive customer visitation.



Intersection of North, South, East Main and West Main Streets



Intersection of North and Orchard Streets

## Transportation

This section provides an overview of the existing condition of local transportation infrastructure and operations in Downtown Middletown.

### Roadway Network

The City of Middletown is located just west of the intersection of the New York State Thruway I-84, and NY Route 17, a principal arterial expressway. The DRI Area is generally in the area where the two NY Routes 17M and 211 converge. Route 17M provides access to the surrounding region to the north and south while Route 211 provides east-west access. Both Route 17 and 211 are maintained by the City of Middletown within its limits.

The center of the DRI Area is generally found along North, South, East and West Streets between Wickham Avenue and Fulton Street. Wickham Avenue is the most heavily trafficked road in the City, with an average of over 13,600 vehicles daily between the North Street intersection and the municipal border with the Town of Wallkill. The stretch of Wickham Avenue between North Street and Fulton Street has annual daily averages just over 10,000 vehicles. East Main Street between Academy Avenue and the municipal border with Wallkill is the second-most trafficked roadway in Middletown, with annual daily traffic reaching nearly 12,000 vehicles.



Figure 16: Regional Roadways

## Parking

Many business owners indicate that the majority of customers arrive by car. Parking in the DRI Area can be found in a number of interspersed lots. The central parking area is found along James Street between City Hall and the businesses on North Street. Unmetered on-street parking is available on most streets, and free public lots are located throughout the DRI Area, indicated in Figure 17. The figure shows parking facilities in municipal lots, private lots, and vacant and underutilized areas that informally serve as parking areas.

Despite roughly 1,300 parking spaces, a large portion of which are occupied during the week by municipal workers from City Hall and the City Court, stakeholders state that there is insufficient parking to meet retail customer demand on busy weekends and special event days and showings at the Paramount Theatre. In addition, many parking lots in outlying areas are inaccessible and have fallen into disrepair. Unplanned parking has also been observed in nearby vacant land as a result of this shortage. Although field survey and stakeholder feedback suggests that there is a parking problem, additional parking analysis is necessary to determine the appropriate amount of viable parking spaces in relation to total office and retail space downtown. Connectivity between parking lots and destinations was expressed as a need during the public outreach events.

## Public Transit

Middletown offers bus service to other towns and cities in the region, including New York City, and Coach USA has plans for an improved Transportation Center in the DRI Area. The closest rail station is located in the Town of Wallkill, serving Metro-North Railroad's Port Jervis line. Figure 18 shows a map of local and commuter bus routes in the City.

**Local Service:** Middletown Transit Corporation is the primary local bus service provider in Middletown. It provides four routes that connect at the central hub in the DRI Area Middletown off Railroad Avenue, the site of the future Transportation Center. These routes connect the Community Campus, Crystal Run Healthcare, Campbell Plaza, SUNY Orange, Walmart, Shoprite (Rt. 211) and the Galleria at Crystal Run. Middletown Transit operates Monday through Friday, 7 a.m. to 5:30 p.m., and picks passengers up at most intersections along the routes. There is no weekend or holiday service.

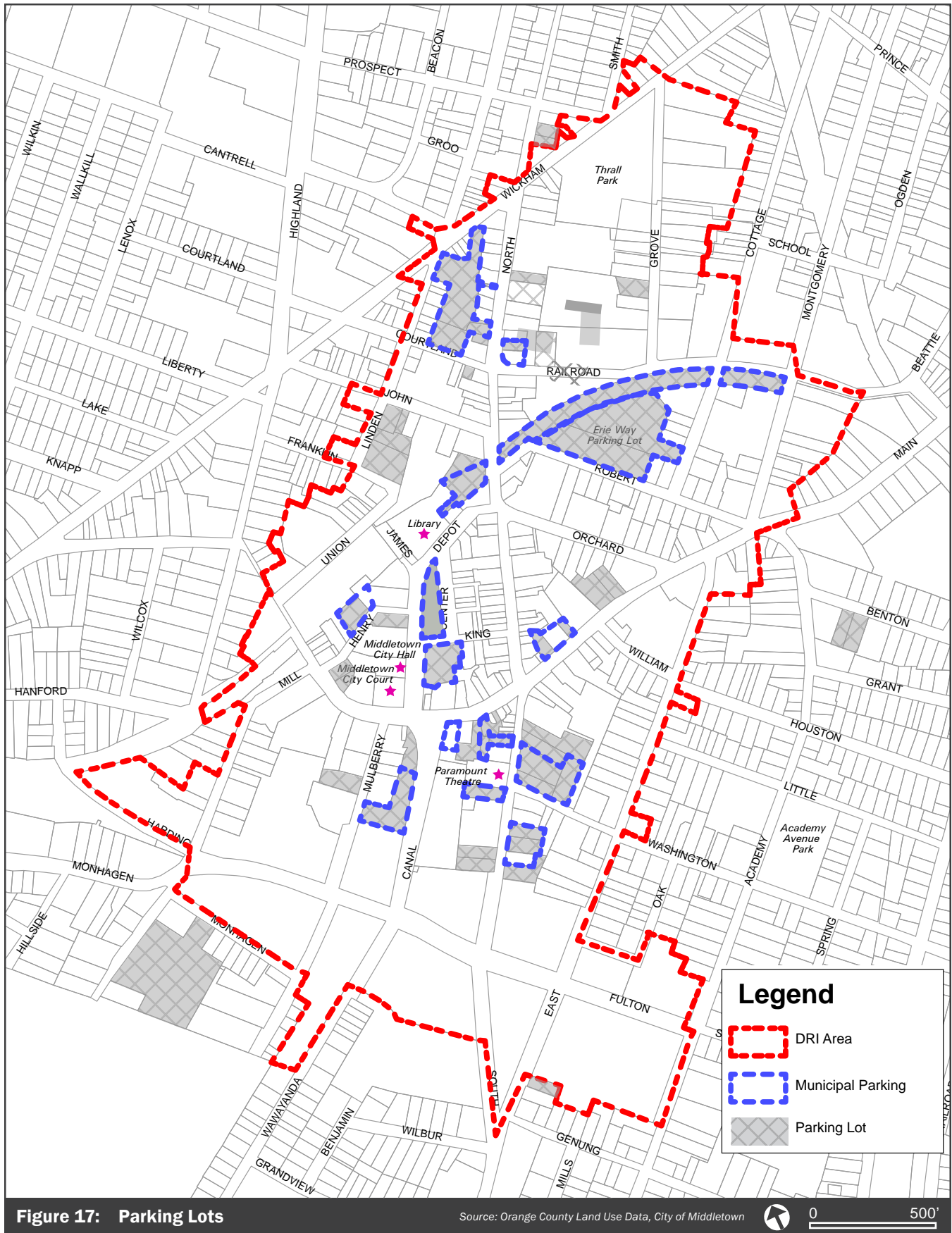
**Commuter Service:** Coach USA's Shortline bus service provides commuter routes connecting New York City and Bergen (NJ), Rockland, Orange and Sullivan Counties. This service links Middletown to surrounding cities and towns with departures from the central hub at Railroad Avenue.

SUNY Orange provides a shuttle bus service between its Newburgh and Middletown campuses. This service operates during the fall and spring semesters only, from 7 a.m. to 6:45 p.m. Middletown pick-up is located at the entrance of Parking Lot 5, and drop-off is next to the Shepard Student Center. The public bus service between Port Jervis and Middletown also stops at the SUNY Orange



Pedestrian crossing on Fulton Street





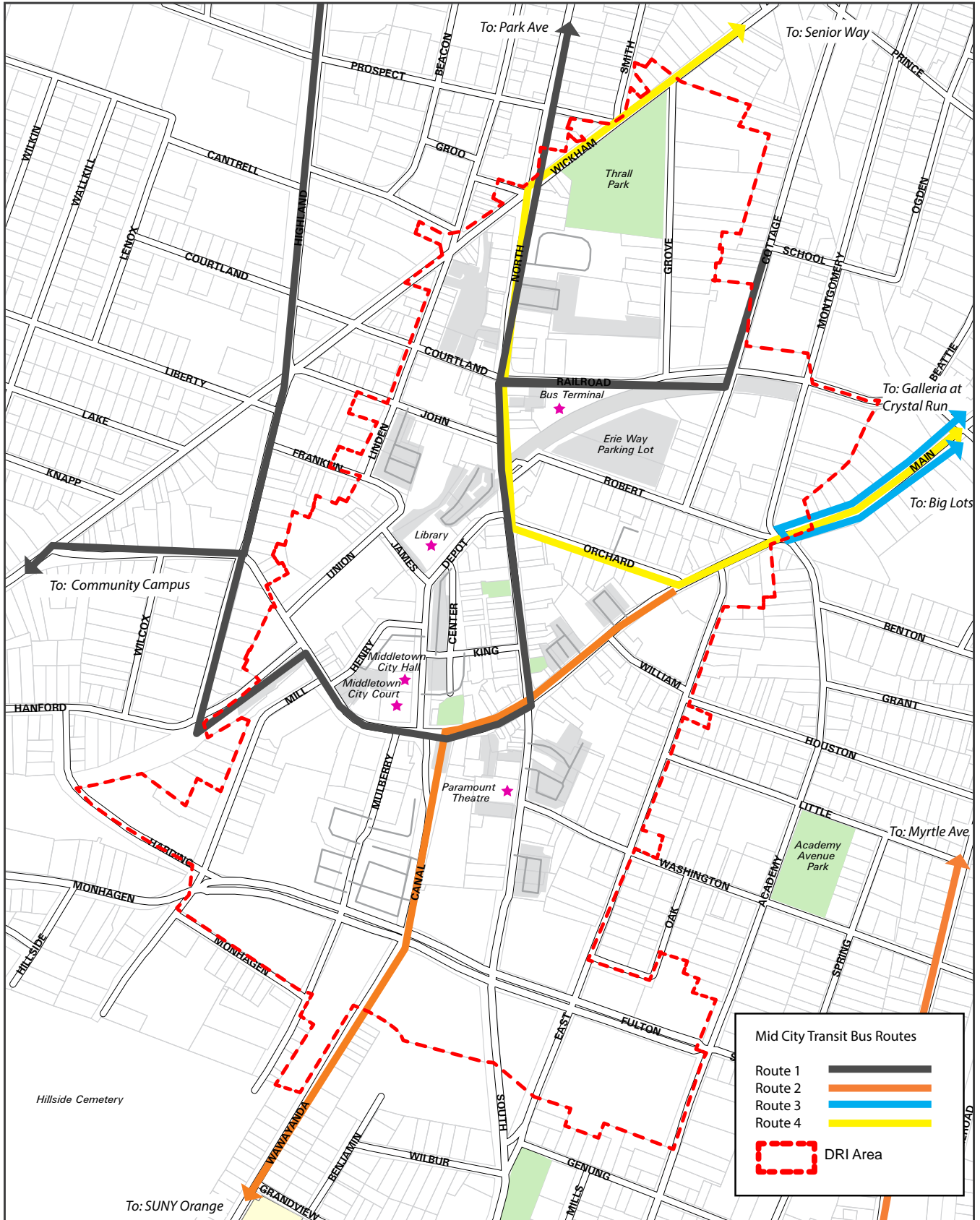


Figure 18: Public Transportation

Source: Mid City Transit, City of Middletown



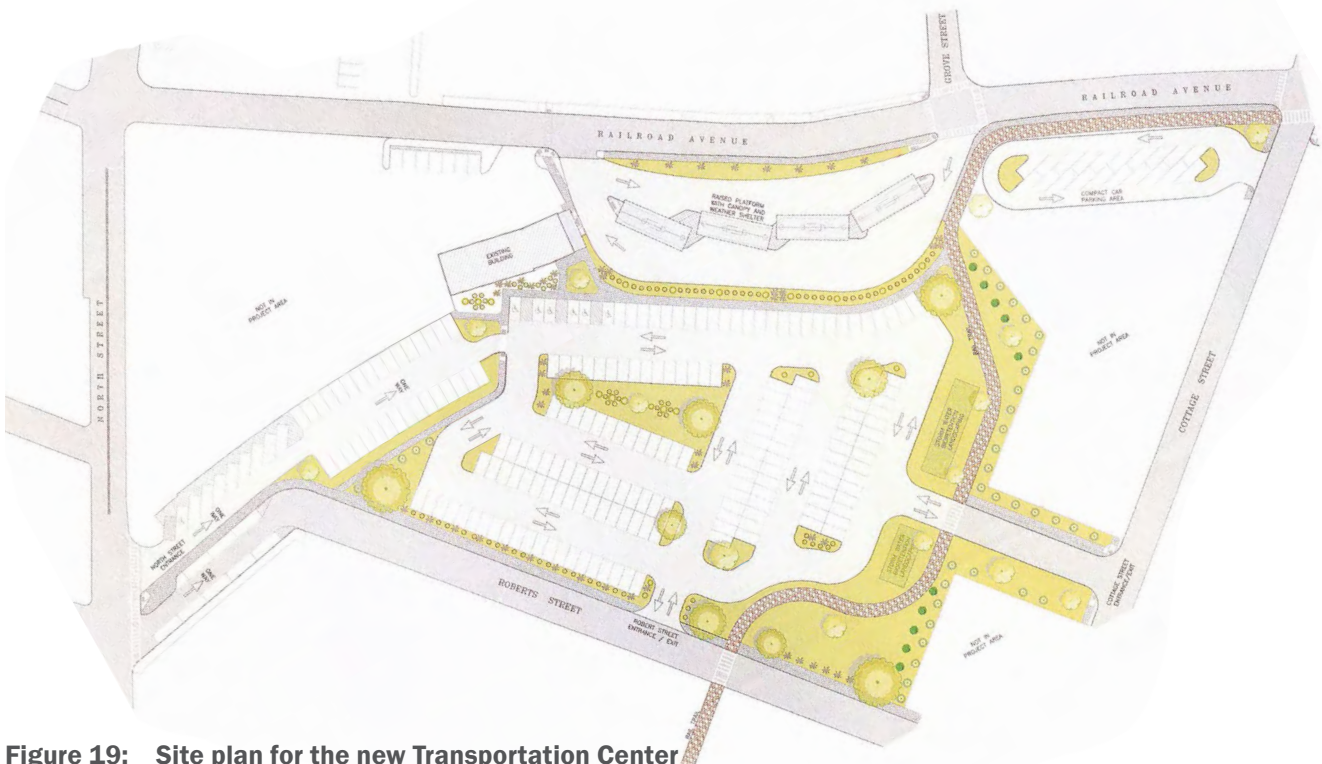
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Middletown Campus. This service operates five buses between 8 a.m. and 5:20 p.m., making additional stops in Middletown at 33 Fulton Street, 38-73 Seward Ave, 65 Dorothea Dix Drive, 40 Smith Street and 1 North Galleria Drive. The City has also applied for a Transportation Alternatives Program grant to connect institutions at an estimated cost of \$4 million.

### *Middletown Transportation Center*

Coach USA is constructing a new bus station and parking facilities for Coach USA and Mid City Transit in the center of the DRI Area at Railroad Avenue. The project, which received Middletown Planning Board approval in the fall of 2016, will incorporate green infrastructure components and will be designed to ADA standards. The Transportation Center will promote living and walking in the DRI Area and minimize the need for cars. The estimated cost is \$4 million, which will be funded by Coach USA with reimbursement through NYSDOT.



**Figure 19: Site plan for the new Transportation Center**



## Pedestrian and Bicycle Infrastructure

While most of the sidewalks in the DRI Area are in good condition, there are some areas where sidewalks are in disrepair, presenting a challenge for pedestrians looking to shop, eat and drink. Improving the sidewalk network presents an opportunity to improve pedestrian connectivity for residents, visitors, and local business owners. Priority areas include the intersection of North, South, East Main and West Main Streets. This intersection has the potential to be a significant node for retail, restaurants, and entertainment, given its proximity to the Paramount Theatre. The condition of the sidewalk in front of the Paramount Theatre could be improved to facilitate pedestrian access. Additionally, the sidewalk conditions along West Main Street, North Street, Fulton Street and Canal Street are important corridors in need of sidewalk improvements. Sidewalk improvements have been addressed by other funds- the City acquired a federal grant for 10,000 linear feet of new sidewalks.

The City is in the process of upgrading all of its signalized intersections with complete street and ADA improvements. The work will include analyzing each intersection capacity and number of lanes; replacement and upgrade of traffic signals; installing ADA-compliant pedestrian signals with countdown timers and audible signals; curbs and sidewalks ramps with detectable warning surface; and upgraded curbs and sidewalks approaching the intersection. Work will also include synchronizing all intersections traffic signals, to minimize traffic congestion, and create more fuel-efficient travel by minimizing stopping and starting of vehicles. It should be noted that only a couple of intersections in the City currently have signalized pedestrian crossing.

Middletown has also received \$2.1 million in federal funding for sidewalks and gateways. Improvements in the DRI Area include the development of sidewalks along Wickham Avenue, Thrall Park, and Railroad Avenue.

The City does not have any designated bicycle lanes in the DRI Area. There is also a lack of bicycle infrastructure such as bicycle racks, which discourages biking in the DRI Area. Improving walkability and bike-ability between DRI Area and local institutions such as Middletown Community Campus, SUNY Orange, and Touro College could bring a larger customer base to DRI Area businesses.

### *Heritage Trail, Phase II Segment, and Connections in Middletown*

Heritage Trail is a linear rail-to-trail pathway in Orange County that has been constructed in phases and is designed to promote not only recreation, but also walking and bicycling as modes of transportation. The City is working with State, County, and federal stakeholders to extend the Heritage Trail to Middletown. The Trail will link the various projects the City is undertaking and will connect City residents without transportation to employment opportunities. Construction on the Phase II segment from Hartley Road in Goshen to East Main Street in Middletown is anticipated to begin in 2017. The City is committed to constructing safe bicycle and pedestrian routes from the Transportation Center to the Heritage



Sidewalks in disrepair on Fulton Street



Roadway conditions at James Street parking lot

Trail at East Main Street. Trail segment Phase III will extend the trail to Davidge Park in Middletown.

New York State Department of Transportation (NYSDOT) and the Federal Highway Administration (FHWA) have proposed a project to maximize the impact of the Orange County Heritage Rail-to-Trail by connecting the trail to key destinations and user bases in the city through the construction of spur trails. Anticipated spurs to downtown, the Jr. High School Campus, SUNY Orange, Touro College, and the Middletown Community Campus, will help to maximize the appeal, functionality, and usage of the trail.

The Middletown Heritage Trail Connections Project includes five spur trails emanating from various points along the Orange County Heritage Trail as it traverses the City from southeast to west. The spurs will be developed within City road Rights-of-Way to connect the rail trail to Touro College and the Jr. High School in the east, Downtown Middletown in the city center, SUNY Orange to the south, and the Middletown Community Campus to the southwest. As a result of these linking connector trails, the City's economic and social activity centers will have direct connection with Downtown and will have a symbiotic relationship with the non-motorized trail corridor.



**Figure 20: Map of the Heritage Trail Spurs in Middletown**

Source: Middletown Heritage Trail Draft Scoping Report (2016)

According to the Project report, the connecting trails will be formed by segments of on-road or off-road pathways along such streets as Park, Sprague, Myrtle, Grand, Wisner, Center, King, James, Canal, Fulton, South, Conklin, and Oliver Streets and Avenues. These city streets are in various states of general condition, travel lanes, parking lanes, and right-of-way width. Most, but not all of these streets have sidewalks and other pedestrian accommodations. In all, the project will establish over 5,600 feet of off-road and 8,150 feet of shared-use on-road trail connections to the Orange County Heritage Trail.

The project will serve the purpose of leveraging the extension of the Orange County Heritage Trail to maximize the utility of the pedestrian and bicycle network within the City of Middletown. The project will enhance aesthetic aspects and safety measures of the travel experience for trail users. Where off-road multi-use paths are appropriate, trail spurs will incorporate green landscaped buffers and orderly non-motorized right-of-way delineation. Enhancing pedestrian and bicycle infrastructure will help deter suburban design elements and foster downtown and neighborhood development.

The Middletown Heritage Trail Connections Project is not funded; however the City applied for a TAP grant for the full project amount (approximately \$2.3 million). The TAP grant has yet to be funded. If awarded, up to 80% of the project cost would be funded through the TAP. The remaining 20% would have to be funded by the City or through some other source. Funds to complete the Heritage Trail spurs are supported by projects proposed in Part II: Strategic Investment Plan. The downtown spur of the Heritage Trail will connect to North Street through the reconstruction of the Woolworth Building and the Orchard Street parking lot.



Festival Square



Run4Downtown Park

## **Streetscape and Building Conditions**

### **Public Realm (i.e. street, sidewalks, public spaces)**

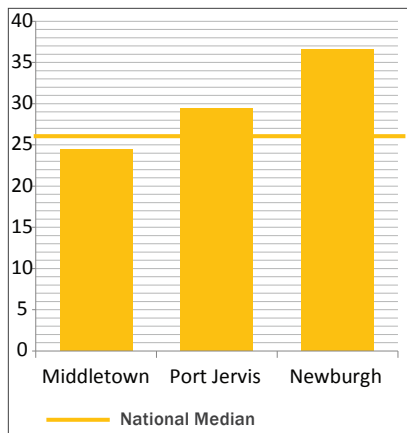
The public realm of Downtown Middletown is currently in mixed condition. Sidewalks and streetscape are well-maintained on North Street and South Street, particularly between Main Street and Railroad Avenue, where painted crosswalks facilitate cross-shopping. However, conditions are poorer farther north of this area, and littering is more noticeable.

Middletown BID banners and flags scattered throughout Downtown allow visitors to easily identify the district. These banners, sponsored by the local non-profit organization Run4Downtown, are also an indication of the strong support from locals for downtown revitalization. However, the banners are less prominent north of Railroad Avenue despite the area being located within the BID boundaries.

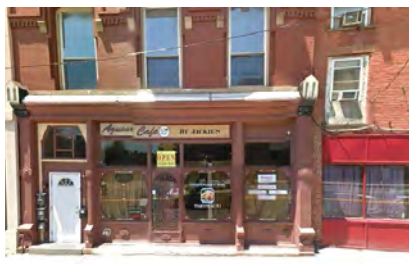
Various open spaces, including Festival Square, Run4Downtown Park, and the newly- pedestrianized King Street provide areas for the City and the BID to hold events and activities that can attract shoppers downtown. In addition, King Street is also seeing café seating spilling onto the sidewalk at the Sugar Shack, which further contributes to the vibrancy of Downtown.



**Figure 21: Property Crime Rate Comparison**



Source: Neighborhood Scout



**Lack of storefront transparency in Downtown Middletown**

Overall, the public realm in Downtown Middletown is in good condition. There were minimal signs of graffiti and littering. However, complaints were heard from business owners about ineffective street lighting that encourages loitering, especially in parking lots and back alleys. According to stakeholders, perceived levels of crime are particularly high around Thrall Library due to the concentration of social services and a soup kitchen. Though crime rates have since dropped to 24.39 crimes per 1,000 residents, higher rates historically have led to a perceived lack of safety. In addition, businesses in the north also suffer from the lack of maintenance of sidewalks and may appear disconnected from the rest of the BID without clear physical branding via BID flags and banners.

### Private Realm (privately owned buildings)

Downtown storefronts are also in mixed condition. The high rate of vacant ground-floor retail spaces result in visual discontinuity in the district. Unfortunately, many of these vacant retail spaces are not viable retail spaces and unless rehabilitated, will remain without tenants. There is also a lack of transparency of operating businesses' storefronts that adds to the visual discontinuity in downtown and further reinforces perceptions of crime and insecurity. The lack of transparency into businesses along the southern portion of North Street and South Street also contributes to the isolation of the Paramount Theatre farther down on South Street. This creates a disconnect between pedestrians and storefronts, leaving the area around the Paramount bare and unwelcoming.

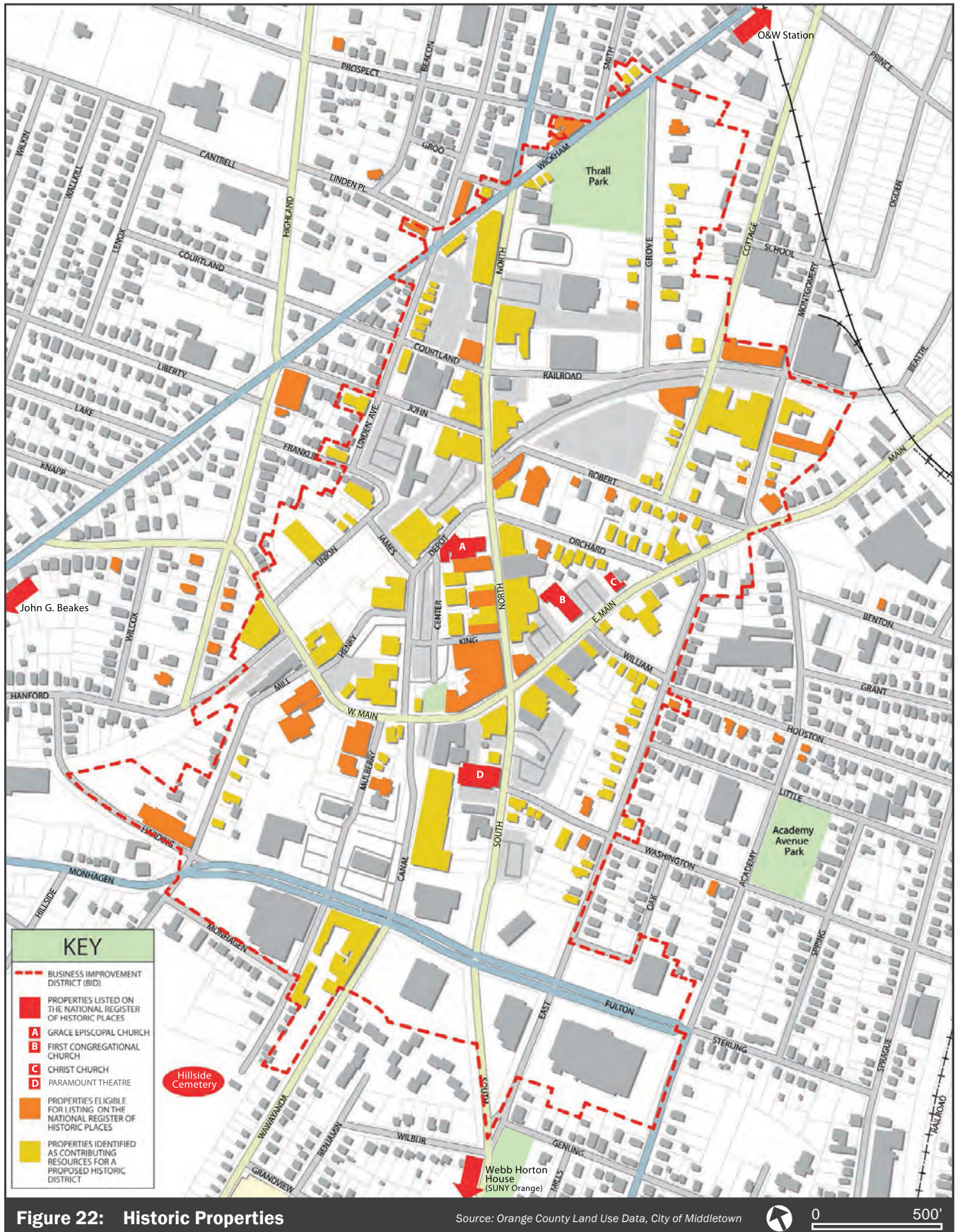
### Historic Buildings and Storefronts

Middletown features a number of historic sites including the Paramount Theatre, the O&W Railroad Station, and the Thrall Public Library building, but does not have a designated historic district. Middletown has a healthy stock of surviving historic structures. The city should continue to promote the adaptive re-use of existing historic structures to ensure their survival. Preserving these structures will support economic development and will encourage awareness of the community history.

The existing building stock in the DRI Area documents the vibrancy of Middletown's earlier eras, reflected in a range of 19th and early 20th century styles, from Romanesque Revival to commercial Italianate to Queen Anne to Deco. Much detail survives and is visible; it is likely that some surviving detail is also buried underneath subsequent layers (for example, at 27 West Main Street, the current location of Nina restaurant, previously known as Bull's Opera House). While some infill buildings along commercial blocks have been removed and salient historic character has been lost through façade renovations over time, the late 19th and early 20th century form and character remains evident in the DRI Area.

Middletown currently includes a total of eight properties that are individually listed on the National Register of Historic Places, with the majority of them constructed during the surge of growth the City experienced between 1841, with the arrival of the New York & Erie Railroad, and the early 20th century. Four









West side of North Street, 1901 (left) and 2016 (right) showing earlier wood-framed buildings replaced by masonry buildings. Photo credit (left): Historical Society of Middletown and the Wallkill Precinct, Inc.



Franklin Square looking northeast, 1933 (left) and 2016 (right) showing loss of buildings along North Street and changes in facade signage styles. Photo credit (left): Historical Society of Middletown and the Wallkill Precinct, Inc.



East Main Street near Orchard Street, looking east, 1939 (left) and 2016 (right) showing the transition to smaller scale commercial and residential uses along the perimeter of the Business Improvement District. Photo credit (left): Library of Congress





West Main Street at Canal Street, looking eastward to Franklin Square, 1888 (left) and 2016 (right). The facade of Bull's Opera House has been covered with metal panels while the commercial buildings on the south side of the street maintain their variation in massing and treatment. Photo credit (left): Historical Society of Middletown and the Walkill Precinct, Inc.



Mixed-use buildings on West Main Street at Franklin Square retain the majority of historic facade elements.



Example of a large commercial building on North Street that retains unified facade elements.



Examples of mixed-use and commercial buildings that retain original historic elements and older changes to the facades: South Street (left), North Street (center) and Center Street (right).

of the National Register properties lie within the BID, including three churches built between 1846-1901 (Grace Episcopal Church, First Congregational Church of Middletown, and Christ Church) and the Paramount Theatre (built 1929). The remaining properties listed on the National Register include late 19th and early 20th century residences (the John G. Beakes House and the Webb Horton House), the New York, Ontario and Western (O&W) Railway Company Middletown Station (1892-1957) and Hillside Cemetery (1861).

The City also has 160 buildings considered “eligible” for listing on the National Register, with 46 of them being residences (typically 19th century vernacular houses along with a few larger, high-style examples), commercial/mixed use buildings, and churches that fall within the boundaries of the BID. These additional “eligible” structures, as well as a significant number of other buildings within the BID that are over 50 years old, would form the group of “contributing” structures within a potential historic district.

The City should consider creating a historic district in the DRI Area given the number of existing buildings already listed on the State and Federal Registers of Historic Places, and the much larger number considered to be “eligible.” The creation of a historic district could create financial incentives, through State and federal tax credits, for the rehabilitation of commercial structures and possibly some single-family houses.

Some work that has already been completed on façades in the DRI Area core has significantly altered the appearance of the historic buildings and would not be recommended, in the future. This includes removing top cornices, covering the historic surface of the building (typically brick) with alternate materials such as metal panels or stucco, altering the fenestration pattern and window or door styles, and significantly altering the style and proportions of the signage cornice between the first and second floors (including removing trim and historic prismatic glass panels). Guidelines for contributing buildings in a potential historic district should be clarified to assist building owners in understanding the importance of retention of original building fabric, as well as identifying the architectural styles and identifying components of the buildings in the district.

## **Infrastructure**

The City of Middletown has invested in upgraded infrastructure over the past 10 years in an effort to support new development. In February 2016, Energy Systems Group prepared a summary of phase one of an Energy Savings Project. This project outlined the costs to upgrade the City’s infrastructure, and substantially reduce its annual energy spending. Phase One upgrades include more efficiency for HVAC and plumbing, as well as interior, exterior, and street lighting. City-wide structures will be weatherized for improved insulation, and solar panels will be utilized to produce “green” energy to run to the Water Plant.



## Water & Sewer

The Middletown Department of Public Works (DPW) oversees City-owned infrastructure and facilities and their maintenance and operation, including the City's water, sanitation, wastewater treatment plants, reservoirs and associated dams and intake structures. Departmental facilities include the water treatment plant, located at Pilgrim Corners Road, the wastewater treatment plant at 159 Dolson Avenue, the Sanitation Department at the Middletown DPW Department (16 James St), and the water and sewer garage located on Monhagen Avenue.

The City undertook a \$25 million project to upgrade and expand its wastewater treatment plant in 2009. The sewer collection system contains 65 miles of sewer lines, many of which are in need of replacement. The City also constructed new Package DAF WTP in 2003 and Full Scale WTP in 2010, along with installing new water mains and sewer lines, with a total water and sewer infrastructure investment approaching \$60 million.

The City provides drinking water to its residents as well as some neighborhoods in the Towns of Wallkill and Wawayanda. While the City's water system has been adequate to meet demand, opportunities for growth such as at the Middletown Community Campus present a potential strain on the City's infrastructure for filtration, distribution and storage. Monhagen Brook has caused routine flooding (see the Environmental Constraints section for more information on floodplains in Middletown).

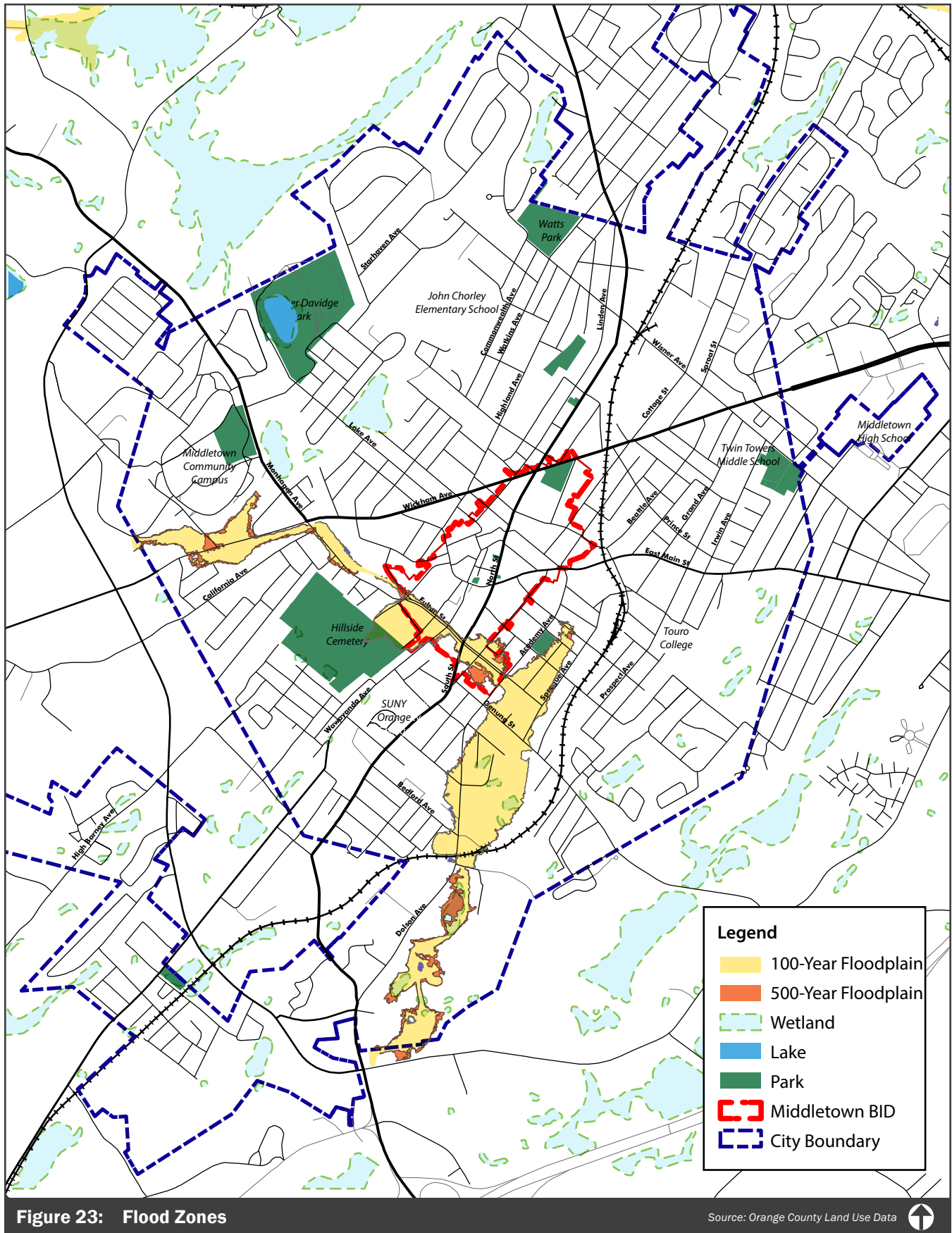
## Flooding Issues

Portions of Middletown have a history of flood vulnerability. Storms and inclement weather have caused serious damage to City infrastructure and affected the lives of residents and businesses. Figure 23 shows flood zones as indicated by the Federal Emergency Management Agency (FEMA). Flooding along Sterling, West Main and Genung Streets has occurred during storm events. A portion of the 100-year flood zone is located at the southern edge of the DRI Area along Fulton Street.

Middletown's DPW invested in repairs to City infrastructure following Tropical Storms Irene and Lee in 2011, which damaged roads, culverts and critical infrastructure for water and sanitation. The City received \$3 million in 2013 as part of the New York Rising Program, and shared \$100,000 of the funds with the Town of Wallkill to prepare a Natural Hazards Mitigation Plan. In the DRI Area, the East Avenue/Fulton Street culvert was also reconstructed in 2014 by the City with the assistance of FEMA funding.



Middletown Community Campus Plan  
Infrastructure Details



## Recent and Ongoing Projects

### Recently Completed Projects

The items below are those projects that were recently completed by the City. These projects are shown in Figure 24.

**King Street Pedestrian Walkway:** The conversion of a little used, one-way alley into a pedestrian walkway/bike path includes tables, chairs, benches, greenery, and lighting. Of the total estimated cost of \$395,000, a total of \$192,000 was awarded through Dormitory Authority of the State of New York (DASNY), the Middletown Industrial Expansion Corporation (MIEC), and Community Development Block Grant (CDBG) funds. The balance was provided from City funds.

**Da Tang Supermarket:** This supermarket on East Main Street was developed in 2016, and is part of a larger effort to foster an inclusive environment for New Americans, in particular Middletown's flourishing Hispanic and Latino, and Asian communities. This supermarket cost \$2 million and has generated approximately 25 jobs. The owners are reportedly interested in potential façade improvements.

**Tompkins Building:** This former department store at 23-25 North Street in the C-3 District was recently sold following a long vacancy. The new owner has plans for a \$4.5 million restoration as an auction house and antiques restoration shop.

**Clemson Bros. Brewery:** The Clemson Brothers Brewery is an example of a successful adaptive reuse of an older industrial building. The brewery is centrally located along the future Heritage Trail, and includes beer brewing, a restaurant, and a warehousing/distribution site for KP Distribution Company. The cost of the brewery project is estimated at \$2.25 million, and it has added 12 jobs, with another 50 jobs expected to be added in the next five years. This project was primarily privately funded, with an additional \$75,000 funded through CDBG. It also benefited from Middletown's PILOT Program to reduce property tax liabilities to encourage investment in long-term job growth and business expansion. The brewery also receives sales and mortgage tax exemptions, as well as loan forgiveness.

**Equilibrium Brewery:** This project converted a former meat-packing plant on Henry Street along the future Heritage Trail into a craft brewing company employing five people, with more jobs anticipated with the addition of an on-site restaurant. The project's estimated cost was \$1.9 million, of which \$1,696,000 was paid for in private funds, in addition to the \$204,000 the project was awarded in ESD grants in 2014. Middletown will provide PILOT and sales/mortgage tax exemptions as well as loan forgiveness.



King Street before (top) and after (bottom)



Da Tang Supermarket



Equilibrium Brewery





Future Coach USA Transportation Center



Heritage Trail Marker

**The Mill at Middletown:** This affordable housing project converted a 19th century hat factory at the corner of Mill and Harding Streets into a 42-unit development within walking distance of the DRI Area. The \$14 million adaptive reuse initiative also includes a plan for community space and a culinary job training program.

### In Progress Projects

The following projects are in progress, and have received funding but are not yet complete:

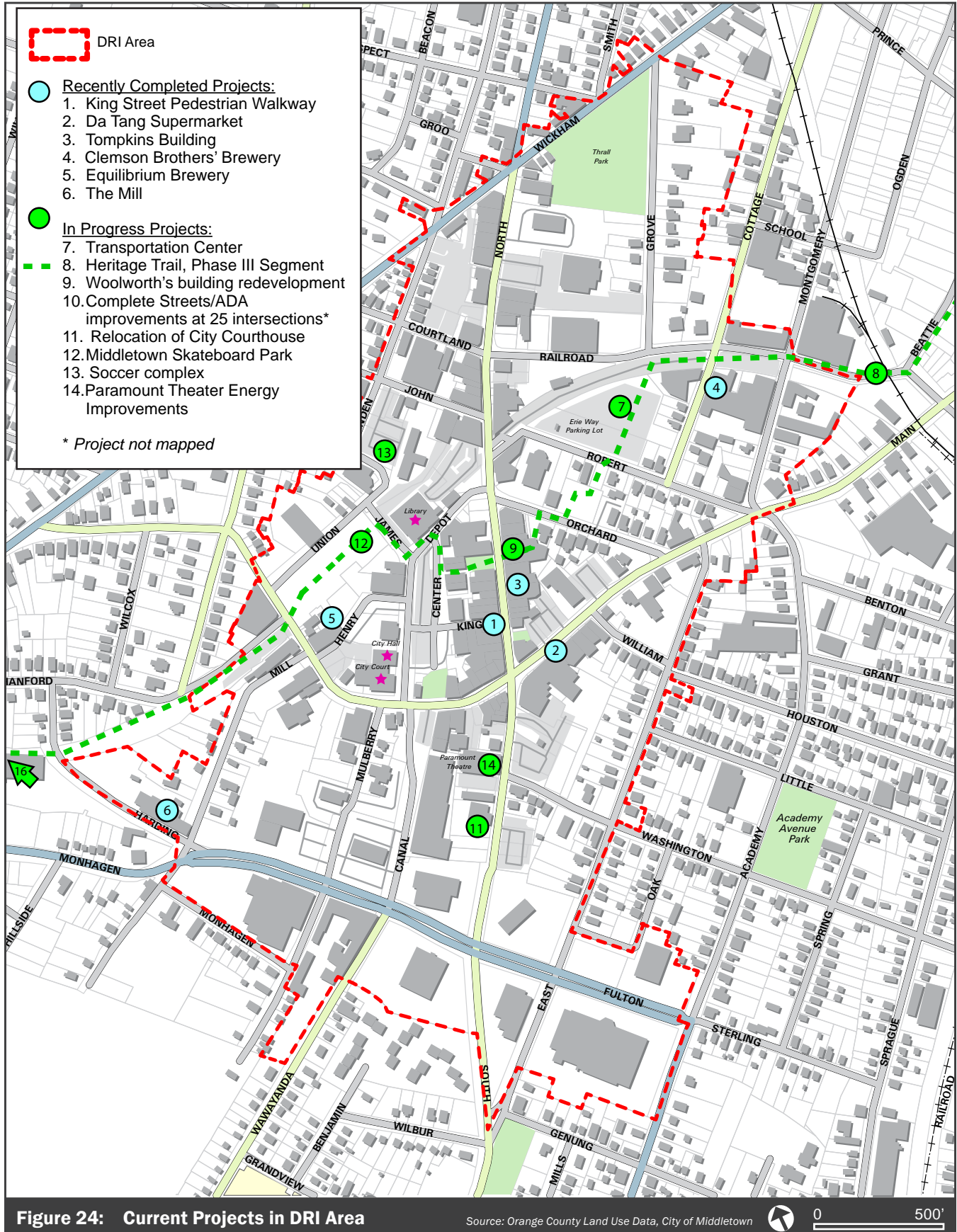
**Middletown Transportation Center:** Coach USA is constructing a new bus station and parking facilities for Coach USA and Mid City Transit in the center of the DRI Area at Railroad Avenue. The project, which received Middletown Planning Board approval in the fall of 2016, will incorporate green infrastructure components and will be designed to ADA standards. The Transportation Center will promote living and walking in the DRI Area and minimize the need for cars. The estimated cost is \$4 million, which will be funded by Coach USA with reimbursement through NYSDOT.

**Heritage Trail, Phase II Segment:** Heritage Trail is a linear park in Orange County that has been constructed in phases and is designed to promote not only recreation, but also walking and bicycling as modes of transportation. The City is working with State, County, and federal stakeholders to extend the Heritage Trail to Middletown. The City also has planned projects to connect the trail via a spur to Main Street through the reconstruction of the Woolworth Building and the Orchard Street Parking Lot Project (see below). The estimated project cost is \$10-12 million, 80 percent of which is funded through federal funds. The City's contribution is land and easements over City property. The County Parks Department is the lead agency for this project with FHWA funding of \$6.793 million. The Heritage Trail spur in the downtown area will be completed through the development of various projects proposed in the Action Plan (Section III) and Part Two of this Strategic Investment Plan.

**Woolworth's Building Redevelopment:** The City has acquired the Woolworth Building. Plans for the building include redevelopment with space for four commercial tenants as well as a pedestrian corridor that connects to a spur of the Heritage Trail. While the City has plans for the site, including an adjacent parking lot on Orchard Street, it does not have funds to complete the building's repurposing. The completion of this project is proposed in this DRI Plan.

**Complete Streets/ADA Intersection improvements:** The City is in the process of upgrading all of its signalized intersections (25 in total) located on City arterial streets and arterial routes. The work will be completed under a grant from FHWA, administered by NYSDOT, at an approximate cost of \$7.5 million, with a requirement for up to 20% local contribution.







City Courthouse (future location)

**Relocation/Expansion of City Courthouse:** The City is purchasing the former Federal Court Building at 25 South Street with the intention of relocating the City courts to this site. This project also includes plans to redevelop an office building that has been vacant for 25 years. The total project cost is \$3.35 million. New York State will provide \$2.7 million and the City will provide \$650,000. The cost of buying the building is \$2.2 million, and relocation will cost \$500,000.

**Middletown Skateboard Park:** The Middletown Skateboard Park will be located in the DRI Area along the Heritage Trail, on a vacant 2-acre lot that is a former a railroad bed and is partially identified as a brownfield site. The City worked with the New York State Department of Environmental Conservation (NYSDEC) for cleanup and reuse of the site. The Skateboard Park is funded at a cost of \$400,000, but no funds have been allocated for the remainder of the park, which is approximately 60,000 sf.

**Soccer Complex:** The Unisol Soccer Facility is proposed to be located at the intersection of Union and Franklin Streets in the DRI Area Middletown along the Heritage Trail. The soccer facility is proposed to contain one indoor and one outdoor field, an equipment shop, and a cafeteria. Construction will involve the renovation, façade unification and expansion of two existing buildings, and the demolition of condemned buildings. This project is expected to cost approximately \$1.5 million, and provide at least 10 jobs. This project could also benefit from a potential façade improvements initiative.

**Middletown Community Campus (MCC):** The City of Middletown plans to redevelop the former Middletown Psychiatric Center into educational, office, and light industrial use. The 232 acre campus is partially owned by different entities and there are a number of projects underway to rehabilitate or redevelop particular sites and buildings on the campus. The Fei Tian Academy of the Arts and Fei Tian College have recently completed initial building renovations and have extensive plans for growth at the campus. They anticipate an approximately \$28 million investment to accommodate as many as 500 secondary students at the Academy of the Arts and 2,700 students at the College in the next five years.



Based on input from the public at community and stakeholder events, the unique characteristics of Middletown's Downtown and surrounding region, and previous planning efforts undertaken by the City, the Local Planning Committee (LPC) developed a Vision Statement, which summarizes the aspirations for the Community's downtown rebirth and will guide implementation of revitalization strategies and projects.

A photograph showing a man and a woman engaged in a discussion at a public meeting. The man, wearing a green hoodie and glasses, is holding a clipboard and a pen, appearing to be writing or pointing at something. The woman, with blonde hair and wearing a brown jacket, is holding a small water bottle and looking down at the clipboard. In the background, there are informational banners, one of which mentions 'Energy Efficiency' and 'Green Building'. The setting appears to be a large hall or conference room.



## Middletown Downtown Revitalization Initiative





LPC meeting

## Goals and Strategies

Through collaborative discussions with the LPC, stakeholder engagement, public surveys, background research, and consultation with City staff, five key revitalization goals were developed for Middletown. These interrelated goals were used to create revitalization strategies that guided the development and evaluation of projects. This section outlines each goal along with its associated strategies.



King Street pedestrian path

### ***Goal A: Make downtown a more attractive, walkable and functional place for residents, employees and visitors.***

#### ***Strategies:***

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Support and build on the Paramount Theatre as a cultural destination by increasing activity in its vicinity and by enhancing its connection to the downtown core.
- Make parking options in the Downtown more efficient, attractive, and accessible.
- Support venues and events for the City's arts, cultural, and educational activities and institutions.
- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.



Paramount Theatre

### ***Goal B: Support outreach and marketing efforts that promote Downtown Middletown as destination of choice for students, small business owners, shoppers and young professionals.***

#### ***Strategies:***

- Strengthen the Business Improvement District's (BID) capacity to market businesses and activities throughout the Downtown.
- Improve Downtown Middletown's image to City residents and the region.
- Identify opportunities for outdoor and public art.
- Expand access to traditional and emerging broadband infrastructure.

**Goal C: Support redevelopment of underutilized properties and the preservation and adaptive reuse of historic buildings with technical and financial resources.**

**Strategies:**

- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.
- Create “move-in ready” sites and building spaces that can be occupied by a mix of stores, restaurants and offices, including repurposing existing buildings to preserve the Downtown character.
- Reclaim vacant and underused sites and buildings to activate spaces and expand the City’s tax base.



Historic building on South Street

**Goal D: Bring residents and workers to Middletown through improved housing and employment opportunities.**

**Strategies:**

- Encourage a diverse and balanced mix of housing types to serve residents of varied ages, incomes, and type who are seeking an alternative to traditional suburban living.
- Consider opportunities for student housing and/or other student-focused facilities to serve neighboring higher education facilities.
- Expand the availability of convenience retail, restaurants, and other amenities that serve neighborhood residents and enhance quality-of-life.
- Consider opportunities for creating artist live/work spaces.
- Prevent displacement by maintaining stable, quality affordable housing.
- Attract, create and retain jobs for residents and newcomers.
- Stimulate innovation through business incubators.
- Support office and light industrial use at the Middletown Community Campus and other locations in close proximity to Downtown.



Buildings on King Street



Directional signage to SUNY Orange from the DRI Area

***Goal E: Build connections to local institutions and regional and neighborhood resources to engage students, faculty and staff as a part of the Downtown's success***

***Strategies:***

- Improve linkages among the Downtown, SUNY Orange, Touro College and Fei Tian College/Academy.
- Identify and strengthen downtown gateways from surrounding neighborhoods and regional transportation connections.
- Promote local agriculture and public health by improving food access and distribution.
- Enhance open spaces and promote access to the region's natural resources and recreational amenities.
- Encourage continuation of and connections to the Heritage Trail which will run through downtown.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking, and bicycle infrastructure.



## SECTION 3. ACTION PLAN

Through the work undertaken for the Downtown Profile, public input at stakeholder events and via the public survey, and discussions with the Local Planning Committee (LPC) and City staff, a clear picture has emerged of Downtown Middletown's relative strengths and weaknesses. Understanding this baseline position is critical to identifying appropriate strategies and actions to spur meaningful and sustained economic revitalization. This section summarizes some of these key strengths and weaknesses, followed by a discussion of the goals, strategies, and proposed projects that respond to them.

### Downtown Middletown Strengths

#### ***Historic Downtown with Important Civic and Cultural Uses***

Downtown Middletown is a traditional, largely intact mixed-use environment characterized by beautiful and iconic buildings and public spaces. The comfortable, pedestrian-oriented scale of the built context, combined with the diversity of architecture, pocket parks, and other amenities, offer great potential to attract visitors, residents, and workers. The presence of the Paramount Theatre enhances the City's promise as a center for arts and entertainment for the region, while key civic assets such as Thrall Library, the YMCA, and the municipal complex, provide reasons to visit the Downtown area on a regular basis.

#### ***Institutional Partners***

Three growing educational institutions are located just outside the Downtown area – SUNY Orange, Touro College of Osteopathic Medicine, and Fei Tian Academy of the Arts – which together support a regular student population of several thousand. Tapping into even a portion of those young people by giving them a reason to come Downtown could generate significant economic activity and greater vibrancy.

#### ***Growing Diversity***

Middletown has become increasingly diverse in recent decades, with particular growth in the Latino population and more recent increases in the Asian population. This influx of new residents and new cultures has been critical to rejuvenating neighborhoods and filling vacant Downtown storefronts. The City has embraced the growing diversity, recognizing the importance of supporting small business owners who see Downtown Middletown as an attractive place to do business and are investing in its future.



Downtown retail serving growing diversity in Middletown



Soon-to-be filled vacancy in the DRI Area

## Downtown Middletown weaknesses

### ***Negative Image of the Downtown***

Stakeholder input for this project confirmed persistent negative impressions about Downtown Middletown. Although crime rates have improved markedly in recent years, perceptions often lag the reality, and many residents of the City and the region continue to have major concerns about safety. Aesthetics, including overall cleanliness, the condition of sidewalks, and buildings in disrepair, were all cited by the Community as detriments to visiting the Downtown.

### ***Significant Number of Vacant and Underused Storefronts***

Although the northern portion of the Downtown is fairly active, large portions of North and Main Streets are characterized by empty retail spaces, or businesses that are not open every day. The reasons for these vacancies are varied, but the overall effect is to reduce the street life and the potential for businesses to build a collective presence that can attract shoppers.

### ***Need for a Distinct Identity***

Downtown Middletown has numerous historic, cultural, civic, and educational assets, but it lacks a cohesive “brand” that can be communicated to potential visitors from throughout the region. The City is competing with other communities throughout the Hudson Valley for new residents and businesses, and in order to set itself apart, it is critical for Middletown both to identify what distinguishes its Downtown from others, and to effectively communicate that identity to prospective visitors.

## Strategies to build on strengths and address weaknesses

The time is ripe for a renaissance in Downtown Middletown. The strengths discussed above each represent defining community assets that will remain in place, while the weaknesses each present opportunities for progress, whether through action by the City or in an improved real estate market. Based on the Downtown’s underlying strengths and weaknesses, a series of interrelated goals and strategies have been developed, each supported by implementing projects that support and build on each other. Collectively, these projects seek to accomplish three fundamental actions for Downtown Middletown:

- ***Create and enhance clusters of activity in the Downtown.***

Projects seek to bring more people and activities to the Downtown, through the redevelopment of specific buildings (e.g., the former Woolworth and TD Bank buildings); regulatory changes (e.g., zoning, creation of a historic district) to promote reuse of buildings; provision of infrastructure to support growth (e.g., fiber-optic and Wi-Fi systems); and creation and enhancement of public spaces (e.g. the new Erie Way Park, improvements to Festival Square, and connections to the future Heritage Trail).

- ***Connect activity clusters to leverage their potential and establish a greater sense of place.***

Several projects endeavor to link Downtown uses and activities to each

other, to the rest of the City, and to the region, through pedestrian improvements (e.g. streetscape enhancements, “Safe Routes to Downtown” program); connections to the Heritage Trail; development of a Middletown Community Campus master plan; creation of wayfinding signage; and provision of a Downtown Middletown bus loop.

- ***Improve the overall appearance and functionality of the Downtown to enhance its image.***

Many of the projects aim to improve Downtown Middletown’s image through aesthetics improvements (e.g., façade and signage improvements, creation of Erie Way Park, individual building redevelopment, and tools for the BID to maintain the Downtown); improvements to parking lots to enhance user-friendliness and attractiveness; or marketing (e.g. a Downtown Middletown Branding effort).

The Downtown Revitalization Initiative (DRI) projects are grouped and summarized by the revitalization goals developed by the LPC; however, each project is intended to address multiple goals and strategies. Detailed descriptions of each project are provided in Part II of the DRI Plan.

### **Goal A: Make Downtown a more attractive, walkable and functional place for residents, employees and visitors**

Downtown Middletown’s negative image has consistently been cited as an impairment to revitalization. These projects each seek to make the Downtown a more attractive, user-friendly place that feels safe, convenient, and inviting. The signature project is the creation of Erie Way Park, which is envisioned as a major public gathering space, the new home of the City’s Farmers’ Market, and a destination for unique recreational opportunities. This new park will allow the City to host more and larger Downtown events, will build on recent development activity such as the adjacent Equilibrium Brewery, and will act as an important node on the future Heritage Trail.

Recognizing that many visitors will be arriving by car, several of the projects focus on existing municipal parking lots, to improve their aesthetics and functionality and to create new green spaces. At the same time, each of the parking lot improvement projects has been designed to set the stage for future infill development, as Middletown’s real estate market improves and greater private development interest can be anticipated. A future parking management plan will help the City understand how to more efficiently use its parking lots, potentially unlocking their potential for private development that can enhance the tax base.

Streetscape improvements are also an important part of furthering Goal A, by creating a more pleasant environment for visitors to stroll and enjoy the Downtown’s many offerings. Attractive and well-designed streetscapes, in combination with parking lots that are well-connected and visible, will help to encourage “park and walk” behavior, which can increase shopper foot traffic and reduce vehicular congestion.



Run 4 Downtown Park



Table 7: Goal A Projects

No.	Project Name	Responsible Parties	Estimated Cost	Timeframe	DRI Funding
A-1	<b>Design and Develop Erie Way Park</b>	CoM	\$2,040,000	2 years	\$1,640,000
Design and development of a new park ("Erie Way Park"), which will transform a derelict vacant lot into a new civic space in the heart of downtown. The proposed 1.5 acre park will appeal to people of all ages and will include a skateboard park, passive green spaces, flexible space for a farmers market and a community pavilion to be used for performances, events, and a semi-enclosed farmers' market during winter months.					
A-2	<b>Redesign James Street Parking Lot</b>	CoM	\$900,000	1 year	\$900,000
Redesign of the James Street parking lot, which is the primary municipal lot for downtown visitors. Streetscape enhancements will improve the convenience and safety of the lot, as well as its attractiveness, security and drainage. The lot also has three improved open spaces: Thrall Plaza opposite the library, an improved connection to Festival Square, and a green strip between the Square and King Street.					
A-3	<b>Redesign Henry Street Parking Lots</b>	CoM	\$930,000	14 months	\$930,000
Redesign of the lots on both sides of Henry Street to encourage user-friendly conditions. The improvements will help to define the lots, improve parking efficiency and increase safety by providing clearly visible directives to both vehicles and pedestrians. Enhanced landscaping will soften the visual expanse of the lot and reduce stormwater runoff.					
A-4	<b>Redesign South Street Parking Lot</b>	CoM	\$2,500,000	2 years	\$2,500,000
Redesign of the lot will reorganize the parking areas to increase parking efficiency at the Paramount Theatre and to accommodate planned growth in the adjacent area. The project connects two adjacent parking areas and expands the surface lot with a terraced deck over a lower parking area. A small open space is provided directly opposite the Theatre. The plan will increase the number of spaces at the surface level by 77 spaces. The design also sets the stage for a future infill development site on South Street.					
A-5	<b>Improve Courthouse Parking Lot</b>	CoM	\$165,000	1 year	\$165,000
The project will provide a connection with additional parking for the courthouse parking lot to Washington Street. In the future, the courthouse could be expanded to accommodate growth in the area, such as development of the Fort Knox building nearby. An expanded lot could also provide spillover for major events at the Paramount Theatre.					
A-6	<b>Implement Streetscape Improvements</b>	CoM; DPW	\$2,100,000	2.5 years	\$2,100,000
This project provides streetscape improvements that will promote pedestrian activity and higher retail foot traffic in the DRI Area. Improvements include repaired sidewalks, crosswalks, lighting, landscaping and special brick path treatments for the Heritage Trail spur. The project is coordinated with existing projects led by the City and priority projects proposed in the DRI Plan.					
A-7	<b>Develop a Parking Management Plan</b>	CoM	\$60,000	3 years	N
This study will help the City to maximize existing parking facilities, support park-and-walk behavior, and account for evolving future parking needs in the Downtown. Analysis of parking utilization will help determine where parking is needed or is in excess. Recommendations will address priority areas for short-term parking in front of shopping areas and long-term parking slightly further away for employees.					

CoM = City of Middletown, DPW = Department of Public Works, BID = Middletown BID

## Goal B: Bring residents and workers to Downtown Middletown through improved housing and employment opportunities and amenities.

These projects aim to bring more people – workers as well as residents – to Downtown Middletown, by providing the activities and the amenities that are necessary for successful modern downtowns. The first two projects involve redeveloping City-owned buildings and attracting tenants that will increase downtown activity and create jobs. At the Woolworth Building, new retail space will be created, as well as a connection to the Heritage Trail as it traverses the Downtown. At the former TD Bank building, space will be established for the Orange County Accelerator, as well as offices, which will generate employment and activity at the critical intersection of Main and North/South Streets and near the Paramount Theatre.

In addition, the creation of a public Wi-Fi network that will effectively “blanket” the Downtown will enhance its attractiveness for employees, residents, and visitors alike. This amenity is particularly important to younger visitors, who increasingly expect to find the technological amenities they are accustomed to in the communities they choose to visit.



North Street storefronts

**Table 8: Goal B Projects**

No.	Project Name	Responsible Parties	Estimated Cost	Timeframe	DRI Funding
B-1	<b>Redevelop the Woolworth Building into Rail Trail Commons</b>	CoM	\$3,540,000	3 years	\$2,500,000
This project completes the redevelopment of the old Woolworth building on Main Street. The plans for “Rail Trail Commons” include an enclosed corridor which would bring the Heritage Trail spur into the downtown area. The four retail tenants would include uses that take advantage of the site’s location along the trail. The project includes an incentive program to quickly fill the vacant space.					
B-2	<b>Redevelop 2-8 South Street for the Orange County Accelerator Program</b>	CoM, Touro	\$1,525,000	3 years	\$1,300,000
The project will bring the Orange County Accelerator to the City at two locations, the former TD Bank building and Touro College. The Accelerator’s goal is to attract 15-30 proprietary programming/custom software application development and/or medical device/products manufacturing companies to create a Hudson Valley technology cluster. Funding will also support the redevelopment of the TD Bank building with refurbished offices, fiber optic infrastructure, and façade improvements.					
B-3	<b>Install Public Wi-Fi Mesh Network</b>	BID	\$194,000	4 years	\$194,000

Residents in the community have identified the need for higher-speed internet access. This project would establish a wireless mesh network to provide public internet access in key areas of the Downtown. The purpose of the Wi-Fi network would be two-fold: 1) to support job growth in the Downtown from new office uses, and 2) to provide free wireless internet access in key public spaces. This project also supports the creation of an internship program, in partnership with SUNY Orange, for computer science students to help maintain the network on an ongoing basis.



Storefront on North Street

### Goal C: Support redevelopment of underutilized properties and the preservation and adaptive reuse of historic buildings with technical and financial resources.

These projects seek to build on Downtown Middletown's strong built environment, protecting its rich historic and architectural heritage but encouraging the repurposing of existing structures with new uses. The approach is two-fold: a combination of brick-and-mortar improvements and regulatory changes that will serve to activate vacant and underutilized buildings. A program to improve façades and signage in the Downtown was identified as a pressing need for Middletown, and would provide an immediate and highly visible enhancement to the Downtown image.

On the regulatory side, the creation and designation of a Downtown historic district would unlock the potential for building owners to use federal tax credits to restore and revitalize their properties, while significant revisions to the zoning code in the Downtown would remove barriers to redevelopment. A brownfield area-wide inventory study would address scattered sites – in the Downtown as well as in the vicinity – that may face impediments to reuse due to past environmental contamination.

**Table 9: Goal C Projects**

No.	Project Name	Responsible Parties	Estimated Cost	Timeframe	DRI Funding
C-1	<b>Improve Façades and Storefront Signage</b>	CoM	\$600,000	1 year	\$600,000
The Façade and Storefront Signage Improvement Program provides property and business owners with incentives to improve façades. The program includes two funding mechanisms to reduce the financial burden: (1) grant funding, which would cover 75% of capital improvements for catalytic projects in the near-term, and (2) low-interest loans. The City will also hire a consulting architect to provide designs and cost estimates free of charge to property owners.					
C-2	<b>Create Downtown Historic District and Support Historic Designation of Buildings</b>	CoM	\$30,000	6-12 mos.	\$900,000
The creation of a Downtown Middletown Historic District and listing on the National Register of Historic Places will allow owners of contributing buildings to take advantage of rehabilitation tax credits that are currently available at the federal and state levels in qualifying census tracts. In addition to providing financial incentives, the creation of a historic district supports heritage tourism and recreation area enhancement projects, can assist efforts in marketing Middletown for future investment, and creates awareness of and fosters pride in community history					
C-3	<b>Revise Downtown Zoning Code</b>	CoM	\$50,000	6-9 mos.	N
It has been recognized that the existing zoning may not provide for optimal development and use of the DRI Area. A specialized zoning district should be developed to permit a wide range of uses appropriate for the DRI Area and promote strong design elements that complement the City's historic downtown fabric. This effort will be undertaken by the City.					
C-4	<b>Fund a Brownfield Area-wide Inventory Study</b>	CoM	\$200,000	2 years	N
There are several properties in and around the DRI Area that could qualify for designation as a brownfield due to the presence, or potential presence, of hazardous materials. Contamination, or the perception of contamination, may be acting as a deterrent to future redevelopment of these sites and creating detrimental impacts to neighboring properties as well. The project would fund a study under the New York State Department of State's (NYS DOS) Brownfield Opportunity Areas (BOA) program to undertake an area-wide assessment of potential brownfield sites in and around Downtown Middletown.					



**Goal D: Support outreach and marketing efforts that promote Downtown Middletown as destination of choice for students, small business owners, shoppers, and young professionals.**

These projects seek to address the negative perceptions of Downtown Middletown through a combination of programmatic and aesthetic improvements. A comprehensive branding program would establish a consistent identity for Downtown Middletown and market that brand through promotional materials, websites, and social media. The brand would be implemented through wayfinding signage to direct visitors to parking, shopping, and attractions.

In addition, the BID is in need of financial support to invest in tools to maintain, beautify, and market the Downtown, such as a street sweeper, new signage, and materials for public events. Also, an incentive program for public art, administered through nonprofit organizations, would create visually interesting “conversation pieces” for the Downtown and serve to enhance Middletown’s reputation in the arts community.



Storefronts on West Main Street

**Table 10: Goal D Projects**

No.	Project Name	Responsible Parties	Estimated Cost	Timeframe	DRI Funding
D-1	<b>Develop a Downtown Branding Program and Implement Wayfinding Signage</b>	CoM; BID	\$275,000	1.5 years	\$275,000
<p>The City, in partnership with the BID will hire a consultant to develop a clear and recognizable brand (i.e. logo and tagline) with a promotional program to change perceptions of the City from an underperforming area to a vital, exciting and dynamic downtown with unique opportunities to live, work and grow a business. The brand will apply to new marketing materials, a redesigned website, and wayfinding signage and maps. The signage will be installed at key locations throughout the City.</p>					
D-2	<b>Provide BID with Tools to Revitalize Downtown</b>	BID	\$160,000	2 years	\$160,000
<p>The Middletown BID contributes to the success of the Downtown by organizing events, connecting residents and business owners with services and opportunities. The City of Middletown and the BID collaborate to create annual programs in Downtown. Most of this project’s funding would be used to pay for hard costs for items that enhance beautification, safety, sanitation, and promotion in the DRI Area.</p>					
D-3	<b>Create an Incentive Program for Public Art</b>	CoM	\$50,000	6-9 mos.	N

This project will create a public art program in which a percentage of bonded City capital programs is allocated for public art. Using Rockland County’s Art in Public Places (AIPP) as a model, the program will coordinate with the Orange County Arts Council to publicize opportunities for creation of public art.



Middletown Art Center

### Goal E: Build connections to local institutions and regional and neighborhood resources to engage students, faculty and staff as a part of the Downtown's success

These projects aim to leverage the presence of key institutions, future development sites, and stable residential neighborhoods for Downtown revitalization. A Master Plan for the Middletown Community Campus would work to ensure the unified and effective redevelopment of this major future employment center just outside the Downtown, linking it both to the Downtown and the region.

Creation of a new bus loop would improve access to the Downtown for students at SUNY Orange, Touro College, and Fei Tian Academy, helping to drive traffic to local businesses and events. And, a program of pedestrian improvements along key routes to the Downtown, modeled after the national Safe Routes to School program, would capitalize on the proximity of existing residential populations. Improving the walkability between adjacent neighborhoods and the Downtown would help to bring in more shoppers and visitors, generating increased activity.

**Table 11: Goal E Projects**

No.	Project Name	Responsible Parties	Estimated Cost	Timeframe	DRI Funding
E-1	<b>Develop a Master Plan for the Middletown Community Campus</b>	CoM	\$150,000	1 year	N
<p>The Middletown Community Campus (MCC), a 232 acre site of a former state psychiatric center is controlled by various entities and there are a number of projects underway to rehabilitate or redevelop particular sites and buildings on the campus. The Fei Tian Academy of the Arts and Fei Tian College have extensive plans for growth at the campus. This project will develop a Master Plan for development of the area, which will incorporate the needs and aspirations of current users of the campus; consider the growth plans of Fei Tian; address site-wide infrastructure needs; and create a vision and a strategy for bringing additional office and light industrial development, as well as public open space, to this key economic development site.</p>					
E-2	<b>Create a Middletown Bus Loop</b>	Middletown Transit Corporation; Touro; Fei Tian; SUNY Orange	\$1,000,000	2 years	N
<p>Downtown Middletown is surrounded by three higher education institutions. Along with faculty and staff, this group presents an opportunity for additional patronage of Downtown businesses and activities. Creating a bus loop to connect institutions such as Fei Tian College and Academy at the Middletown Community Campus, Touro College and SUNY Orange to the downtown area, supporting local businesses and providing a useful connection for this growing community. This project would be a multi-jurisdictional effort involving the three institutions of higher learning.</p>					
E-3	<b>Develop Safe Routes to Downtown Program</b>	CoM	\$60,000	6-9 mos.	N

This project will build on the concept of the nationwide Safe Routes to School program by improving pedestrian and bicycle connections from schools, community institutions and neighborhoods within a 2-mile radius to Downtown Middletown. The project would fund a study to improve connections to existing schools including private and public institutions, all of which are within 2 miles of the downtown area.



Local Planning Committee Meeting #1  
October 4, 2016 City Hall



Local Planning Committee Meeting #2  
November 2, 2016 Thrall Library

## SECTION 4. MANAGEMENT STRUCTURE

The DRI Plan was developed by a Local Planning Committee (LPC) comprised of business owners and leaders from local organizations and institutions. The local lead to oversee implementation of the plan will be the Office of Economic and Community Development, working under the direction of the Mayor and Common Council and in coordination with the Business Improvement District (BID) and other City departments and staff as needed.

Most of the projects are capital improvement projects that will be undertaken by the City. Any changes to local laws or preparation of plans or studies will also be undertaken by the City, potentially through the use of a private consultant. Some projects, such as creation of a Middletown Bus Loop and establishment of a public art program, will require coordination with other public entities (e.g. the Orange County Planning Department, the New York State Department of Transportation) or nonprofit organizations (e.g. the Orange County Arts Council).

Mayor DeStefano and the Common Council are unified in their support for the revitalization of Downtown Middletown. They have already invested significant time, energy, and capital funds into projects that support revitalization in Downtown Middletown. The City has the ability and resources to execute this program.



Figure 25: Public Engagement Events:



Public Meeting #1:  
October 22-23, 2016, Middletown YMCA, SUNY Orange



Public Meeting #2:  
November 14, 2016, Mulberry House Senior Center



Public Meeting #3:  
December 15 2016, Mulberry House Senior Center



Public Meeting #4:  
February 7, 2017 City Hall



Business Owner Focus Group Meeting:  
November 30, 2016, Mulberry House Senior Center



Public attendees at Local Planning Committee Meeting #1  
October 4, 2016 City Hall

## SECTION 5. PUBLIC INVOLVEMENT

The DRI process seeks to engage local communities and civic leaders in order to utilize funding for catalytic projects that have the greatest potential to leverage additional investment. A group of local stakeholders was selected to serve on the Local Planning Committee (LPC), an advisory board to assist private-sector and State experts in building a Strategic Investment Plan for the DRI Area. The Middletown LPC is co-chaired by Mayor Joseph DeStefano and Jonathan Drapkin, president and chief executive of Hudson Valley Pattern for Progress. The Committee is comprised of business owners and leaders from local organizations and institutions. The LPC held monthly meetings that were open to the public to discuss the progress and development of strategic investment plan and projects. This effort was also coordinated with key stakeholders to solicit feedback and gather information on existing conditions, planned projects and proposed recommendations.

Citizen participation was an important part of this Plan. In order to solicit feedback from the public, four public engagement meetings were held to gain input on the vision, issues and opportunities, and to provide feedback on proposed strategies and projects. The engagement meetings utilized a range of techniques to help establish a community vision for downtown revitalization, solicit ideas for projects, and test the Plan's recommendations. A focus group was also held to give downtown business owners an opportunity to discuss their specific challenges and recommendations for the DRI Area.

In addition, a resident survey was developed to supplement the input received at public workshops. This survey was available online and was also distributed in hard-copy at public events and was available at Thrall Library. A total of 264 surveys were received, with 243 submitted online and 21 filled out by hand.

The survey contained 19 questions, which were designed to gain insight into the community's needs and interests. Questions were designed to establish the demographic background of respondents, and their basic priorities for the DRI Area. The majority of respondents resided in Middletown but outside of the Downtown. Overall, the respondents were interested in seeing more restaurants, shopping, parking and entertainment options, and prioritized economic development, physical improvements (streetscape and storefronts), and expanded options for culture and entertainment.

Flyers, which were created in English, Spanish, and Chinese, and summaries of the engagement events were posted on the State's website: <https://www.ny.gov/downtown-revitalization-initiative/mid-hudson-middletown>. In addition, the consultant team maintained a list of stakeholder contacts who had signed up to receive project updates; these contacts were notified of upcoming meetings and opportunities to review project recommendations.



Public meeting





## PART TWO: STRATEGIC INVESTMENT PLAN

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**New York State  
Downtown Revitalization Initiative  
Strategic Investment Plan**

**City of Middletown  
Mid-Hudson REDC**





## PRIORITY PROJECT PROFILES

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## STATEMENT OF COMMUNITY VISION

Based on input from the public at community and stakeholder events, the unique characteristics of Middletown's Downtown and surrounding region, and previous planning efforts undertaken by the City, the Local Planning Committee (LPC) developed a Vision Statement, which summarizes the aspirations for the Community's downtown rebirth and will guide implementation of revitalization strategies and projects.

***Downtown Middletown is a thriving and economically viable focal point of the city and surrounding region, welcoming new and diverse residents, businesses, and visitors, while remembering and building upon its storied heritage. Downtown will be a destination and community for people of all ages and backgrounds to live, work, dine, shop, and gather, in an attractive, safe, and culturally rich environment.***

To address the critical issues identified in the planning process, the LPC developed the following five goals which guided the development of projects in this Plan.

- Goal A: Make downtown a more attractive, walkable and functional place for residents, employees and visitors
- Goal B: Bring residents and workers to Downtown Middletown through improved housing and employment opportunities and amenities.
- Goal C: Support redevelopment of underutilized properties and the preservation and adaptive reuse of historic buildings with technical and financial resources.
- Goal D: Support outreach and marketing efforts that promote Downtown Middletown as destination of choice for students, small business owners, shoppers, and young professionals.
- Goal E: Build connections to local institutions and regional and neighborhood resources to engage students, faculty and staff as a part of the Downtown's success



Public engagement for DRI Plan





## SECTION 1. PROFILES OF PRIORITY PROJECTS PROPOSED FOR DRI FUNDING

In July 2016, the City of Middletown was one of 10 communities identified by the New York State Regional Economic Development Councils (REDC) to receive \$10 million in State funding. The \$10 million award was intended to support a Downtown Revitalization Initiative (DRI) to transform downtowns ripe for development through a comprehensive, community-driven process. Each DRI Community received \$300,000 in planning assistance for creation of a Strategic Investment Plan, leaving \$9.7 million to fund DRI Priority Projects. The Middletown Local Planning Committee (LPC), through coordination with the Department of State (DOS) and the City of Middletown and input from the public, has selected the Priority Projects discussed herein for DRI Funding.

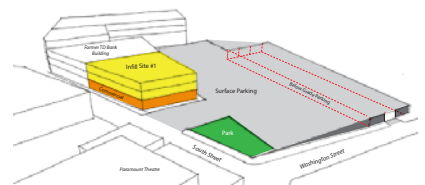
The total cost of the Priority Projects described below is approximately \$14 million; this is in excess of the available \$9.7 million. This overage is by design and intention, as there are a number of variables in bringing projects included for funding to fruition. For example, certain Priority Projects may receive partial or full funding through other State or Federal sources, the final scope and cost of certain projects may vary from the estimates provided, site control issues may render certain projects infeasible, etc. By including Priority Projects in excess of \$9.7 million, the LPC has ensured that the full value of the DRI award will be spent on the implementation of the Priority Projects.

This section presents detailed descriptions of the Priority Projects in the Middletown DRI Strategic Investment Plan. The Priority Projects are the projects that are recommended for funding through the DRI program. The LPC was tasked with reviewing the projects and initiatives within the context of how well they advance the DRI strategies set forth in the Strategic Investment Plan. The goal of the LPC was to maximize the impact of DRI investment by advancing projects and initiatives through the DRI award that would have the greatest public benefit, are primed for implementation, and enjoy broad stakeholder support. The LPC prioritized catalytic and transformative projects that present the strongest likelihood of continuing downtown revitalization and investment in the community.

### Criteria for Selecting Priority Projects

The LPC reviewed Priority Projects based on the following criteria:

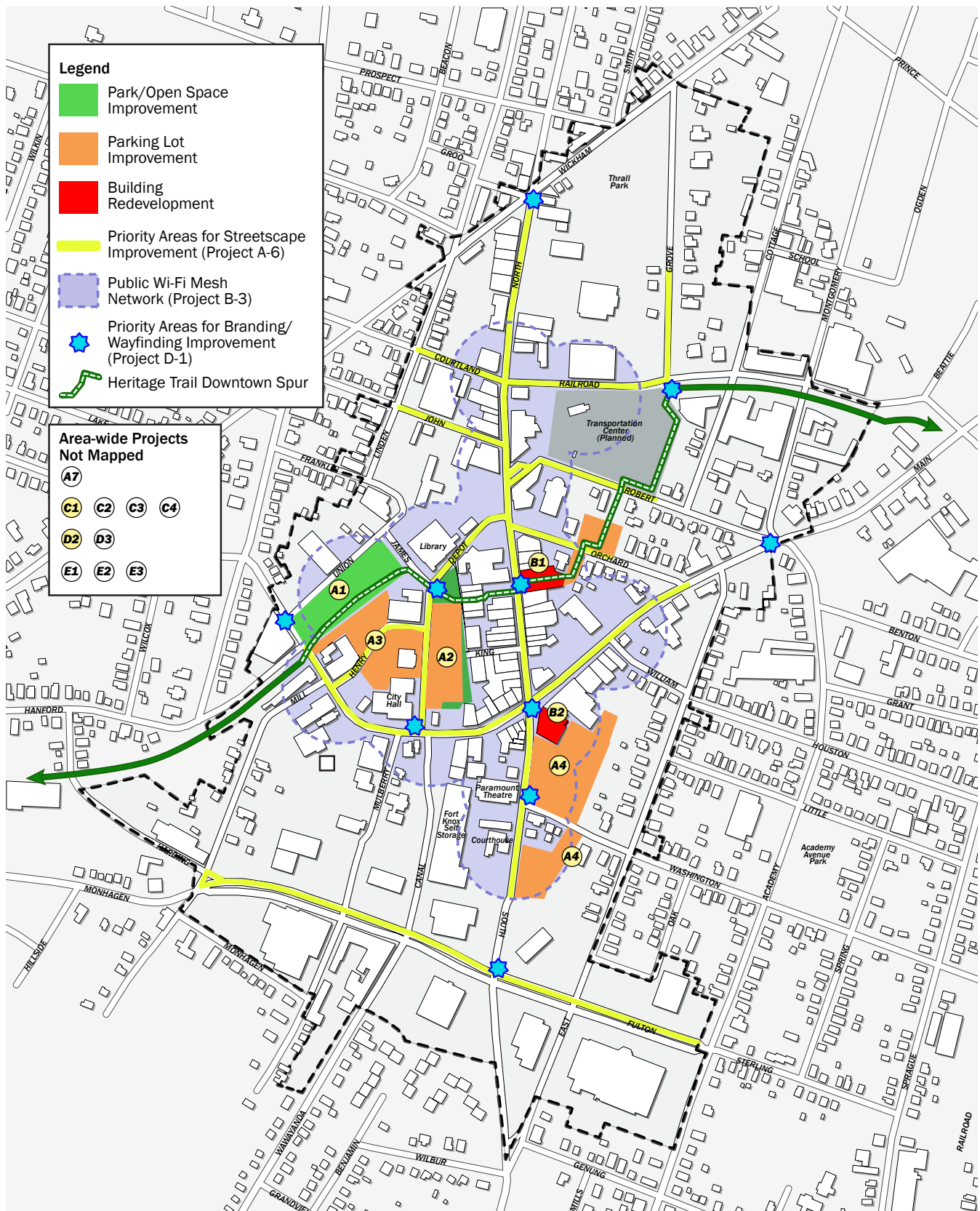
- Alignment with existing local and regional plans.
- Support from the public and City officials.
- Community and economic benefits.
- Catalytic and transformative potential.
- Capacity to leverage private or public sources of funds.
- Cost and feasibility.



No.	Project Name	Estimated Cost	DRI Request	Timeframe
A-1	Design and Develop Erie Way Park	\$2,040,000	\$1,640,000	2 years
A-2	Redesign James Street Parking Lot	\$900,000	\$900,000	1 year
A-3	Redesign Henry Street Parking Lots	\$930,000	\$930,000	14 months
A-4	Redesign South Street Parking Lot	\$2,500,000	\$2,500,000	2 years
A-5	Improve Courthouse Parking Lot	\$165,000	\$165,000	1 year
A-6	Implement Streetscape Improvements	\$2,100,000	\$2,100,000	2.5 years
A-7	Develop a Parking Management Plan	\$60,000	-	1 year
B-1	Redevelop the Woolworth Building into Rail Trail Commons	\$3,540,000	\$2,500,000	2-3 years
B-2	Redevelop 2-8 South Street for the Orange County Accelerator Program	\$1,525,000	\$1,300,000	2-3 years
B-3	Install Public Wi-Fi Mesh Network	\$194,000	\$194,000	4 years
C-1	Improve Façades and Storefront Signage	\$600,000	\$600,000	1 year
C-2	Create Downtown Historic District and Support Historic Designation of Buildings	\$30,000	-	6-12 mos.
C-3	Revise Downtown Zoning Code	\$50,000	-	6-9 mos.
C-4	Fund a Brownfield Area-wide Inventory Study	\$200,000	-	1 year
D-1	Develop a Downtown Branding Program and Implement Wayfinding Signage	\$275,000	\$275,000	1.5 years
D-2	Provide BID with Tools to Revitalize Downtown	\$160,000	\$160,000	2 years
D-3	Create an Incentive Program for Public Art	\$50,000	-	1 year
E-1	Develop a Master Plan for the Middletown Community Campus	\$150,000	-	1 year
E-2	Create a Middletown Bus Loop	~\$1,000,000	-	2 years
E-3	Develop Safe Routes to Downtown Program	\$60,000	-	6-9 mos.

 = Priority Project (DRI funded)

## Summary of Middletown DRI Projects



## Summary of Middletown DRI Projects





Additional issues that the LPC considered when evaluating potential DRI projects:

- Specific purpose of DRI funding.
- Potential to complement other City initiatives and/or DRI projects.
- Potential for alternative State or federal grants that could fund the project.
- Ongoing operating arrangements required to ensure that the project is successful.
- Market demand, economic feasibility, and potential site control issues.

How the Selection Criteria Were Applied:

- **Cost:** The LPC reviewed estimated costs for each of the projects, including the requested DRI contribution and the potential for public, private, and nonprofit leverage, where applicable.
- **Community Benefits:** Although economic development benefits are the core of the DRI plan, the LPC also considered impacts beyond economic benefits. Projects were considered that provide qualitative benefits in addition to quantitative economic benefits, such as environmental benefits, expanded tax base for the City, enhanced recreational opportunities, improved urban design of the public realm, etc.
- **Catalytic Potential:** Projects were prioritized if the LPC felt that they have transformative potential to fundamentally change the Downtown and how it is perceived. Transformative projects have the ability to promote additional economic development activities, such as leveraging additional funds, encouraging private development, or inducing secondary impacts, such as attracting new residents and visitors to Downtown Middletown.
- **Job Generation:** Employment was an important concern of the LPC and projects were considered for how many jobs that were projected to be created in Downtown.
- **Feasibility:** In order to be recommended for DRI funding, it had to be determined that projects are 1) technically feasible; 2) feasible from a regulatory and permitting perspective; and 3) have few “real property constraints.” Project readiness was also considered.
- **Public Support:** Public support was solicited throughout the DRI planning process. Projects were prioritized that have a high level of LPC, public, and local government support.

Additional issues that the LPC considered when evaluating potential DRI projects:

- Specific purpose of DRI funding.
- Potential to complement other City initiatives and/or DRI projects.
- Potential for alternative State or federal grants that could fund the project.

- Ongoing operating arrangements required to ensure that the project is successful.
- Market demand, economic feasibility, and potential site control issues.

#### How the Selection Criteria Were Applied:

- **Cost:** The LPC reviewed estimated costs for each of the projects, including the requested DRI contribution and the potential for public, private, and nonprofit leverage, where applicable.
- **Community Benefits:** Although economic development benefits are the core of the DRI plan, the LPC also considered impacts beyond economic benefits. Projects were considered that provide qualitative benefits in addition to quantitative economic benefits, such as environmental benefits, expanded tax base for the City, enhanced recreational opportunities, improved urban design of the public realm, etc.
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- **Job Generation:** Employment was an important concern of the LPC and projects were considered for how many jobs that were projected to be created in Downtown.
- **Feasibility:** In order to be recommended for DRI funding, it had to be determined that projects are 1) technically feasible; 2) feasible from a regulatory and permitting perspective; and 3) have few “real property constraints.” Project readiness was also considered.
- **Public Support:** Public support was solicited throughout the DRI planning process. Projects were prioritized that have a high level of LPC, public, and local government support.
- 





#### **Location:**

- Union Street between James Street and West Main Street, adjacent to the Henry Street Parking lot

#### **Responsible Parties:**

- City of Middletown

#### **Capacity:**

- The City of Middletown has the capacity to implement and maintain improvements.

#### **Project Partners:**

- This project requires coordination among multiple institutions including Orange County for connection to Heritage Trail and the Middletown BID for coordination of farmers markets and events.

#### **Estimated Cost**

- \$2,004,000

## **PROJECT A-1: DESIGN AND DEVELOP ERIE WAY PARK**

**DRI Funding:** This project is being submitted with a request for \$1.64 million.

### **Summary Description**

The project entails the design and development of Erie Way Park, which will transform a derelict vacant lot into a new civic space in the heart of Downtown. While the Downtown area has a few small parks (i.e. Festival Square, Run 4 Downtown Park and Jerry's Park) it lacks a main multi-purpose gathering space for recreation and events. The proposed 1.5-acre park will appeal to people of all ages and will include a skateboard park, a community pavilion, and passive green spaces. The City has already funded the skateboard park, which will occupy approximately 25% of the site (~10,000 square feet). The skateboard park is currently in the design phase.

### **Description**

Adjacent to Thrall Library and a short walk to retail and restaurant options on West Main and North Streets, Erie Way Park is well situated to bring people to Middletown's Downtown, and to provide a well-designed place for them to linger. The Park is situated along the future Heritage Trail, an Orange County initiative that will extend the existing pedestrian and bicycle path to Middletown. The current trail goes from the Town of Goshen to the Town of Monroe. The park will provide a resting place for people using the trail and will encourage visitors to stop and visit the Downtown area. Programming opportunities will activate the park throughout the year. A 2,000-square-foot flexible community pavilion will be used for performances, events, and a semi-enclosed farmers' market during winter months. The pavilion will be situated next to open lawn gathering space for community events.

Improved streetscape design and designated walks will connect the new park with existing and future pocket parks. These existing open spaces are marked by historic elements that play up the significant architecture of the Downtown. Design elements will reference the railroad history of the site, including a historic caboose. In this way, Erie Way Park can be a contemporary counterpoint, an exciting, engaging space that references the past and points toward the future. With a skateboard park, community pavilion, and passive green spaces, the park will appeal to people of all ages. Programming opportunities seek to activate the park throughout the year, and might include ideas such as a flower festival in early spring, berry festival in the summer, harvest festival in the fall, and a winter festival/market. Endemic and climate-adapted plants should be chosen for multi-season interest and ease of care.

The park is complementary to nearby attractions in the Downtown, including Thrall Library, a soon-to-be-developed indoor soccer complex (which would be directly adjacent to the skatepark), and the Equilibrium Brewery. Parking would





*Aerial view of Erie Way Park location*

*Source: Bing Maps*

be provided in at the existing Henry Street lot and at new on-street parking along Union Street. (The two Henry Street lots are proposed to be reconfigured as part of Project A-3; however, the existing lots and new on-street parking can adequately serve the new park in the event that Project A-3 does not proceed.) New sidewalk connections will be made to connect the park to the Heritage Trail spur through Downtown. This will include a new sidewalk on the eastern side of the park next to Thrall Library.

The Erie Way Park project also incorporates a commission of public art at an appropriate location within the park, to be determined as part of the overall design. Input from the community throughout the DRI planning process indicated a strong interest in the arts (visual as well as performing), and installation of public artworks at key sites in the Downtown will help to create an arts-friendly image for Middletown that can generate excitement and interest throughout the regional arts community, as well as beautify the public realm. The City will issue a request for proposals for design, fabrication, and installation of a sculpture, mosaic, mural, or similar work of art. The costs for the commission and the artwork would total \$15,000, and are included in the construction costs below.

Erie Way Park is located on the former site of the Erie Railroad. A portion of the site was used as a fueling depot for the diesel engines. A Site Investigation Report from 2002 identified certain areas of the westerly portion of the site that contained subsurface petroleum contamination. This project includes the cost of an updated Site Investigation Report to determine specific measures needed to remediate the site for the proposed park. The project assumes that approximately 2 feet of soil will be removed from the westerly half of the site and replaced with clean backfill.

Itemized costs for the remedial work, based on the prior (and outdated) Site Investigation Report, are included in the cost section. This assumes that all of the excavated soil is petroleum-contaminated and therefore will need to be disposed of at a permitted landfill facility. The cost estimate also assumes that the depth to the water table at the site is greater than 2 feet, and that dewatering will not be required during the soil excavation process. The entirety of the site will include the placement and compaction of an 18-inch thick layer of clean fill material followed by the placement of topsoil, seed, and fertilizer.

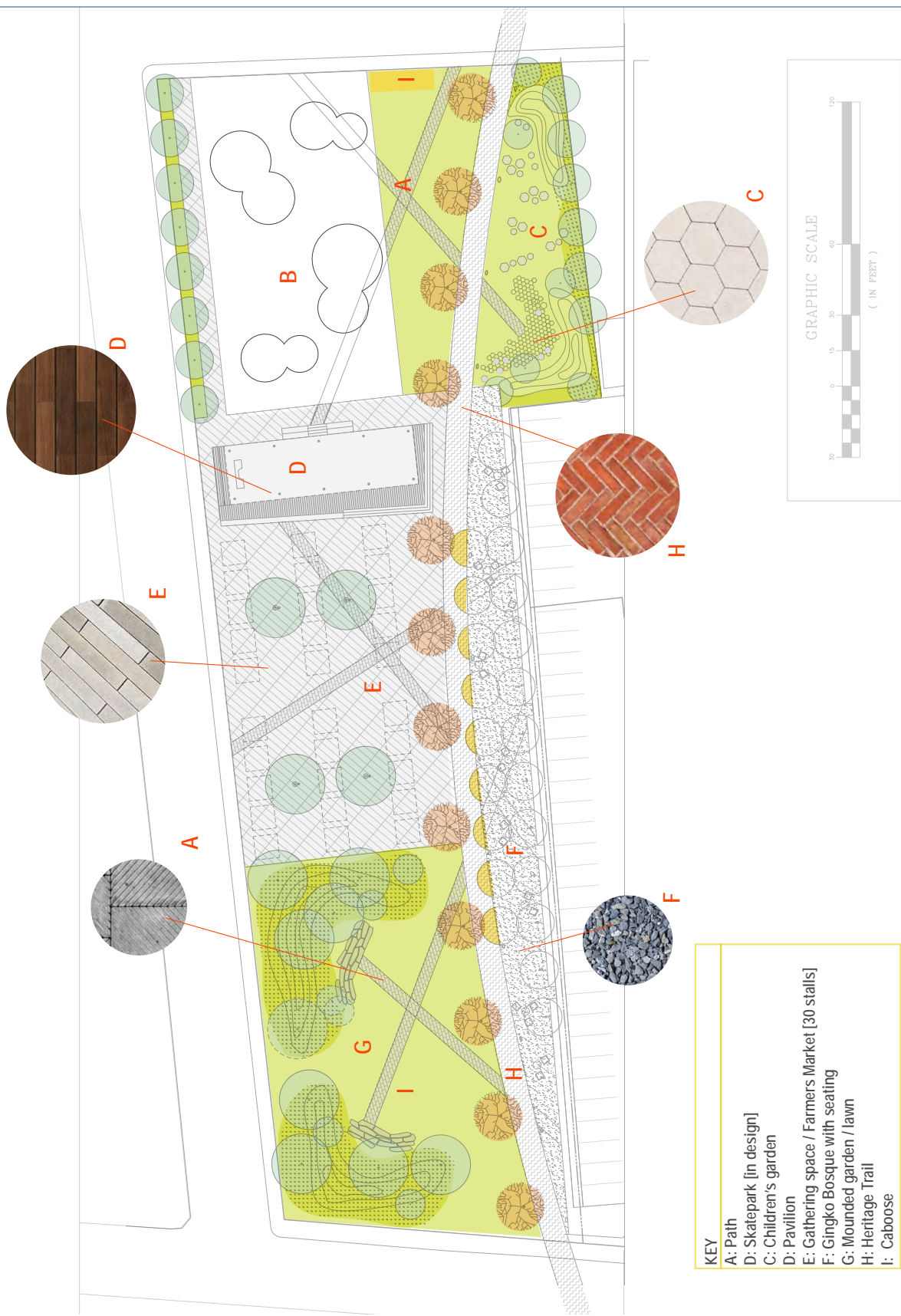
## **Revitalization Strategies**

### **Middletown DRI Strategies**

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Support venues and events for the City's arts, cultural, and educational activities and institutions.
- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.
- Improve Downtown Middletown's image to City residents and the region.
- Expand the availability of convenience retail, restaurants, and other amenities that serve neighborhood residents and enhance quality-of-life.
- Promote local agriculture and public health by improving food access and distribution.
- Encourage continuation of and connections to the Heritage Trail which will run through downtown.

### **Mid-Hudson REDC Strategies**

- Leverage the region's outstanding natural resources, tourism industry, and agriculture in a "natural infrastructure" strategy that protects agriculture and the environment and recognizes these are important to tourism and as quality-of-life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate and foster green development projects as part of developing a green Hudson Valley economy.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.



Project A-1: Erie Way Park Conceptual Plan

Source: Thread Collective





Project A-1: Erie Way Park (Images)

Source: Thread Collective



**Estimated Costs**

<b>Remaining Costs</b>	<b>Cost</b>
<b>Remediation</b>	
General and site preparation	\$12,650
Excavation	\$362,044
Restoration	\$29,636
Other (soft costs and contingency)	\$158,295
<b>Remediation Subtotal</b>	<b>\$562,625</b>
<b>Soft Costs</b>	
Conceptual feasibility report	\$80,000
Preparation of construction documents	\$12,000
Public outreach	\$29,200
Existing condition analysis	\$103,000
Baseline studies	\$15,000
Regulatory approvals and permits	\$20,000
Bidding and contract award phase	\$12,000
<b>Soft Cost Subtotal</b>	<b>\$371,200</b>
<b>Construction</b>	
Construction	\$362,705
Other direct costs	\$115,533
<b>Construction Subtotal</b>	<b>\$463,238</b>
<b>Contingency</b>	<b>\$220,590</b>
<b>Total Requested Funds:</b>	<b>\$1,632,653</b>
<b>Funding Already Committed</b>	<b>Cost</b>
Design and Construction of Skateboard Park (City)	\$400,000
<b>Total Project Cost:</b>	<b>\$2,032,653</b>

**Funding sources:**

- DRI Funding: \$1.64 million is being requested
- Existing funding for skateboard park (\$400,000 already committed)
- NYSDOT Transportation Alternatives Program (TAP) – The City of Middletown has applied for TAP funding for the \$2.33 million Heritage Trail Connections Project. If awarded, the TAP would fund up to 80% of the cost to provide trail connections to Downtown Middletown, the SUNY Orange campus, the Touro College campus, the Middletown Community Campus, and the Middletown Junior and Senior High School campuses. The downtown spur of the Heritage Trail Connections Project will traverse the park. Funds for this connection can contribute to the City's match for this grant, if awarded.

**Site Ownership/Legal Jurisdiction:**

The City owns the site for Erie Way Park.



*Erie Way Park - Conceptual Sketch*

*Source: Thread Collective*

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development); Site Plan Review (Planning Board); Architectural Review (Architectural Review Board); Building Permits (Building/Zoning Department)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention; environmental remediation
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this priority project in public meetings and during the public comments at Committee meetings. The Erie Way Park project consistently generated significant enthusiasm from the community at public workshops and via the online survey.

**Anticipated Revitalization Benefits:**

Improvements to Erie Way Park will provide green space and a central node for downtown activities, serving as a connection among the Heritage Trail, the future soccer complex, and the Downtown as a whole. In addition to providing open space, this green area will be an attraction for families and young people, encouraging people to visit and potentially relocate to the DRI Area. The project could help rebrand Downtown by tapping into Middletown's rail history, and advancing the City as a regional hub for families to visit, eat, and play. Visitors to this new park could provide support for existing and new small businesses, offering jobs and economic development for Downtown and the surrounding area and enhancing tax revenues (potentially including sales, real estate, and income taxes). Additionally, the new park could enhance healthy choices for active lifestyles in residents across Middletown and the surrounding area, and strengthen the existing farmers' market.



**Example of skate park**

Source: Spohn Ranch

#### **Beneficiaries:**

Local residents and visitors, in particular young people and families, and business owners will be the primary beneficiaries of this project.

#### **Cost-Benefit Analysis:**

An attractive new public park that draws new visitors downtown for recreation will increase the pedestrian traffic in the surrounding area — to the greatest extent in the blocks immediately surrounding the park and to a lesser extent in the Downtown at-large, supporting existing and potential new commercial businesses. The park will serve as a quality-of-life asset for Downtown; increase market demand for Downtown as a place to live, work, and visit; and thus increase adjacent real estate values. Higher market demand and real estate values enhance the financial feasibility of real estate investment, both redevelopment of existing properties and new development. New investment and development resulting from this positive economic impact of placemaking will generate increased tax revenue for the City. Benefits should be weighed against projected new annual municipal costs for park maintenance and operations.

#### **Jobs Created:**

No direct jobs created.

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

Total timeframe: 1 year (12 months)

- Phase 1: RFP Process
  - City to draft and issue RFP for redesign of James Street Lot – Months 1 and 2
  - RFP circulation and contractor selected – Months 3 and 4
  - City to enter into contract with selected contractor – Months 4 and 5
- Phase 2: Schematic Design
  - Schematic design – months 5 through 8
- Phase 3: Approvals
  - Site Plan and SEQR Approval – Months 7 through 10
- Phase 4: Construction – Months 10 through 12

#### **Project Metrics:**

- To be measured at least annually:
  - Average monthly visitors to park
  - Number of event permits issued (annually)
  - Total revenue generated from permits and event fees
- To be measured 1, 5, and 10 years after park completion:
  - Change in assessed value of properties within 500 feet of park edge
  - Square feet of renovated space within 500 feet of park edge
  - Square feet of new development within 500 feet of park edge
  - % vacancy of retail within 500 feet of park edge



## PROJECT A-2: IMPLEMENT JAMES STREET PARKING LOT REDESIGN

**DRI Funding:** This project is being submitted with a request for \$900,000.

### Summary Description

The James Street parking lot is a major asset for Downtown Middletown, as it is the primary municipal lot for shoppers that visit Main Street and the southern portion of North Street. This project proposes a number of streetscape enhancements that will improve the convenience and safety of the highly visible lot, as well as its attractiveness, security, and drainage. The project also incorporates creation of a new pocket park directly adjacent to Thrall Library, providing an attractive and convenient link along the future Heritage Trail between North Street and the future Erie Way Park (Project A-1). Finally, the project includes enhanced connections to the King Street pedestrian path and Festival Square through the creation of new green spaces.

### Description

The James Street design concept features the construction of a plaza at the northern end opposite Thrall Library. This plaza (dubbed “Thrall Plaza”) will help to denote arrival in (and departure from) this civic area. It also provides a location for the downtown spur of the City’s Heritage Trail Connections Project to connect Jerry’s Park and the future Erie Way Park (see Project A-1). The James Street design concept also recommends that the existing retaining wall between the parking lot and Festival Square be terraced to provide for a better pedestrian connection between the two areas. This terraced area connects to a new strip of green space in front of the DMV building between the Square and the King Street pedestrian path.

The redesign concept also includes the following features:

- Landscaping and lighting features that identify entrances, pathways, and public spaces, and that separate and screen the parking lot from James Street.
- Planting areas at the end of rows of parking spaces to soften the visual expanse of the lot, provide shade, and absorb and filter stormwater from the parking areas.
- Parking lot lighting consistent in style with the surrounding lighting in the Downtown area. Lighting should not exceed 20 feet in height and should not emit more light than is necessary to ensure the security of the property and the safety and welfare of the public.
- Potential burial of the overhead lines (during the construction process) which negatively impact the visual expanse of the lot. This is not funded by this project but is recommended as a project the City should pursue with non-DRI funds.



### Location:

- Opposite City Hall, between James Street and Center Street. It is bounded on the north by Depot Street.

### Responsible Parties:

- City of Middletown

### Capacity:

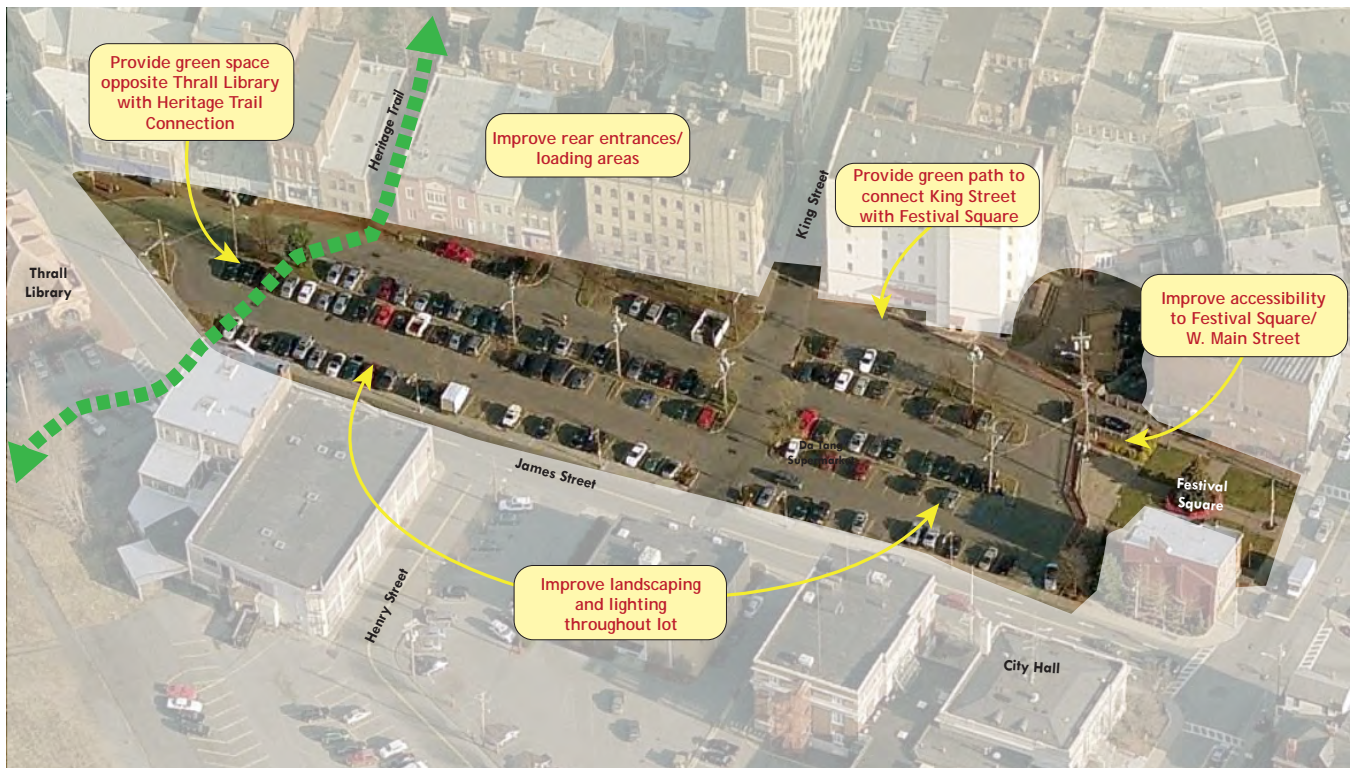
- The City of Middletown has the capacity to implement and maintain improvements.

### Project Partners:

- None; however, implementation of the project should involve consultation with businesses and property owners located along the periphery of the parking lot.

### Estimated Cost:

- \$900,000



James Street Lot - Potential Improvements

Source: BFJ Planning

### Revitalization Strategies

#### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Make parking options in the Downtown more efficient, attractive, and accessible.
- Improve Downtown Middletown's image to City residents and the region.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking, and bicycle infrastructure.

The existing James Street lot has spaces that are 10 feet wide by at least 17 feet in length. The proposed layout preserves the main access roads and circulation, while more efficiently laying out standard parking spaces at a standard 9 feet by 18 feet. The design shown has a net reduction at the James Street lot of 21 spaces (143 existing spaces, 122 proposed), largely due to the addition of Thrall Plaza which connects the Heritage Trail from North Street (via Jerry's Park) to Erie Way Park. On the southern end, a small connective open space has been proposed to connect the King Street pedestrian path to Festival Square, while maintaining the existing loading areas that serve businesses with frontage on West Main Street. Overall, the loss of parking spaces is minimal in comparison to the gain in green and connective public spaces. The loss of parking spaces will also be recovered by improving the lots on both sides of Henry Street (Project A-3), which together, will add 51 spaces to the Downtown area.

Reconstruction of the James Street lot was previously proposed by the City as part of an application for a Green Innovation Grant. The local Monhagen Brook is "Phosphorus Impaired" as classified by the New York State Department of Environmental Conservation (NYSDEC) Priority Waterbodies. The City's plan for retrofitting the James Street Lot included infrastructure practices to capture and filter the most rainwater possible for maximum water quality improvement. This project will utilize previously proposed green infrastructure practices such as porous pavers, bio-retention islands, tree box filters, and vegetated swales.

The James Street Lot Redesign project also incorporates a commission of two public art installations, at Thrall Plaza and at an appropriate location within Festival Square, to be determined as part of the overall design. Input from the community throughout the DRI planning process indicated a strong interest in the



Project A-2: James Street Parking Lot Redesign

Source: CSA Group, Thread Collective, BFJ Planning



### Mid-Hudson REDC Strategies

- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate and foster green development projects as part of developing a green Hudson Valley economy.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.



James Street Lot opposite Thrall Library

Source: Google Maps

arts (visual as well as performing), and installation of public artworks at key sites in the Downtown will help to create an arts-friendly image for Middletown that can generate excitement and interest throughout the regional arts community, as well as beautify the public realm. The City will issue a request for proposals for design, fabrication, and installation of a sculpture, mosaic, mural, or similar work of art, at each of the two locations. The costs for the commission and the two pieces of art would total \$30,000, and are included in the estimated construction costs.

### Estimated Costs

Remaining Costs	Cost
<b>Soft Costs</b>	
Conceptual feasibility report	\$64,000
Preparation of construction documents	\$152,000
Public outreach	\$16,200
Existing condition analysis	\$33,600
Baseline studies	\$8,000
Regulatory approvals and permits	\$22,000
Bidding and contract award phase	\$8,000
<b>Soft Cost Subtotal</b>	<b>\$303,800</b>
<b>Construction</b>	
Construction	\$314,920
Other direct costs	\$96,348
<b>Construction Subtotal</b>	<b>\$411,268</b>
<b>Contingency</b>	<b>\$181,556</b>
<b>Total Requested Funds:</b>	<b>\$896,624</b>

**Funding sources:**

- DRI Funding: \$900,000 is being requested.
- NYSDOT Transportation Alternatives Program (TAP) – The City has applied for TAP funding for the \$2.33 million Heritage Trail Connections Project. If awarded, the TAP would fund up to 80% of the cost to provide trail connections to Downtown Middletown, the SUNY Orange campus, the Touro College campus, the Middletown Community Campus, and the Middletown Junior and Senior High School campuses. The downtown spur of the Heritage Trail Connections Project will traverse the James Street parking lot at the proposed Thrall Plaza. Funds for this connection can contribute to the City's match for this grant, if awarded.

**Site Ownership/Legal Jurisdiction:**

The City owns and controls the James Street parking lot and adjacent public right-of-ways. Adjacent properties are privately owned; these owners should be consulted during the implementation process to ensure consideration of project impacts.

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development or DPW); Site Plan Review (Planning Board); Street Opening Permit (DPW)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this priority project in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

Redesigning the James Street Parking lot will improve the City's image and quality of experience for those coming to the Downtown to visit and shop. It creates a notable new civic space in front of one of Downtown's most significant landmarks, the former train station that now houses Thrall Library. The space will be a welcomed forecourt to this important civic asset and enhance the visitor arrival experience Downtown. The increased pedestrian traffic at this new "Thrall Plaza" will help set the stage for new retail investment proximate to the civic space and will support new programming (markets, pop-up events). This new activity node will reinforce the energy from destination uses nearby such as Equilibrium Brewery. Removing overhead utility lines (if practicable) would further enhance this well-trafficked public realm. The new corridor of green space in front of the existing DMV will help to activate the rear entrances to the businesses in that area.



Walkway/transition from lot to Festival Square



Building rear entrances at James Street lot



Building rear entrance (DMV) at James Street lot

This project will provide connectivity through the network of green space to current and future attractions including Festival Square and Erie Way Park, encouraging visitors to explore the City on foot. Thrall Plaza in the northern portion of the lot provides a key link between businesses on North Street and Erie Way Park for the downtown spur of the City's Heritage Trail Connections Project. Allowing easy, appealing access to Downtown Middletown will improve and attract local business development. New wayfinding signage provided as part of Project D-1 will help visitors understand where nearby businesses and attractions are once they park.

The project will also improve surface and water quality by allowing stormwater to filter through green infrastructure. Additional enhancements to the area include increased green space and tree cover through expanded parking lot islands and creation of a new pocket park, air quality improvements through the provision of additional trees, and enhanced recreation and attractiveness to the area through a design that ties together major walkways and open spaces in the Downtown.

#### ***Beneficiaries:***

Local residents and visitors, in particular young people and families, and business owners will be the primary beneficiaries of this project.

#### ***Cost-Benefit Analysis:***

A new, high-quality civic space can greatly enhance the visitor experience and perception of Downtown as a place to visit and invest. The new square can leverage the historic library to create a sense of destination and momentum for new programming and uses, drawing more people Downtown to support local businesses and keeping them there for longer periods of time. This new higher-quality urban realm, if properly designed and operated, could increase adjacent property values, increase retail sales, and generate higher tax revenues for the City. Benefits should be weighed against projected new annual municipal costs for maintenance and operations of the new Thrall Plaza. Integrating green infrastructure into the rebuilt parking lot could reduce stormwater loads on local infrastructure — minimizing public costs long-term.

#### ***Jobs Created:***

No direct jobs created.



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

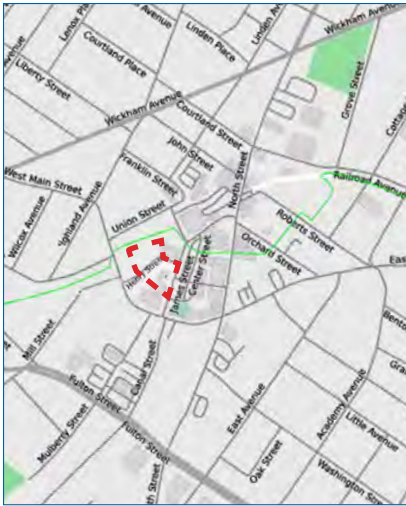
Total timeframe: 1 year (12 months)

- Phase 1: RFP Process
  - City to draft and issue RFP for redesign of James Street Lot – Months 1 and 2
  - RFP circulation and contractor selected – Months 3 and 4
  - City to enter into contract with selected contractor – Months 4 and 5
- Phase 2: Schematic Design
  - Schematic design – months 5 through 8
- Phase 3: Approvals
  - Site Plan and SEQR Approval – Months 7 through 10
- Phase 4: Construction – Months 10 through 12

***Project Metrics:***

To be measured 1, 5, and 10 years after park completion:

- Number of events at Thrall Plaza
- New retail leases within 500 feet of new parking lot boundaries
- Net new sales taxes collected at retail spaces within 500 feet of new parking lot boundaries
- Net increase in assessed value of properties within 500 feet of new parking lot boundaries

**Location:**

- Parking lots on both sides of Henry Street between Union Street and James Street

**Responsible Parties:**

- City of Middletown

**Capacity:**

- The City of Middletown has the capacity to implement and maintain improvements.

**Project Partners:**

- First Federal Savings Bank of Middletown, Equilibrium Brewery, property owners at 18-20 Henry Street and 44 Henry Street.

**Estimated Cost:**

- \$930,000

## PROJECT A-3: IMPLEMENT HENRY STREET PARKING LOT REDESIGN

**DRI Funding:** This project is being submitted with a request for \$930,000.

**Summary Description**

This project includes the redesign of the lots on both sides of Henry Street to improve appearance and functionality. In general, lots should be well-defined and have visually reinforced edges to present a clean, orderly appearance. Restriping the lots is a relatively inexpensive way to increase overall safety by providing clearly visible directives to both vehicles and pedestrians. Incorporating landscaping will also soften the visual expanse of the lots and can be designed to collect runoff from the parking areas. Trees and hedges along Henry Street will be installed to help visually and audibly screen the parking areas from view.

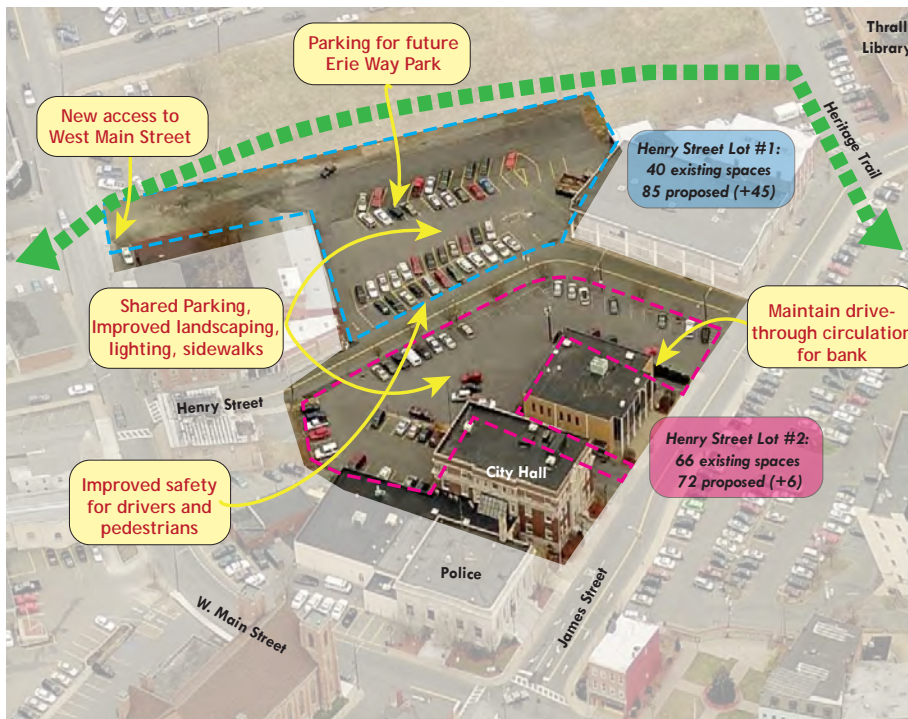
**Description**

Off-street parking (municipal as well as private) is provided along both sides of Henry Street between West Main Street and James Street. While these lots are centrally located, the areas are not pedestrian-friendly because the lots are poorly defined, there are no sidewalks, and landscaping is sparse. Improving the overall quality of the lots will enhance their convenience, safety, and attractiveness. This will help to encourage park-and-walk behavior, generating the desirable sidewalk activity that is beneficial to Downtown businesses.

This project will improve the conditions of the lots on both sides of Henry Street for pedestrians and drivers. The redesign will include reinforced edges, restriping, and landscaping to improve aesthetics and collect runoff. Additional trees and hedges along Henry Street will help screen the parking areas visually and audibly.

One effective parking management strategy is to encourage shared parking among different buildings and facilities in the area to improve spatial efficiency of the lots. Shared parking also allows for parking lots to efficiently serve users with different periods of peak parking demand. For example, during the week, the redesigned Henry Street lot may be utilized more for people going to City Hall, while on the weekend it would be used for visitors going to Erie Way Park and Equilibrium Brewery. Additionally, having fewer lots minimizes the number of ingress and egress points, which will improve pedestrian and vehicular safety.

The designs below show potential parking layouts for the two parking areas. The lot on the north side of Henry Street has an increase of 45 spaces (40 existing spaces, 85 proposed). The large increase is partially due to the formalization of the parking area on the southern side of Erie Way Park, and parking along a proposed access point to West Main Street. This parking area will serve downtown businesses as well as Erie Way Park and the Heritage Trail.



Henry Street Lots - Potential Improvements

Source: BFJ Planning, Bing Maps

As described in Project A-1, part of the northern portion of the lot would have a specialized paving treatment so that it could be used as a shared space for events such as the farmers' market on weekends.

The lot on the south side, which combines the municipal lot with the parking lot for the First Federal Savings Bank, has an increase of four spaces (66 existing spaces, 72 proposed). The drive-through area for the bank is maintained in the circulation network.

The parking lot improvements would require coordination with private property owners that control portions of the proposed lot. This includes the First Federal Savings Bank on the southern lot and the owner of 18-20 Henry Street on the northern lot. Equilibrium Brewery should also be consulted to ensure that the parking areas maintain the truck loading areas to their site.

A reciprocal parking lot use and maintenance agreement will be established with property owners at the lots to permit unrestricted access and use of the lot for the public. Some spaces may be reserved for the private companies during regular business hours. Loading and circulation will also be considered. As part of the agreement, the City will be responsible for maintenance, snow removal, and repair when needed. The parties will also have to work out terms for indemnification and insurance.

## Revitalization Strategies

### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Make parking options in the Downtown more efficient, attractive, and accessible.
- Improve Downtown Middletown's image to City residents and the region.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.

### Mid-Hudson REDC Strategies

- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate and foster green development projects as part of developing a green Hudson Valley economy.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.





### Project A-3: Henry Street Parking Lot Redesign

Source: CSA Group, Thread Collective, BFJ Planning

**Estimated Costs**

Remaining Costs	North Lot (Equilibrium Brewery)	South Lot (First Federal Savings Bank)
<b>Soft Costs</b>		
Conceptual feasibility report	\$20,000	\$20,000
Preparation of construction documents	\$76,000	\$76,000
Public outreach	\$7,100	\$7,100
Existing condition analysis	\$19,000	\$19,000
Baseline studies	\$4,000	\$4,000
Regulatory approvals and permits	\$11,000	\$11,000
Bidding and contract award phase	\$4,000	\$4,000
<b>Soft Cost Subtotal</b>	<b>\$141,100</b>	<b>\$141,100</b>
<b>Construction</b>		
Construction	\$113,651	\$229,536
Other direct costs	\$14,188	\$79,517
<b>Construction Subtotal</b>	<b>\$127,839</b>	<b>\$309,052</b>
<b>Contingency</b>	<b>\$90,876</b>	<b>\$117,168</b>
<b>Estimated Cost:</b>	<b>\$359,814</b>	<b>\$567,320</b>
<b>Total Requested Funds:</b>	<b>\$927,135</b>	

**Funding sources:**

DRI Funding: \$930,000 is being requested

**Site Ownership/Legal Jurisdiction:**

The City owns and controls a portion of the lots on both the north and south side of Henry Street. This project will require an agreement with the First Federal Savings Bank to develop the lot on the south side of Henry Street. On the north side of Henry Street, the City will need to establish an agreement with the owners of 18-20 Henry Street and 44 Henry Street. As part of its approved site plan, Equilibrium Brewery has truck loading areas that will be adjacent to new parking facilities, and should be consulted in order to maintain this access point. Ownership of the various parcels included in the redesign of the two parking areas is listed below.

Parcel	Ownership
<u>Henry Street Lot - North Side (#1)</u>	
31-12-12.122	City of Middletown/ Future Erie Way Park
31-12-13.11	City of Middletown/ Equilibrium Brewery
31-12-13.12	Private
31-12-10.22	Private
<u>Henry Street Lot - South Side (#2) Ownership</u>	
31-11-3	City of Middletown/ City Hall
31-11-2	Private/ First Federal Savings Bank
31-11-1	Private/ First Federal Savings Bank

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development or DPW); Site Plan Review (Planning Board); Street Opening Permit (DPW)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- NYSDOT/Orange County Highway Department/City of Middletown DPW: Work permits for road crossings
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this project in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

Connecting the Henry Street Parking lots will maximize limited space in the Downtown business district; facilitate accessibility to new attractions at Erie Way Park; and support existing businesses in the area, including Equilibrium Brewery. This project complements the parking improvement project at James Street; the development of the Erie Way Park; and the redevelopment of the Woolworth Building to leverage the impact of the Heritage Trail, ensuring its success in bringing visitors to the Downtown and enhancing the City's image in the surrounding region.

**Beneficiaries:**

Visitors, employees, youth, families, small business owners, and community residents

**Cost-Benefit Analysis:**

This project seeks to more efficiently utilize existing parking resources in the Downtown. Where the existing poorly defined parking lots now create an uncomfortable pedestrian environment, redesigned and consolidated lots will enhance walkability while increasing the number of useable parking spots, creating more convenient parking to serve Downtown attractions and businesses. A more efficient parking layout with clearly marked entrances and exits could minimize frustration visitors experience while parking, a potential deterrent to visiting Downtown. The improvements throughout the parking lot could enhance green spaces and further enhance the visitor experience. This improved condition could help increase property values, support local businesses, and increase tax revenues. The project could also leverage and support the success of the adjacent Equilibrium Brewery, an important Downtown attraction. Integrating green infrastructure into the rebuilt parking lot could reduce stormwater loads on local infrastructure, minimizing public costs for the long-term.



**Jobs Created:**

No direct jobs created.

**Timeframe for Implementation and Project Readiness:**

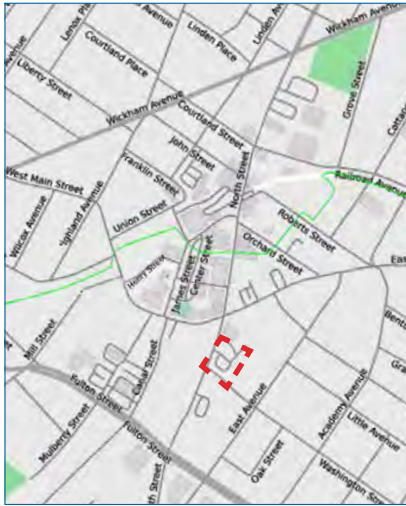
Total timeframe: 14 months

- Phase 1: RFP Process
  - City to draft and issue RFP for redesign of Henry Street lots – Months 1 and 2
  - RFP circulation and contractor selected – Months 3 and 4
  - City to enter into contract with selected contractor – Months 4 and 5
- Phase 2: Schematic Design
  - Schematic design – months 5 through 10
- Phase 3: Approvals
  - Site Plan and SEQOR Approval – Months 9 through 12
  - City to draft and execute use and maintenance with adjacent private property owners – Months 11 and 12
- Phase 4: Construction – Months 12 through 14

**Project Metrics:**

To be measured 1, 5, and 10 years after project completion:

- New retail leases within 500 feet of new parking lot boundaries
- Net new sales taxes collected at retail spaces within 500 feet of new parking lot boundaries
- Net increase in assessed value of properties within 500 feet of new parking lot boundaries



#### Location:

- 10 South Street, 14-16 South Street, 9-11 Washington Street.

#### Responsible Parties:

- The City would be responsible for implementation and maintenance of Phase 1. In the case that the City moves forward with Phase 2, which is not proposed for DRI funding, private partnerships would be established for infill development at that time.

#### Capacity:

- The City has the capacity to oversee this project, and maintain the area in the long term.

#### Project Partners:

- This project will require coordination with adjacent property owners on East Main Street that have rear entrances accessed via Washington Street. Implementation of the project should also involve input from the adjacent residential neighborhood to ensure minimization of project impacts.
- Phase 2 would involve private investors in a public private partnership.

#### Estimated Cost:

- \$3,240,000

## PROJECT A-4: IMPLEMENT SOUTH STREET PARKING LOT REDESIGN

**DRI Funding:** This project is being submitted with a request for \$3.24 million

### Summary Description

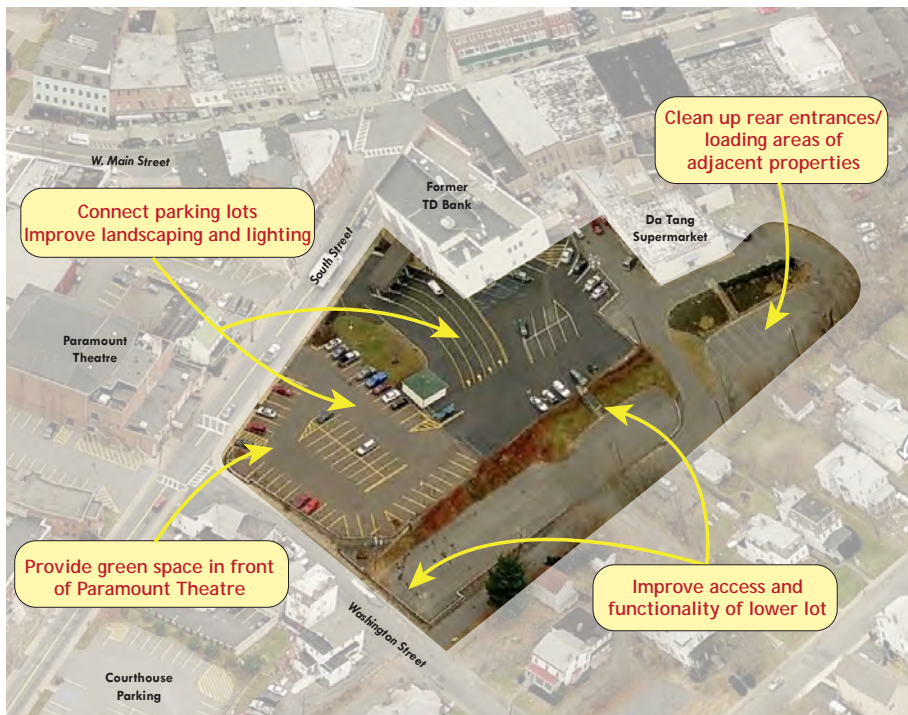
The South Street Parking Lot currently serves the historic Paramount Theatre as well as neighboring businesses and residences in the Downtown. The lot has previously been considered by the City as a potential location for expanded parking in order to accommodate planned growth and the redevelopment of underutilized and vacant commercial space in the area. This project redesigns the current lot by adjoining it with the adjacent parking lot to the north; expanding the surface lot with a terraced deck over a lower parking area, making the lot more user-friendly; and providing a small pocket park in front of the Paramount Theatre. The redesigned lot will increase the number of spaces at the surface level from 102 to 179 spaces, with an additional 60 spaces in a lower level under the parking deck. The design of the lot also sets the stage for an infill development opportunity along South Street, which could happen at a later point based on the real estate market and the City's future revitalization plans.

### Description

The South Street Parking Lot serves the Paramount Theatre as well as neighboring businesses and residences in the Downtown. The lot has previously been considered by the City as a potential location for expanded parking in order to accommodate recent and anticipated economic activity in the area. The Paramount Theatre draws up to 1,000 attendees during performances, while Festival Square draws about 300 people for outdoor concerts during the summer. The adjacent former TD Bank building will be redeveloped with offices and the Orange County Accelerator program as part of Project B-2. The City is also redeveloping the federal courthouse just south of the South Street lot for use as City courts.

The current capacity of the South Street lot is 141 spaces, which consists of 57 spaces along South Street, 45 spaces at the former TD Bank building, and 39 spaces in an underutilized lower lot area accessed via Washington Street. The purpose of this project is to:

- Increase the number of parking spaces in the existing facility by adjoining the lot with the adjacent TD Bank parking lot (owned by the City);
- Improve the aesthetics of the upper lot to make it more functional and attractive, thus increasing its usage;
- Make the lower lot area more user-friendly with improved landscaping, lighting, signage, and accessibility improvements for drivers and pedestrians;
-



**Proposed South Street Lot Improvements**

Source: BFJ Planning, Bing Maps

- Help adjacent property owners clean up and improve parking and access in the rear of their buildings; and
- Provide a small pocket park in front of the Paramount Theatre as a gathering spot for visitors.

The project is described in two phases. The first phase, which would be supported by DRI funds, reconfigures the parking area to make it more functional and user-friendly. These improvements would set the stage for future infill development opportunities at the lot. These opportunities, described as Phase 2, could happen at a later stage, and would be based on the real estate market and the City's future revitalization plans.

**Phase 1: Combine existing lots, construct parking deck, and make area more user-friendly**

There are significant parking gains to be made by combining the two adjacent lots. The TD Bank lot formerly served drive-through traffic for the bank, and a large portion of the lot is dedicated to serve this function. The small structure at the center of the lot does not serve an important purpose and can be removed. The diagram also shows a small pocket park opposite from the Paramount Theatre, which could serve as a public gathering place before and after events.

Even when the upper lot is full during events, the 31-space lower lot reportedly remains underutilized. This is largely due to the fact that the lower lot is unfriendly for pedestrians who would seek to park and walk. The area is hidden

### **Revitalization Strategies**

#### **Middletown DRI Strategies**

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Support and build on the Paramount Theatre as a cultural destination by increasing activity in its vicinity and by enhancing its connection to the downtown core.
- Make parking options in the Downtown more efficient, attractive, and accessible.
- Support venues and events for the City's arts, cultural, and educational activities and institutions.
- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.
- Improve Downtown Middletown's image to City residents and the region.

#### **Mid-Hudson REDC Strategies**

- Leverage the region's outstanding natural resources, tourism industry, and agriculture in a "natural infrastructure" strategy that protects agriculture and the environment and recognizes these are important to tourism and as quality-of-life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.



**Project A-4: South Street Parking Lot Redesign**

Source: CSA Group, Thread Collective, BFJ Planning

from view due to the steep drop (approximately 10-12 feet) from the upper lot, the landscaping and fencing require maintenance, there is no lighting, and the stairs to the lot are in disrepair.

This project expands the surface level of parking by building a deck over the lower area, thereby taking advantage of the site's topography. The lower level lot would be accessed either through the surface lot or through an entrance on Washington Street. Improving this lower area with a new stairwell, lighting, and security features will make it feel safer for visitors. The retaining wall built as part of the parking structure would allow for another row of parking, to bring the total in the lower lot to 60 spaces.



Existing South Street parking lot across from the Paramount Theatre

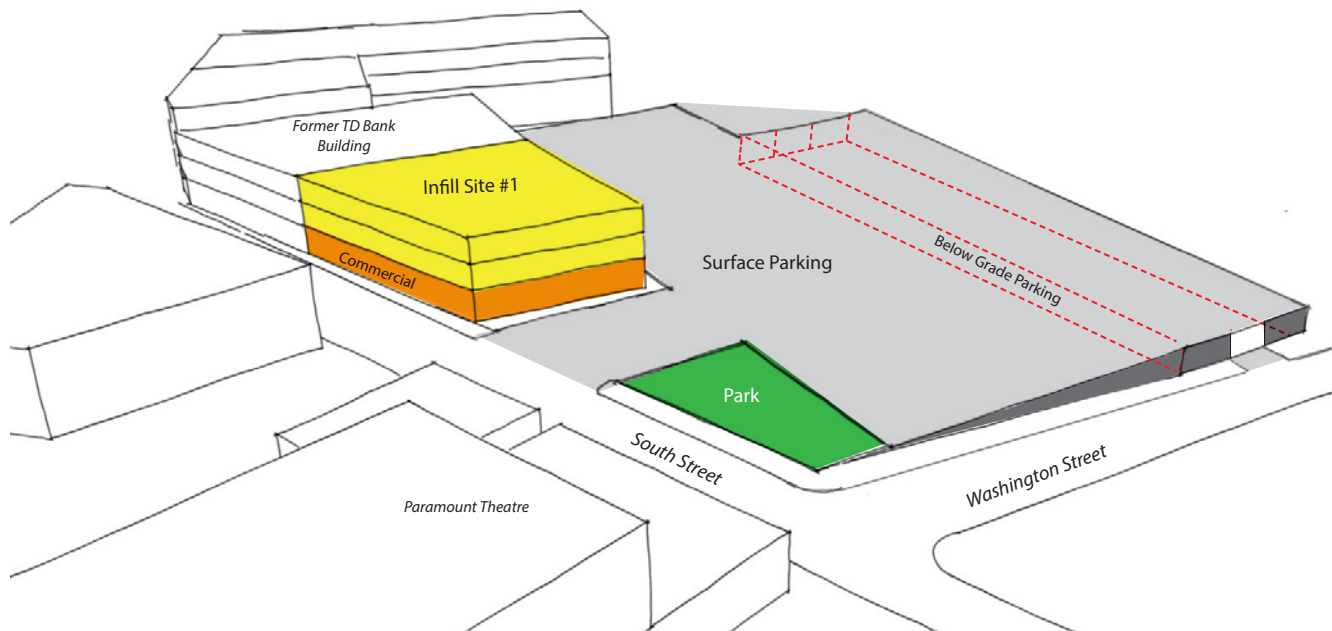
	Existing Lot	Phase 1 Proposed Redesign
Upper Area	102 Spaces	179 (includes 54 spaces on top of parking structure)
Lower Area	33	60 in parking structure
Total	145 spaces	239 spaces

This project also funds the cleaning up of the parking and loading areas for properties along East Main Street that have rear entrances accessed via Washington Street. Improvements to this area include new asphalt, restriping, regrading, and new landscaping. Making this area more functional will support businesses by making it a more viable rear entrance for customers. This portion of the project will require the participation of private owners.

Finally, the South Street Lot Redesign project also incorporates commissioning of a public art installation at the new pocket park opposite the Paramount Theatre. Input from the community throughout the DRI planning process indicated a strong interest in the arts (visual as well as performing), and installation of public artworks at key sites in the Downtown will help to create an arts-friendly image for Middletown that can generate excitement and interest throughout the regional arts community, as well as beautify the public realm. The City will issue a request for proposals for design, fabrication, and installation of a sculpture, mosaic, mural, or similar work of art, at this location. The costs for the commission and the artwork would total \$15,000, and are included in the construction costs below.

#### Phase 2: Infill redevelopment at two sites (not funded by DRI)

As a longer-term project (potentially 7-10 years depending on market forces), the City should consider infill development along portions of the South Street lot. Mixed-use development in this location will provide a more vibrant streetscape around the Paramount Theatre, strengthening the district and knitting it to the center of Downtown to the north. Infill redevelopment can transform the parking lot into a community and economic asset by physically improving the streetscape and providing local businesses where residents can shop or dine.



Conceptual sketch of potential future infill development

Source: BFJ Planning

The design of the parking lot improvements in Phase 1 has been structured to provide two potential infill development sites that the City can offer for private development: one along South Street that would extend the street wall from the former TD Bank building, and another at the lower lot in the location of the proposed parking deck (which should be constructed to facilitate future re-use as a development site). The building on South Street (~22,000 GSF) would most likely be mixed-use with commercial on the ground floor, as consistent with the nearby buildings along South Street and Main Street. A future building on the lower lot (~25,000 GSF) may be more appropriate as a residential building.

Clearly, future infill development at the South Street Lot would require a balancing of public parking needs with the benefits gained from new development. The table below indicates the relative parking provided under existing conditions, and with the two infill areas developed. Presumably, most or all of the spaces provided in the lower level of the future parking structure would likely serve residents of the future building.

Any future infill development at the South Street Lot would be dependent on market forces and would need to be undertaken in partnership with a private entity. No DRI funding is proposed to accommodate such development; however, this DRI project should be implemented with consideration of future development opportunities. The parking deck should be constructed, to the greatest extent possible, to allow for future re-use as a development site.

**Estimated Costs**

Remaining Costs	Cost
<b>Soft Costs</b>	
Conceptual feasibility report	\$48,000
Preparation of construction documents	\$220,000
Public outreach	\$26,700
Existing condition analysis	\$60,000
Baseline studies	\$10,000
Regulatory approvals and permits	\$21,000
Bidding and contract award phase	\$12,000
<b>Soft Cost Subtotal</b>	<b>\$397,700</b>
<b>Construction</b>	
Construction	\$1,736,301
Other direct costs	\$193,852
<b>Construction Subtotal</b>	<b>\$1,930,153</b>
<b>Contingency</b>	<b>\$911,977</b>
<b>Total Requested Funds:</b>	<b>\$3,239,830</b>

**Funding sources:**

- DRI Funding: \$3.24 million is being requested
- Private funding for Phase 2 development

**Site Ownership/Legal Jurisdiction:**

The City owns controls most of the site. Private property owners control a portion of the back of the lot that is accessed via Washington Street, and would need to grant an access easement.

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development or DPW); Site Plan Review (Planning Board); Street Opening Permit (DPW)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.



***Anticipated Revitalization Benefits:***

Reconfiguring the lots on South Street will enhance the aesthetics, walkability, and vehicular efficiency of the area surrounding the Paramount Theatre and provide parking for new and expanded uses in the vicinity. This project is expected to have spillover benefits for local businesses within walking distance, and will enhance the built environment around one of the City's major attractions. As a result, the project is expected to yield many secondary economic, social, and environmental benefits. In addition, the potential to create areas for future infill development could increase tax revenue, improve conditions in the adjacent residential neighborhood, and create jobs and business opportunities in a critical area of the Downtown.

***Beneficiaries:***

Beneficiaries of this project will include business owners and visitors to the Downtown in the short-term, with long-term benefits of this project reaching potential new residents in the event of residential conversion of the Fort Knox facility and/or the Classic Hosiery building.

***Cost-Benefit Analysis:***

Achieving and sustaining a sound financial footing for one of Middletown's most important economic and cultural anchors, the Paramount Theatre, should remain a top economic development priority for the City of Middletown. To that end, supporting infrastructure to maintain a positive Theatre visitor experience and encourage repeat visits is important.

Improvements to increase the capacity of the upper lot and enhance the accessibility of the lower lot on Washington Street would expand the amount of conveniently accessible parking serving the Paramount Theatre and nearby businesses. Added parking capacity could allow the Theatre to schedule more large events, increasing downtown visitors, support for local businesses, and tax revenue to the City.

Adjustments to the parking lot that provide dedicated spaces for the new uses in the former TD Bank building (see project D-1) could support the success of the Orange County Accelerator Program by ensuring sufficient dedicated parking for their needs, attracting more regular day-time users Downtown.

Phase 2 development along South Street could help to form a stronger retail corridor along South Street, enhancing the Downtown streetscape. New commercial and/or residential real estate created in Phase 2 would increase the number of businesses that attract people Downtown, residents living Downtown, and tax revenues.

Improvements throughout the parking lot to enhance green spaces and create an overall higher-quality urban realm may increase adjacent property values. Integrating green infrastructure into the rebuilt parking lot could reduce stormwater loads on local infrastructure, minimizing long-term public costs.

**Jobs Created:**

No direct jobs created.

**Timeframe for Implementation and Project Readiness:**

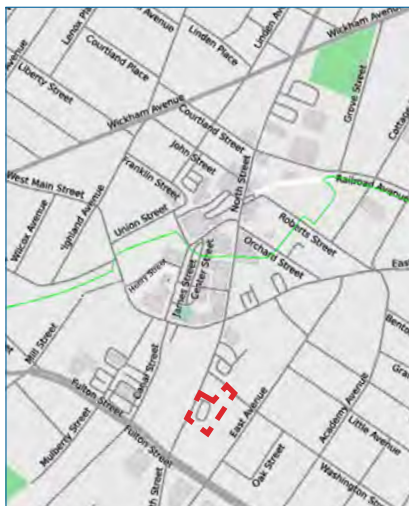
Total timeframe for Phase 1: 2 years (24 months)

- Phase 1: RFP Process
  - City to draft and issue RFP for redesign of South Street Lot – Months 1 and 2
  - RFP circulation and contractor selected – Months 3 and 4
  - City to enter into contract with selected contractor – Months 4 and 5
- Phase 2: Schematic Design
  - Schematic design – months 5 through 10
- Phase 3: Approvals
  - Site Plan and SEQR Approval – Months 9 through 12
- Phase 4: Construction – Months 12 through 24

**Project Metrics:**

To be measured 1, 5, and 10 years after project completion:

- Average monthly attendance at Paramount Theatre
- New retail leases within 500 feet of new parking lot boundaries
- Net new sales taxes collected at retail spaces within 500 feet of new parking lot boundaries
- Net increase in assessed value of properties within 500 feet of new parking lot boundaries
- Square feet of new real estate developed and leased (Phase 2)

**Location:**

- Parking Lot across from courthouse on South Street (32 South Street and 10 Washington Street).

**Responsible Parties:**

- The City would be responsible for implementation and maintenance of Phase 1. In the case that the City moved forward with Phase 2 (not funded by DRI), a private partner would be involved in construction and maintenance of a parking structure on the publicly owned lot.

**Capacity:**

- The City of Middletown has the capacity to implement and maintain improvements.

**Project Partners:**

- City of Middletown
- Phase 2 would involve private investors in a public-private partnership.

**Estimated Cost:**

- \$165,000

## PROJECT A-5: IMPROVE COURTHOUSE PARKING LOT

**DRI Funding:** This project is being submitted with a request for \$165,000.

**Summary Description**

The City has plans and funding to purchase and renovate the vacant federal courthouse on South Street for use as City courts. This will clear space for the Police Department to move into the existing court space at City Hall. While the parking lot across South Street is currently vacant, it will be used for the courthouse and could be expanded to accommodate other planned growth in the area. This could include the development of the Fort Knox Self Storage building nearby, which would need off-site parking should it be redeveloped in the future, as well as parcels at the southeast corner of South and Washington Streets, which also represent potential long-term development sites. An expanded courthouse parking lot could also provide spillover parking for major events at the nearby Paramount Theatre.

**Description**

The project is described in two phases. The first phase would be supported by DRI funds, while the second phase would be a longer-term project and would be dependent on redevelopment opportunities in the area such as at the Fort Knox Self Storage building.

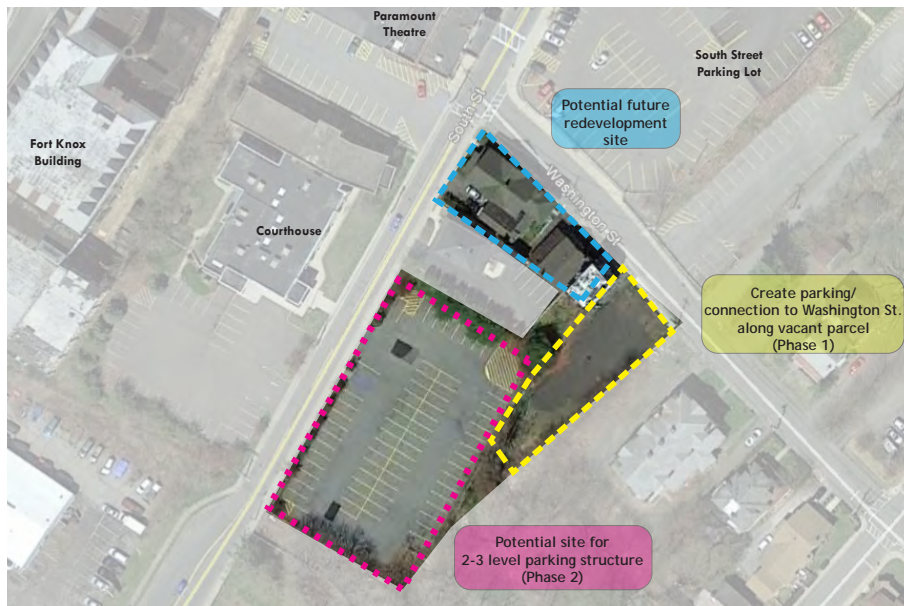
Phase 1: Connect the lot to Washington Street

Phase 1 will maximize spaces and improve accessibility of the lot by connecting it to Washington Street through a vacant parcel owned by the City. The proposed layout preserves the circulation of the existing lot and adds 12 spaces along the connection to/from Washington Street. Developing the lot under Phase 1 would result in a total of 77 spaces. This project would also improve landscaping along the edge of the lot to make it more attractive and to buffer the lot from the road and adjacent property owners.

Phase 2: Build a parking structure at courthouse lot (not funded by DRI)

One limiting factor to redevelopment of the Fort Knox site on Canal Street is access to parking, and the courthouse lot site would provide a suitable off-site location. Phase 2 would develop a one- to two-story parking structure on the courthouse lot in order to support economic development in the area, including future development at the Fort Knox building; the Classic Hosiery building; and other potential redevelopment sites such as the three parcels along Washington Street adjacent to the lot, which are currently in poor condition.

While detailed designs have not been developed for Phase 2, it is estimated that a two-story structure which has parking on three levels could have 255 spaces. This parking deck would cost approximately \$6.8 million.



**Courthouse Lot - Potential Improvements**

Source: BFJ Planning, Bing Maps

#### **Estimated Costs (Phase 1 only)**

Item	Cost
Soft Costs:	\$11,400
Construction:	\$103,867
Contingency:	\$49,460
<b>Total</b>	<b>\$164,727</b>

#### **Funding sources:**

- DRI funds: \$165,000 is being requested
- Potential for public-private partnership for Phase 2.

#### **Site Ownership/Legal Jurisdiction:**

The City owns and operates the current parking facility across from the courthouse, and the parcel which connects to Washington Street.

### **Revitalization Strategies**

#### **Middletown DRI Strategies**

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Support and build on the Paramount Theatre as a cultural destination by increasing activity in its vicinity and by enhancing its connection to the downtown core.
- Make parking options in the Downtown more efficient, attractive, and accessible.
- Support venues and events for the City's arts, cultural, and educational activities and institutions.
- Improve Downtown Middletown's image to City residents and the region.

#### **Mid-Hudson REDC Strategies**

- Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market.
- Support the revitalization of our urban centers as engines of regional prosperity.





Project A-5: Courthouse Parking Lot Improvements

Source: CSA Group, Thread Collective, BFJ Planning

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development or DPW); Site Plan Review (Planning Board); Street Opening Permit (DPW)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

- Phase 1 would support the future courthouse operation as well as provide additional parking for the Paramount Theatre, which is expected to have spillover benefits for local businesses within walking distance of these uses.
- Phase 2 would enable the City to support future development in this key area of the Downtown. This would encourage new residents and business to move to the area.

**Beneficiaries:**

Beneficiaries of this project will include courthouse employees and visitors to the Paramount Theatre and downtown businesses in the short-term. Long-term benefits of this project would reach potential new residents in the event of residential conversion of the Fort Knox facility, the Classic Hosiery building and/or other potential development sites in the immediate vicinity.

**Cost-Benefit Analysis:**

- Phase 1, improving and expanding the courthouse parking lot, will provide improved parking for the court as well as provide additional parking for the Paramount Theatre during larger events. The lot's added capacity could allow the Theatre to schedule more events, thus increasing sales tax and other revenue to the City of Middletown. The cost of expanding and improving this lot is relatively low.
- Phase 2, construction of a structured parking garage, involves considerable more expense but could support the operation of surrounding retail, or partner with future residential developments to decrease their parking requirements.

**Jobs Created:**

No direct jobs created.

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

Total timeframe for Phase 1: 1 year (12 months)

- Phase 1: RFP Process
  - City to draft and issue RFP for improvement to courthouse lot – Months 1 and 2
  - RFP circulation and contractor selected – Months 3 and 4
  - City to enter into contract with selected contractor – Months 4 and 5
- Phase 2: Schematic Design
  - Schematic design – months 5 through 7
- Phase 3: Approvals
  - Site Plan and SEQR Approval – Months 6 through 9
- Phase 4: Construction – Months 9 through 12

***Project Metrics:***

To be measured 1, 5, and 10 years after project completion:

- New retail leases within 500 feet of new parking lot boundaries
- Net new sales taxes collected at retail spaces within 500 feet of new parking lot boundaries
- Net increase in assessed value of properties within 500 feet of new parking lot boundaries
- Square feet of new real estate developed and/or leased (where parking lot helps to meet parking requirements)

## PROJECT A-6: IMPLEMENT STREETScape IMPROVEMENTS

**DRI Funding:** This project is being submitted with a request for \$2.1 million.

### Summary Description

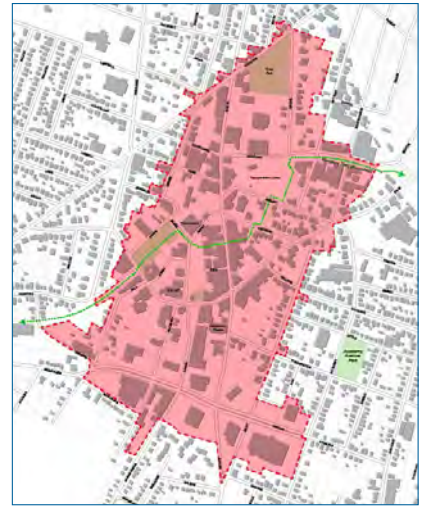
This project will implement streetscape improvements that will promote pedestrian activity and higher retail foot traffic in Downtown Middletown. The Downtown is accessed by large-scale, commercial corridors that contain many vacancies, along with empty parking lots. While the scale of the Downtown is walkable, the condition of the pedestrian environment is varied, with many sidewalks and parking lots that are unappealing to pedestrians. Recognizing that Downtown will continue to require vehicular access and parking space, a number of proposed improvements balance these needs with improving walkability and creating visual interest at the pedestrian level. These proposed improvements complement other funded pedestrian-enhancement projects being undertaken by the City, as well as streetscape improvements included in other DRI projects, and fill in the gaps to complete necessary improvements throughout the DRI area.

### Description

As summarized in the Downtown Profile and Assessment, there are some parts of the DRI area where sidewalks are in disrepair, presenting a challenge for pedestrians looking to shop, eat, and spend time. Improving the sidewalk network will improve pedestrian connectivity for residents, visitors, and local business owners. Priority areas include North, South, East Main, and West Main Streets, which represent the key Downtown corridors for retail, restaurants, and entertainment. Additionally, the sidewalk conditions along Fulton Street and Canal Street are important corridors in need of improvement.

As shown in the map below, streetscape improvements will be focused along North Street between Main Street and Wickham Avenue; South Street between Fulton Street and Main Street; Main Street between Union Street and East Avenue; as well as portions of Fulton Street, Washington Street, Mulberry Street, Union Street, James Street, Depot Street, Orchard Street, Robert Street, John Street and Railroad Avenue. The improvements will include:

- Trees and plantings: Provide new trees and landscape treatment along all main corridors to improve the pedestrian environment. Use landscape buffers along frontages and clearly mark pedestrian access points using landscape elements.
- Green infrastructure: Implement planter boxes, bioswales, rain gardens, permeable pavements and rainwater harvesting on appropriate sites.
- Sidewalks improvements and accessibility
- Maintain existing sidewalks: Some of the brick sidewalk buffers are uneven and deteriorated.



### Location:

- Middletown DRI area

### Responsible Parties:

- City of Middletown, Department of Public Works.

### Capacity:

- The City of Middletown has the capacity to implement and maintain improvements.

### Project Partners:

- None; however, implementation of the project should involve coordination with affected businesses and other uses.

### Estimated Cost:

- \$2,100,000



### Revitalization Strategies

#### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.
- Identify and strengthen downtown gateways from surrounding neighborhoods and regional transportation connections.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking, and bicycle infrastructure.

#### Mid-Hudson REDC Strategies

- -Improve key regional infrastructure to make the region more business-ready.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.

- Sidewalk furniture: Add benches at sidewalks and seating options throughout open spaces and plazas.
- Shared streets: Introduce special pavement treatment to clearly demarcate pedestrian pathways and access to the Heritage Trail or Heritage Trail Spur. Remove curbs and use pavement treatment that is pedestrian- and vehicle-friendly, specifically where there is high pedestrian activity.
- Multi-purpose parking lots and plazas: Introduce or improve landscaping at parking lots in order to create a better transition into Downtown. Allow for parking to be a flexible event space or plaza during festivals, farmers' markets, or other events. Use pavement treatment that is suitable for both parking and events.
- Bike lanes and bike racks: In coordination with, and in addition to, the City's Heritage Trail Connections Project, designate a network of safe roads for cyclists leading to the Heritage Trail and parks. Demarcate these roads using special pavement treatment or paint. Install more bike racks at parks and other points of interest to encourage bikers to stop in downtown.
- Lighting: Downtown style pedestrian lighting should be installed on heavily utilized sidewalks and in parking areas.

### Estimated Costs

Remaining Costs	Cost
<b>Soft Costs</b>	
Conceptual feasibility report	\$52,000
Preparation of construction documents	\$156,000
Public outreach	\$17,000
Existing condition analysis	\$48,000
Baseline studies	\$12,000
Regulatory approvals and permits	\$12,000
Bidding and contract award phase	\$12,000
<b>Soft Cost Subtotal</b>	<b>\$309,000</b>
<b>Construction</b>	
Construction	\$1,052,320
Other direct costs	\$134,264
<b>Construction Subtotal</b>	<b>\$1,186,584</b>
<b>Contingency</b>	<b>\$565,040</b>
<b>Total Requested Funds:</b>	<b>\$2,060,624</b>

### Funding sources:

- DRI funds: \$2.1 million is being requested.
- The City has been awarded \$7.5 million in CMAQ funds through NYSDOT Region 8 to implement intersection improvements at 26 signalized intersections throughout Middletown. These improvements include pedestrian crosswalks, ADA accessibility measures, and sidewalk improvements within 100 feet of each intersection

- The City has also been awarded a \$2.6 million federal grant through Senator Schumer to replace approximately 13,000 linear feet of sidewalks along Wickham Avenue, Grove Street, and Railroad Avenue.
- This DRI project has been designed to complement, not duplicate, these funded improvements.

#### **Site Ownership/Legal Jurisdiction:**

- The streetscape improvements will be undertaken on publicly owned rights-of-way. Key constraints are cost and required coordination with Orange County and/or NYSDOT as needed.

#### **Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development or DPW); Street Opening Permit (DPW)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- NYSDOT/Orange County Highway Department/City of Middletown DPW: Work permits for road crossings
- SEQRA
- ADA compliance

#### **Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings. The Streetscape Improvements project consistently generated significant enthusiasm from the community at public workshops and via the online survey.

#### **Anticipated Revitalization Benefits:**

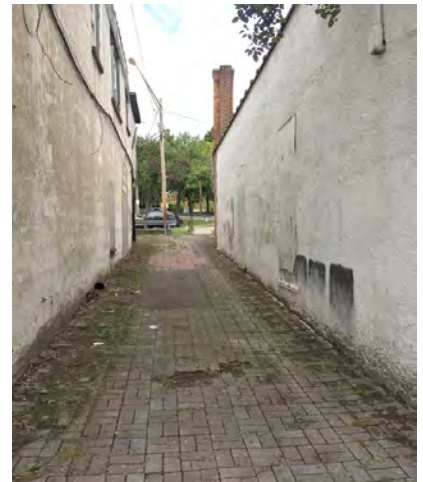
Improvements to sidewalks and gateways in the Downtown will benefit visitors, residents, and business owners by encouraging people to walk, shop, and spend time in the Downtown. Additionally, sidewalk and gateway improvements work to promote non-vehicular access to the Downtown. By leveraging DRI funding to improve the pedestrian experience, this project capitalizes on the health and wellness benefits of walking, and encourages people to leave cars behind and enjoy the Downtown on foot, where they can shop at local businesses and attend events. In addition, strategic sidewalk and gateway improvements could connect the large residential areas that surround the Downtown, offering current residents an affordable, safe, and healthy alternative to driving.

#### **Beneficiaries:**

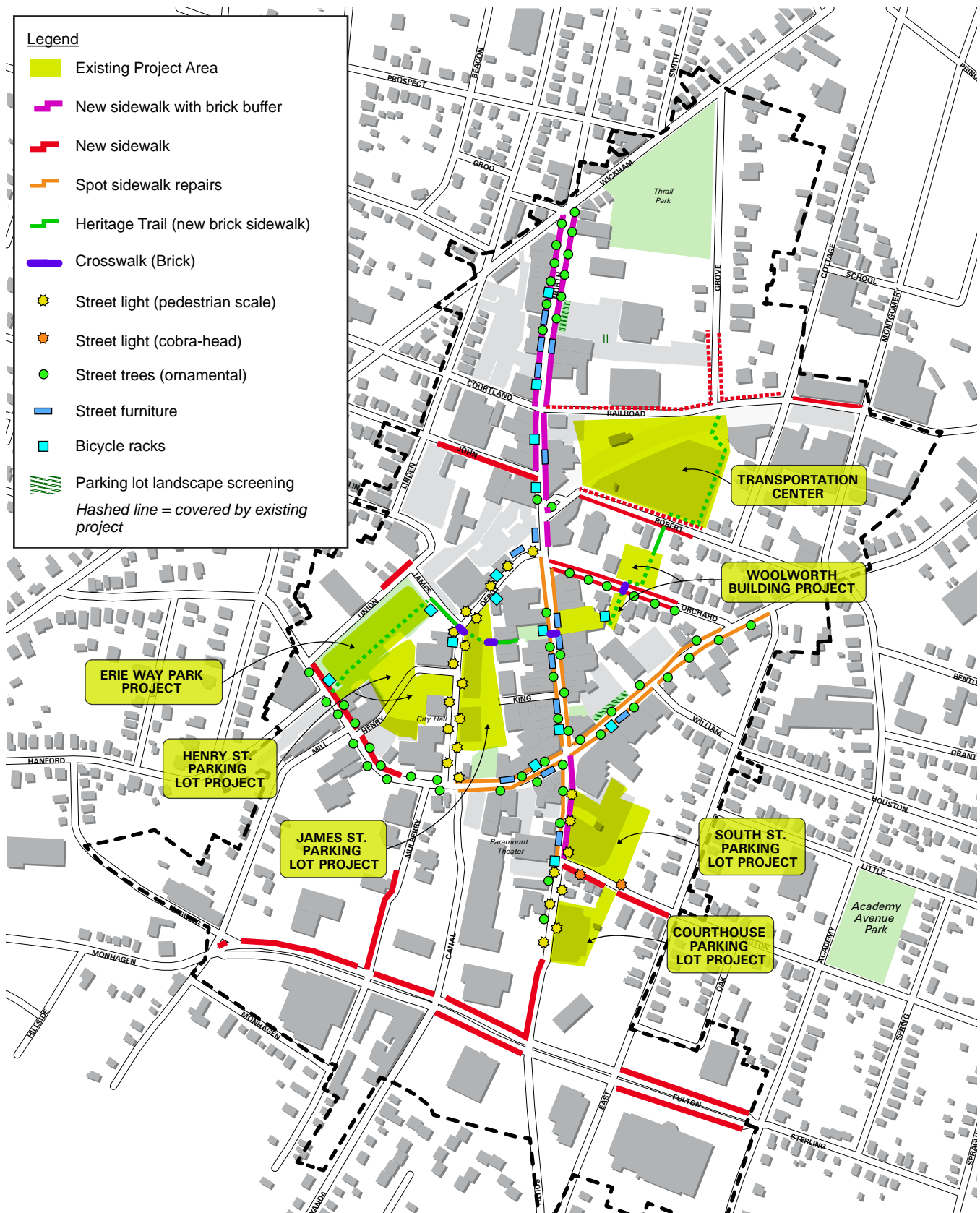
Downtown employees, visitors, and property owners.

#### **Cost-Benefit Analysis:**

National trends continue to demonstrate increasing interest in living, working, and/or visiting vibrant, walkable, and attractive downtowns. Consumers have many choices for where to settle and where to spend their leisure time.



Downtown sidewalks and alleyways in disrepair



Project A-6: Streetscape Improvements

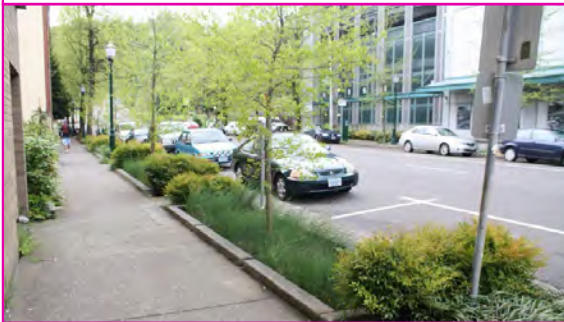
Source: BFJ Planning



A. TREES + PLANTINGS



B. GREEN INFRASTRUCTURE



C. SIDEWALK IMPROVEMENTS + ACCESSIBILITY



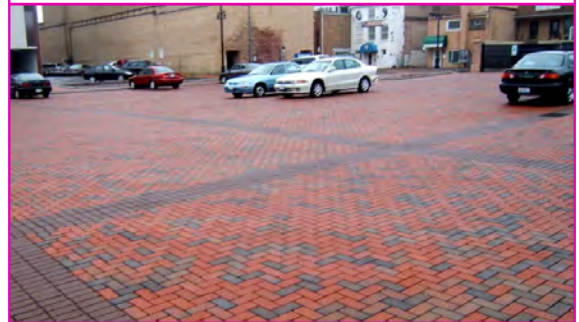
D. SIDEWALK FURNITURE



E. SHARED STREETS



F. MULTI-PURPOSE PARKING PLAZAS



G. BICYCLE LANES + RACKS



H. UNDERGROUND UTILITIES + LIGHTING



## Project A-6: Streetscape Improvements

Source: Thread Collective



Enhancing and maintaining a high quality experience for a visitor to Downtown Middletown can inspire future investments and economic revitalization in Middletown. The City must do more to enhance its competitive position to attract new Downtown residents, workers, and visitors. The experience of Middletown's streets and other public spaces is an important place to start.

Consistent urban design elements like street trees, light fixtures, benches, and bicycle infrastructure can enhance a sense of cohesion across Downtown streets where applied, increasing the sense of place and the perception of Downtown Middletown as a destination worth visiting and remaining for longer amounts of time. This enhanced Downtown experience may make new or renovated retail spaces seem less risky to investors, generate support for Downtown businesses, increase tax revenue, and support property values in the Downtown. These amenities could also leverage the investments at the Heritage Trail that will bring greater numbers of people through the Downtown and provide comfortable amenities that will encourage stopping and staying in the Downtown.

***Jobs Created:***

No direct jobs created.

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

Total timeframe: 2 ½ years (30 months)

- Phase 1: RFP Process
  - City to draft and issue RFP for redesign of South Street Lot – Months 1 and 2
  - RFP circulation and contractor selected – Months 3 and 4
  - City to enter into contract with selected contractor – Months 4 and 5
- Phase 2: Schematic Design
  - Schematic design – months 5 through 10
- Phase 3: Approvals
  - Site Plan and SEQR Approval – Months 9 through 12
- Phase 4: Construction – Months 12 through 30

***Project Metrics:***

- To be measured 1, 5, and 10 years after park completion:
- Number of trees, benches, bike racks, and other fixtures installed
- New retail leases within 500 feet of streetscape improvements
- Net new sales taxes collected at retail spaces within 500 feet of streetscape improvements
- Net increase in assessed value of properties within 500 feet of streetscape improvements

## PROJECT B-1: REDEVELOP THE WOOLWORTH BUILDING INTO RAIL TRAIL COMMONS

**DRI Funding:** This project is submitted with a request for \$2.5 million

### Summary Description

This project envisions the redevelopment of the vacant Woolworth Building on North Street. Renamed “Rail Trail Commons,” the center of the building would become a covered corridor that would bring the downtown spur of the City’s Heritage Trail Connections Project from the Downtown Transportation Center/ Orchard Street parking lot directly to North Street, where it will cross the street and Jerry’s Park, ultimately connecting to the future Erie Way Park (see Project A-1). In addition to retail space along North Street, the reconfigured building would feature interior retail space fronting the Heritage Trail spur, as shown below. The City’s plan for the building includes space for four retail tenants upon completion of the redevelopment. This project will also establish an incentive program (“Race for Space”) to quickly fill the Woolworth Building storefronts with viable, unique uses. The City intends to retain ownership of this building and its adjacent parking areas for the foreseeable future, through its Community Development Agency.

### Description

The reconfigured Woolworth Building will feature storefront space on North Street as well as space that fronts the Heritage Trail Downtown spur. The City’s plan for the building includes space for four tenants (each approximately 2,000 square feet) upon completion of the redevelopment. It is recommended that the City fill the spaces with active, pedestrian-oriented uses that will capitalize on the site’s unique position as the gateway to Downtown from the Heritage Trail spur, such as a café, bike shop, and other retail uses.

Because the Woolworth building is positioned as the Heritage Trail gateway to downtown, it is important to provide signage to guide visitors. The project includes an interactive kiosk and supportive signage that can provide a Heritage Trail map, information on local businesses, events, and news. The Heritage Trail spur that will traverse the Woolworth Building is envisioned as a public open space that will be open daily, similar to a park, even at times when the adjacent commercial uses may be closed. The management of public accessibility of the trail will need to be determined during the site plan approval process with the Middletown Planning Board.

In addition to redeveloping the building, the City has acquired the space behind the building as well as a vacant property across Orchard Street. Both areas need funding to develop them as parking areas with landscaping and connections to the downtown spur of the City’s Heritage Trail Connections project. The lot immediately behind the Woolworth building would supply 12 spaces, and the



### Location:

- 49 North Street, 18 Orchard Street, 15-19 Orchard Street.

### Responsible Parties:

- City of Middletown

### Capacity:

- The City of Middletown has the capacity to implement and maintain improvements.

### Project Partners:

- Private business owners (future tenants), Orange County (Heritage Trail)

### Estimated Cost:

- \$3,540,880

## Revitalization Strategies

### Middletown DRI Strategies

- Create “move-in ready” sites and building spaces that can be occupied by a mix of stores, restaurants and offices, including repurposing existing buildings to preserve the Downtown character.
- Reclaim vacant and underused sites and buildings to activate spaces and expand the City’s tax base.
- Expand the availability of convenience retail, restaurants, and other amenities that serve neighborhood residents and enhance quality-of-life.
- Attract, create and retain jobs for residents and newcomers.
- Stimulate innovation through business incubators.

### Mid-Hudson REDC Strategies

- Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, food and beverage, and health care, as these sectors represent large, vital anchor industries in the Mid-Hudson economy.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.



Existing Woolworth Building

Orchard Street lot would supply 50 spaces, for a total of 62 spaces. These lots would also support the redevelopment of the old Thrall Library building located on Orchard Street behind the Woolworth building. The City previously applied for a CFA grant administered by the Orange County Water and Soil Conservation District to redevelop both Orchard Street Lots with green infrastructure improvements. That application was not selected for CFA funding.

This project also includes a “Race for Space” program to be paired with the redevelopment of the Woolworth building to get the spaces occupied with active, unique, and vibrant uses as soon as construction is complete. These uses would leverage the building’s location adjacent to the Heritage Trail, and could also include businesses identified in the DRI Retail Market Analysis as potential opportunity sectors, such as specialty food stores, full-service restaurants, special food services, sporting goods/hobby/music stores and lawn and garden supply stores.

The Race for Space program would create a competition encouraging proposals to fill the new storefronts at the rehabilitated Woolworth Building. Grant amounts would be up to \$20,000 per business and would be awarded on a first-come, first-served basis to selected entries until the grant pool is exhausted. Potential applicants would have access to assistance in developing a business plan in coordination with SUNY Orange’s business program. Successful applicants would receive the following:

- 50% reduction in rent for two years; and
- 50% matching funds to defray the cost of fitting the interior space for the particular business.

Applicants would have to submit a business plan which shows how their business can capitalize on the site’s unique location as a Heritage Trail gateway to the downtown area. The business plan will also outline anticipated long-term growth,

showing that the business would remain viable once the initial rent subsidy expires. Other potential criteria used to evaluate proposals could include:

- Number of jobs created,
- Partnership with local institutions,
- Business owned by a Middletown resident, and
- Minority and/or woman owned business

The program could be administered by the City's Office of Economic and Community Development with guidance from a small ad-hoc committee of existing business owners created to evaluate proposals and oversee implementation. Based on the program's success over a specified period of time, the City could consider refinements and an expansion of the program to other buildings Downtown.



Potential interactive kiosk inside Rail Trail Commons

### ***Estimated Costs***

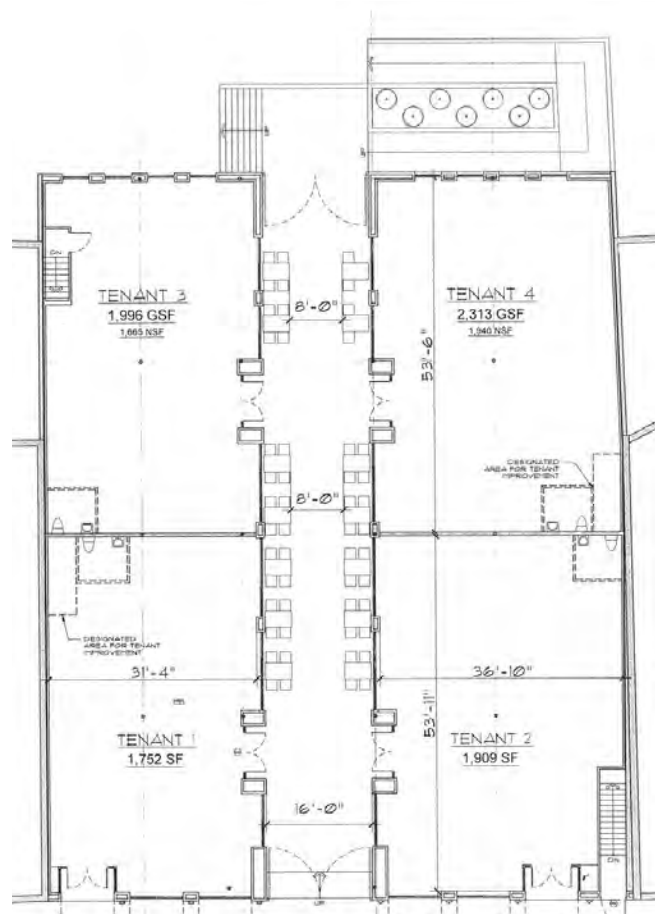
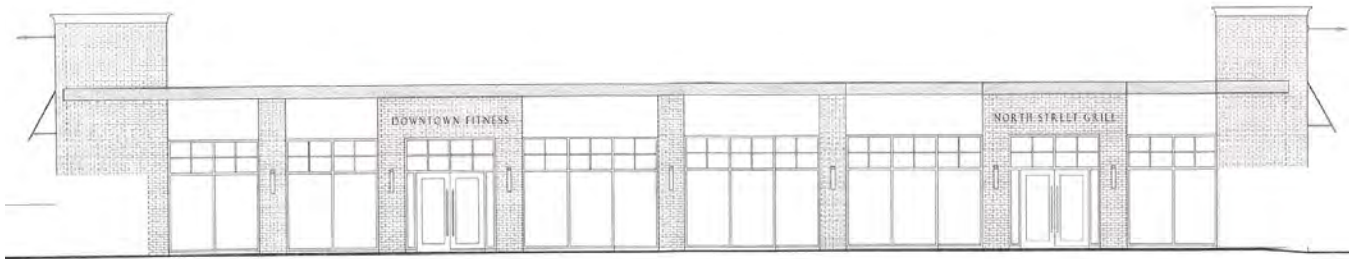
The City has already appropriated \$466,000 to acquire the Woolworth site and do preliminary architectural and engineering work, and also received \$250,000 in funding from Assemblywoman Gunther through a NYS EDP grant toward acquisition costs, and \$24,000 from the Middletown IDA toward engineering fees. The estimated cost to complete the building is \$2.29 million. A total of \$225,000 for construction costs has been awarded from Senator Bonacic through the State and Municipal Facilities Capital Program, leaving the City to supply the balance which is just over \$2 million (without additional funding sources) for redevelopment of the building itself.

The estimated cost for the Woolworth parking lot is \$132,000, and the Orchard Street lot is \$240,000. While the City has spent \$120,000 in funds from the Middletown Industrial Expansion Corp. to acquire these properties, no funds have been committed from the City or elsewhere for redevelopment of the lots. The City has, however, applied for Transportation Alternatives Program (TAP) funding for the Heritage Trail Connections Project that would include construction of the downtown connector through these lots.

The remaining cost for the project is approximately \$2.5 million (less construction funds already received) which includes redevelopment of the Woolworth Building, construction of the lot behind the building and the Orchard Street lot, and installing a special heritage trail gateway kiosk and signage. The project includes funds to provide broadband service by extending the Lighttower fiber-optic network from 27 North Street. The "Race for Space" program would require an investment of \$80,000 which would support four \$20,000 grants.

The City has already gone out to bid on redevelopment of the Woolworth Building, and bids were received in February 2017. The costs outlined below reflect the apparent low bidders. Final costs will need to be negotiated with the City as part of a construction contract.





## Project B-1: Woolworth Building Redevelopment

Source: Degraw and Dehaan Architects, City of Middletown



### Project B-1: Woolworth Building Redevelopment

Source: City of Middletown, , BFI Planning, Bing Maps

Project Costs

Item	Cost
<b>Redevelop Woolworth Building</b>	
<b>Site Acquisition &amp; Design (COMPLETED)</b>	<b>\$860,000</b>
Construction: General	\$1,847,000
Construction: Plumbing	\$144,895
Construction: HVAC	\$79,000
Construction: Electrical	\$129,985
Construction: Heritage Trail Interactive Kiosk and signage	\$8,000
Connect Fiber-Optic from 27 North Street	\$20,000
<b>Building Construction Subtotal</b>	<b>\$3,088,880</b>
<b>Redevelop Woolworth Parking Lot (12 spaces)</b>	<b>\$132,000</b>
<b>Redevelop Orchard Street Parking Lot (50 spaces)</b>	<b>\$240,000</b>
<b>"Race for Space" program (4 grants worth \$20,000 each)</b>	<b>\$80,000</b>
<b>Estimated Cost:</b>	<b>\$3,540,880</b>
<b>Funds Already Committed by City:</b>	
Acquire Woolworth site and do preliminary architectural and engineering work	\$740,000
Acquire Orchard Street lot and do preliminary design	\$120,000
<b>Construction Costs awarded from Senator Bonacic</b>	<b>\$225,000</b>
<b>Remaining Funds Required:</b>	<b>\$2,455,880</b>

**Funding sources:**

- DRI funds: \$2.5 million is being requested.
- Approximately \$128,000 in 50% rent reduction from City of Middletown for four storefront spaces in the Woolworth Building (based on 8,000 square feet at \$16/square foot, per year, for 24 months).
- \$225,000 through State and Municipal Facilities Capital Program for construction costs
- NYSDOT Transportation Alternatives Program (TAP) – The City of Middletown has applied for TAP funding for the \$2.33 million Heritage Trail Connections Project. If awarded, the TAP would fund up to 80% of the total project cost. The downtown spur of the Heritage Trail Connections Project will travel through the two parking lots and the center of "Rail Trail Commons". Funds for this trail connection can contribute to the City's match for this grant, if awarded.



**Site Ownership/Legal Jurisdiction:**

City of Middletown

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development); Site Plan Review (Planning Board); Architectural Review (Architectural Review Board); Street Opening Permit (DPW); Building Permits (Building/Zoning Department)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings. The Woolworth Building redevelopment project consistently generated significant enthusiasm from the community at public workshops and via the online survey.

**Anticipated Revitalization Benefits:**

This project will have a direct impact on job generation, as it will bring four new commercial spaces to the Downtown area. The program could potentially leverage other economic development funds and private investment in new businesses, expanding the economic impact of DRI funds. The retail spaces will capitalize on the site's location along the Heritage Trail, which will bring in new visitors to the Downtown. The activity from these new businesses could bring a greater diversity of uses and workers downtown to support other businesses and create market demand for Downtown housing. Both the new businesses at the Woolworth Building and potential new businesses elsewhere, as well as potential new housing, present opportunities for medium- and long-term tax revenue growth. The benefit of the Race for Space approach is that it will provide the immediate impact of filling vacant space and bringing more business activity to the Downtown. By providing business planning assistance, it would also increase the likelihood of success for start-ups.

Indirect benefits of expanding the fiber-optic network include stimulation of business location and expansion, which could generate new jobs in and around the Downtown area, with secondary benefits on existing businesses. The project could also increase affected property values; 2015 research by the Fiber to the Home Council Americas indicates a fiber connection adds an average of 3.1% to a property's value. Although the group does not have a comparable statistic for commercial properties, given that fiber-optic connectivity is of greater value to commercial properties in attracting tenants than it is to residential properties, the provision of fiber-optic service to the Woolworth Building can be expected to have a similar, if not greater, impact on the property value.



***Beneficiaries:***

Future small business owners in the Woolworth building, Downtown visitors, and neighboring property owners.

***Cost-Benefit Analysis:***

Redeveloping the Woolworth building could provide numerous benefits to the City, including providing a key connection from the Heritage Trail into Downtown, creating new jobs as the commercial spaces come online, and generating sales and increased property taxes where previously the building had been vacant for over 20 years. A redeveloped Woolworth Building could set a new precedent for high-quality space on North Street and create excitement around redevelopment of underutilized historic buildings in the Downtown. The renovated building could have a positive effect on adjacent property values and leverage private investment by creating a demonstration project that counters perceived risk in investing in new or renovated retail spaces on an important block of North Street with a dense concentration of underutilized historic properties that could house new uses and businesses. Such new uses and investment could drive higher tax revenues. Forming a new connection to the Heritage Trail through the heart of Downtown could increase pedestrian traffic from trail users, helping to support local businesses, and create a high-quality arrival into Downtown that enhances perception of the area.

Following the redevelopment of the Woolworth Building, the Race for Space program can help ensure that the significant revitalization investment is optimized by quickly finding tenants. Filling these new spaces as quickly as possible would ensure that the redevelopment of the Woolworth Building has the maximum effect in building highly visible revitalization momentum Downtown. These new tenants can attract new visitors and workers — and have a positive effect on perception of the Downtown, nearby property values, and the desirability of private investment in new and renovated spaces.

**Jobs Created:**

Approximately 8 retail jobs if all square footage used for retail, potentially more if space used for non-retail commercial businesses.

**Timeframe for Implementation and Project Readiness:**

Redevelopment of the Woolworth building can begin once funding is secured. The site would be built within one to two years. The Race for Space program would run for a two-year period and would begin once the building rehabilitation project is completed. However, organization of the program and implementation of the competition could begin immediately.

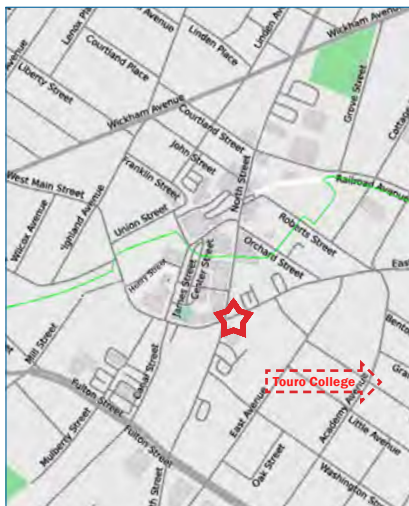
Total timeframe: up to 3 years (36 months)

- Phase 1: RFP Process
  - City to draft and issue RFP for redevelopment of Woolworth Building – Complete
  - RFP circulation and contractor selected – RFP circulated; bids received February 2017
  - City to enter into contract with selected contractor – Anticipated April 2017
- Phase 2: Approvals
  - Site Plan and SEQR Approval – May-July 2017
- Phase 3: Construction – July-November 2017
- Phase 4: Race for Space Competition
  - City to design competition/grant application – May-July 2017
  - Grant application circulation and winning businesses selected – July-September 2017
  - Fit-up of interior spaces – November 2017-January 2018
  - Period of reduced rent for tenants – January 2018 through January 2020

**Project Metrics:**

To be measured 1, 5, and 10 years after project completion:

- Square feet leased to new tenants
- Taxes collected from businesses occupying new square footage
- Change in assessed value of adjacent properties
- Location and square feet of space used by companies that “graduate” from the Woolworth Building space
- Expansion in hours of operation

**Location:**

- 2-8 South Street (former TD Bank building) and Touro College, 60 Prospect Avenue

**Responsible Parties:**

- City of Middletown

**Capacity:**

- The City owns 2-8 South Street and has the capacity to oversee and maintain improvements. The Accelerator Program has the capacity to attract and outfit office space for 15-30 companies, having demonstrated success at their location in New Windsor (Stewart International Airport).

**Project Partners:**

- Orange County Accelerator MAPP/Orange County Industrial Development Agency, Touro College

**Estimated Cost:**

- \$1,525,000

## PROJECT B-2: BRING THE ORANGE COUNTY ACCELERATOR PROGRAM TO MIDDLETOWN

**DRI Funding:** This project is being submitted with a request for \$1.3 million.

**Summary Description**

This project supports the The Accelerator, developed by the Orange County IDA, initiative called MAPP (Middletown Accelerating Proprietary Programming), by redeveloping office space at the former TD Bank building and providing supportive funding for two years. Funding will also support outfitting startup manufacturing and programming space at the Touro College site. The Accelerator's goal is to attract 15-30 proprietary programming/custom software application development and/or medical device/products manufacturing companies to create a Hudson Valley technology cluster. This initiative will bring high-paying jobs to the Hudson Valley (specifically Middletown) and provide more opportunities for regional college graduates.

**Description**

The Accelerator, supported by the Orange County Industrial Development Agency and located in New Windsor, works to attract manufacturing-based businesses in the areas of fashion design and production, bottling, artisan manufacturing, and artisan foods by providing below-market occupancy costs, workforce training, mentoring programs, easy access to experienced professionals, and a high-tech plug-and-play environment with "SMARTT Pods," which are small, fully functional, industry specific workplaces, and a host of other resources.

Middletown has been identified by the Accelerator as an ideal location for a technology/programming incubator space. The City has seen recent economic growth and has shown commitment to developing a Downtown that is a desirable place to work. In addition, The City is part of a "medical corridor" with Orange Regional Medical Center, New York's first new hospital in more than 25 years; Crystal Run Healthcare; Touro Medical College; and several senior-care, rehabilitation, and urgent-care facilities nearby. For this reason, Middletown has been recognized by The Accelerator as an ideal location for its next industry focus: software programming, medical device, and healthcare products manufacturing. The Accelerator program also plans to involve higher education institutions such as SUNY Orange, Fei Tian, Marist College, Mt. Saint Mary College, Touro Medical College, and SUNY New Paltz in providing appropriate courses and instruction for workforce development.

This project supports the creation of MAPP offices at two locations: the former TD Bank building (2-8 South Street) and at Touro College (60 Prospect Avenue). The project also provides funding to redevelop the remainder of the TD Bank building for office uses. At the Downtown (TD Bank building) location, the Accelerator program will focus on software programming. The Accelerator will occupy the



*Location for Middletown Accelerator at former TD Bank building*

upper two floors of the building, for a total of 6,000 square feet. The TD Bank building will have a total of 15 workspaces, at approximately 400 square feet each. At Touro, the focus will be on software developers related to the medical-device field and over-the-counter health and beauty aids. The Touro site would have 12 workspaces to start, with the ability to expand in the future. The building contains a total of 300,000 square feet of unused space.

MAPP will offer a fully-equipped workspace with free rent and utilities for one year, as well as support staff and access to workforce and funding to assist growing tech companies. The workspaces will be appointed with SMARTT PODS (a total of 27 – Software for Medical Applications, Medical Device Manufacturing and Over-the-Counter Personal Care Products), high-speed Wi-Fi, a conference room and common areas, and more. Additionally, some companies may be eligible for a partial salary compensation for employees (up to three months' pay).

In addition to DRI funding, MAPP will leverage funds from other sources. \$25,000 from the Middletown IDA has been committed and spent. The program will leverage a CFA Award from The Solar Energy Consortium (TSEC) in the amount of \$100,000 for additional capital equipment purchases for shared usage. The Orange County IDA will provide \$50,000 per year for 2 years for a total of \$100,000 for additional expenses. Other funding from sources such as the Workforce Development Institute (potential for \$50,000) will be sought. Touro College previously received a \$1 million award from the MHREDC. A portion of these funds, along with private funding from the Danza Group have been leveraged for renovations and business models, in order to attract entrepreneurs to locate at the college.

### **Revitalization Strategies**

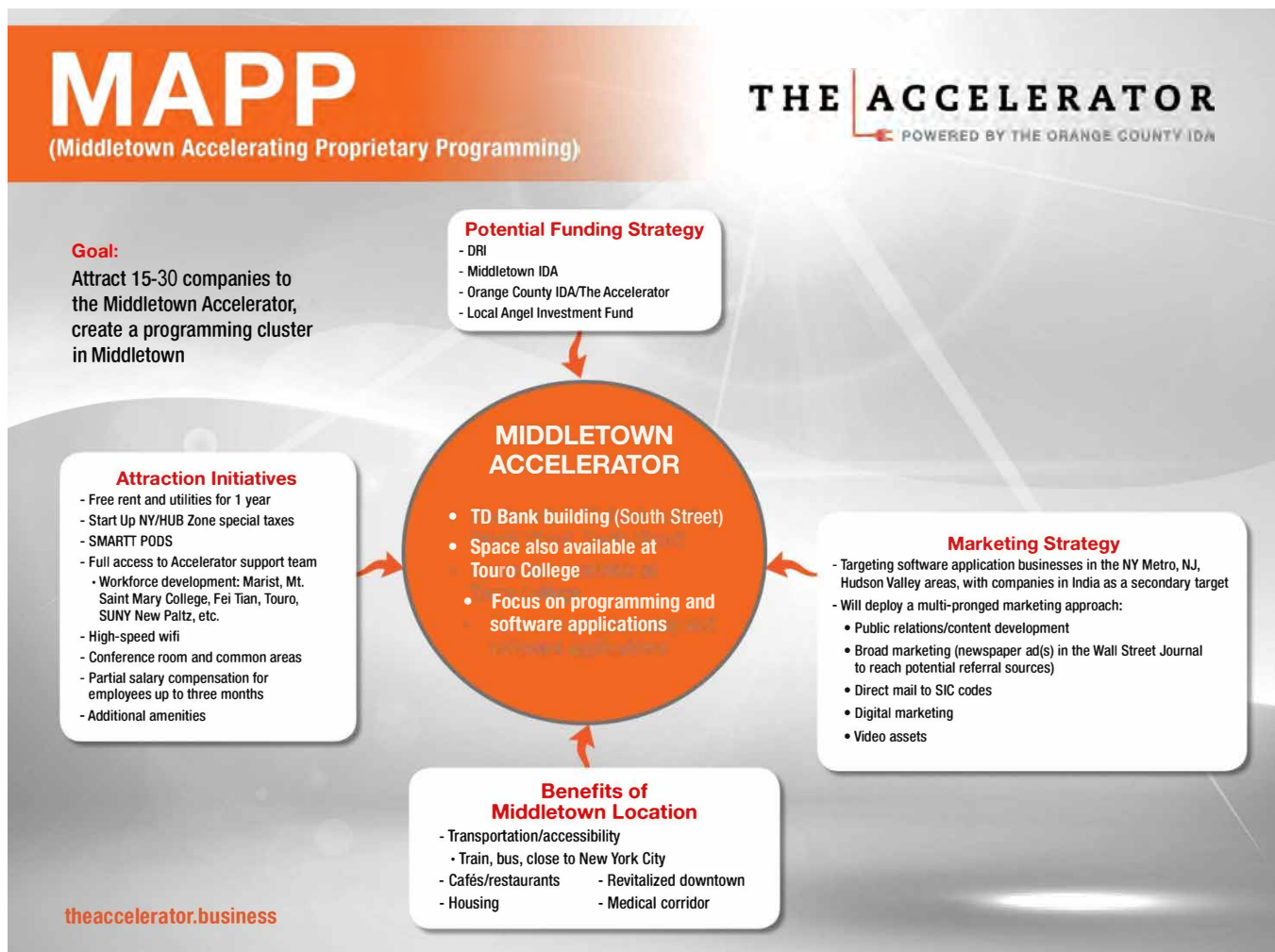
#### **Middletown DRI Strategies**

- Reclaim vacant and underused sites and buildings to activate spaces and expand the City's tax base.
- Consider opportunities for student housing and/or other student-focused facilities to serve neighboring higher education facilities.
- Attract, create and retain jobs for residents and newcomers.
- Stimulate innovation through business incubators.

#### **Mid-Hudson REDC Strategies**

- Target job creation investments in identifiable industry "clusters" such as biotech, high-tech manufacturing, and information technology.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Promote entrepreneurship, start-ups, and small businesses through a variety of measures that will make it easier to access public- and private-sector resources for access to capital; workforce training; and business and technical consulting. Offer tax incentives for businesses to renovate existing buildings and sales tax holidays to stimulate retail sales.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.
- Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.





Middletown Accelerator Strategy (Source: The Accelerator, Orange County IDA)

Source: Orange County Accelerator

Once the remaining funding is received, the Accelerator's strategic marketing plan to attract companies, (targeted toward millennials and referral sources in the software/programming industry) will be deployed, as well as ongoing outreach to business owners and entrepreneurs (who will ultimately be vetted and put into position).

#### Refurbish TD Bank building for Office Use

Redeveloping the former TD Bank building as office space will also include façade upgrades. While the brickwork on the exterior of the building is in good condition, repairs are needed for some of the windows. There are also large blank panels on the façade, which detract from its appearance and pedestrian-friendliness. Low-cost improvements to the panels could include surface work with paint and/or adding complementary sheet material in a color that blends with the brick.

Access to high-speed internet is a critical need for business operations. Currently, available broadband speeds are too low (1-10 Mb/sec) to attract new businesses to the City. One way to make this building more desirable for office use would be to connect it to a fiber-optic network. Fiber-optic internet carries a significant advantage above regular high-speed broadband with increased consistency, speed (between 1Gbps and 10Gbps), and bandwidth.

The City has contacted Lighttower, a company that provides “dark fiber” networks for businesses and institutions. Dark fiber refers to unused fiber-optic cable. Telecommunication companies often lay more fiber-optic lines than what is needed. Lighttower leases unused fiber for their network. The company currently has a network spur connected to Touro College which can provide broadband speeds between 1Gbps and 10Gbps. This project would connect the Lighttower network to the former TD Bank building through its nearest network spur, either at 27 North Street or at the City Police Station. The fiber-optic network could be linked to a public Wi-Fi mesh network developed in Project B-3. This network would provide a network of connectivity that is free and open to the public.

The City intends to retain ownership of the former TD Bank building for the foreseeable future, through its Community Development Agency.

### Estimated Costs

Item	Funds to Accelerator	Funds to City of Middletown
<b>Accelerator at Touro College</b>		
Fit up and Equipment	\$100,000	
Fiber optic and infrastructure	\$15,000	
Accelerator Year 1 Labor	\$50,000	
Accelerator Year 1 Rent and Utilities*	\$70,000	
Accelerator Year 2 Labor	\$50,000	
Accelerator Year 2 Rent and Utilities*	\$65,000	
<b>Subtotal (Touro College)</b>	<b>\$350,000</b>	
<b>Accelerator/Offices at TD Bank</b>		
Fiber optic and infrastructure		\$40,000
Façade improvements		\$30,000
Accelerator Fit up and Equipment (Floors 2 & 3)	\$350,000	
1st Floor Fit up and Equipment		\$230,000
Accelerator Year 1 Labor	\$100,000	
Accelerator Year 1 Rent and Utilities*	\$50,000	
Accelerator Year 2 Labor	\$100,000	
Accelerator Year 2 Rent and Utilities*	\$50,000	
<b>Subtotal (TD Bank)</b>	<b>\$650,000</b>	<b>\$300,000</b>
<b>Subtotal by Entity</b>	<b>\$1,000,000</b>	<b>\$300,000</b>
<b>Total DRI Requested Funds:</b>	<b>\$1,300,000</b>	
<b>Funds already committed to Accelerator</b>		
Middletown IDA	\$25,000	
Orange County IDA	\$100,000	
CFA Award from TSEC	\$100,000	
<b>Total Project Cost:</b>	<b>\$1,525,000</b>	

\* Based on \$8/square foot cost for office space

***Funding sources:***

- DRI funds: \$1.3 million is requested.
- Orange County Accelerator leveraged funds:
  - CFA Award from TSEC: \$100,000 for additional capital equipment purchases for shared usage, already committed
  - Middletown IDA: \$25,000, already committed and spent
- Other potential funding Sources
  - The Workforce Development Institute, potential of \$50,000, for employee training.
  - The City of Middletown is host to a HUBZone, a federally sponsored program administered by the Small Business Administration (SBA) providing for small business sub-contracting and Federal Set Asides for business located in Historically Underutilized Business Zones.

***Site Ownership/Legal Jurisdiction:***

The City owns 2-8 South Street, while the space at Touro is owned by The Danza Group.

***Regulatory Requirements:***

- City of Middletown: Issuance of RFP (Office of Community and Economic Development); Site Plan Review (Planning Board); Architectural Review (Architectural Review Board); Building Permits (Building/Zoning Department)
- NYSDEC: NYS SPDES for Stormwater Pollution Prevention
- SEQRA

***Public Support:***

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings. The Accelerator project consistently generated significant enthusiasm from the community at public workshops and via the online survey.

***Anticipated Revitalization Benefits:***

This project will have a direct impact on job generation, as it will bring a total of 27 new office spaces to Middletown, including 15 spaces in the Downtown area. The program could potentially leverage other economic development funds and private investment in new businesses, expanding the economic impact of DRI funds. These office spaces will bring new daytime visitors to the Downtown, with anticipated secondary economic impacts to local businesses, and these workers could also create market demand for Downtown housing. Both the new offices at the TD Bank building and Touro, as well as potential new housing, present opportunities for medium- and long-term tax revenue growth.

Indirect benefits of expanding the fiber-optic network include stimulation of business location and expansion, which could generate new jobs in and around the Downtown area, with secondary benefits on existing businesses. The project could also increase affected property values.

**Beneficiaries:**

Future tenants of the Accelerator, Downtown visitors, and neighboring property owners and businesses.

**Cost-Benefit Analysis:**

Transforming a large, currently vacant building (the former TD Bank building) into a job-creating hub would turn a current Downtown liability into a significant asset. Filling a vacant property would have an immediately positive effect on the perception of Downtown, adjacent property values, and the feasibility of new investment in other nearby buildings. The employees of new tenant companies could bring a sizeable new population of daytime users Downtown, increasing pedestrian activity and supporting local businesses. More Downtown workers could enhance the feasibility of new or renovated downtown residential real estate investment. Successful businesses “graduating” out of the space would have existing roots Downtown and may choose to expand in nearby underutilized properties, continuing the revitalization process and increasing tax revenue to the City. Although the Touro Accelerator program would not be located within the Downtown area, its close proximity can be expected to have positive spillover effects on Downtown businesses and institutions. The Middletown Bus Loop (Project E-2) and the Safe Routes to Downtown Project (Project E-3) will improve connections between Touro and the DRI Area. These two projects are not listed as DRI priority projects.

**Jobs Created:**

30 – 45



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

Total timeframe: up to 3 years (36 months)

Phase 1: RFP and Contracts Process

- Orange County Accelerator to enter into contract with City to occupy second/third floors of former TD Bank building; and with Touro College of Osteopathic Medicine to occupy space at the college's facility – Months 1 and 2
- City to draft and issue RFPs for redevelopment of TD Bank building (including façade improvements and fiber-optic connection) – Months 1 and 2
- RFP circulation and contractor selected – Months 3 and 4
- City to enter into contract with selected contractor – Months 4 and 5

Phase 2: Schematic Design

- Schematic design for TD Bank building – Months 4 through 6
- Schematic design for Touro facility – Month 4

Phase 3: Approvals

- Site Plan and SEQR Approval – Months 5 through 8

Phase 4: Construction

- Construction for TD Bank building – Months 8 through 12
- Construction for Touro facility – Months 8 through 9
- Phase 5: Business Start-Up Assistance
- Period of free rent/utilities for Accelerator space - Months 12 through 36 (free rent/utilities for 12 months upon the business locating within the space)

***Project Metrics:***

- To be measured 1, 5, and 10 years after project completion:
- Square feet leased to incubator tenants
- Taxes collected from businesses occupying the designated square footage
- Change in assessed value of adjacent properties
- Location and square feet of office space used by companies that have successfully “graduated” from the incubator program



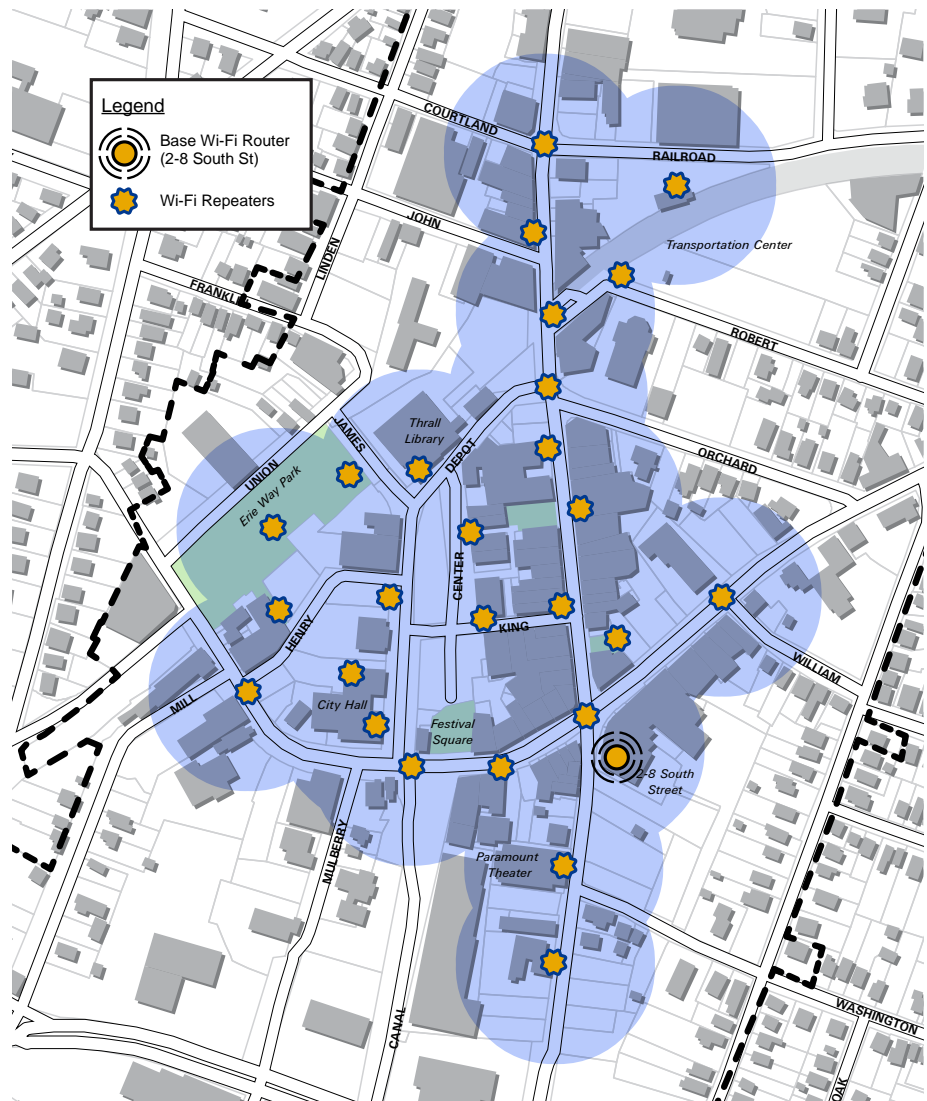
### Revitalization Strategies

#### Middletown DRI Strategies

- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.
- Improve Downtown Middletown's image to City residents and the region.
- Expand access to traditional and emerging broadband infrastructure.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.
- Expand the availability of convenience retail, restaurants, and other amenities that serve neighborhood residents and enhance quality-of-life.
- Improve linkages among the Downtown, SUNY Orange, Touro College and Fei Tian College/Academy.

#### Mid-Hudson REDC Strategies

- Improve key regional infrastructure to make the region more business friendly.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.



Potential deployment of Public Wi-Fi Mesh Network

Source: BFJ Planning

SUNY Orange currently has degree programs in computer information technology, computer science and cyber security. These programs have approximately 30-40 students a year and are trained with basic networking technology, including implementation; configuration; maintenance; and administration of networking equipment, which includes creation of networking servers. The degree coursework includes an internship program where students have to acquire 90 hours of real-world experience. This DRI project would include a program where SUNY Orange would provide selected interns to work with the City to help maintain the wireless network as well as the City's and BID's websites. During the fall and spring semesters, the internship would be unpaid. The City would provide a stipend for a selected intern to work during summer months when school is out of session. A designated professor would be selected by SUNY Orange to oversee the internship program and work with the City to select appropriate candidates.

**Estimated Costs**

Item	Cost
Hire a provider to setup the mesh network (\$10,000 for base router [1], \$5,000 per repeater [26])	\$140,000
\$45,000 for three years of network service (300 Mbps at \$1,225 per month)	\$45,000
\$9,000 to pay interns during summer months for 3 years (\$3,000 per summer)	\$9,000
<b>Total Requested Funds:</b>	<b>\$194,000</b>

**Funding sources:**

- DRI funds: \$194,000 is requested.
- Potential funds through Connect NY Broadband Program

**Site Ownership/Legal Jurisdiction:**

- Wireless mesh infrastructure would be installed on City-owned property and/or public right-of-ways.
- Regulatory Requirements:
  - City of Middletown: Issuance of RFP (Office of Community and Economic Development); Street Opening Permit (DPW)
  - The project would need to comply with Federal Communications Commission (FCC) guidelines as well as the terms of service and any applicable licensing associated with the wireless mesh network.
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

The benefit of establishing year-round reliable wireless service would provide everyday economic benefits to residents and businesses that do not currently have internet access. The system would bring students, residents, and visitors to the downtown area to take advantage of the free network. The landing page will also drive traffic to events and local businesses, increasing economic activity in the City. The public Wi-Fi would also help provide communication resiliency in a disaster situation, as the network can run on a backup power system.

**Beneficiaries:**

Downtown small businesses, students, residents and visitors.



**Cost-Benefit Analysis:**

Providing free public Wi-Fi can expand potential uses in both public and private spaces downtown, providing an incentive to visit downtown more and stay longer, both potentially increasing support for local businesses. Directing Wi-Fi users to information on local businesses could support existing Downtown businesses. Enhancing the usability of Downtown spaces with Wi-Fi access could provide a quality-of-life benefit that lifts property values and the feasibility of new real estate investments, with accompanying increases in tax revenue. Free Wi-Fi could also expand internet access to a broader population that does not currently have access, increasing quality-of-life and access to economic opportunity for some residents and visitors.

**Jobs Created:**

No direct jobs created.

**Timeframe for Implementation and Project Readiness:**

Total timeframe: up to 4 years (48 months)

**Phase 1: RFP Process**

- City to draft and issue RFP for design and construction of a wireless mesh network – Months 1 and 2
- RFP circulation and contractor selected – Months 3 and 4
- City to enter into contract with selected contractor – Months 4 and 5

**Phase 2: Schematic Design**

- Schematic design – Months 4 through 5

**Phase 3: Approvals**

- Site Plan and SEQR Approval – Months 4 through 7

**Phase 4: Construction – Months 7 through 9****Phase 5: Network Maintenance**

- City to retain interns through SUNY Orange on a rolling basis to assist in network maintenance – three years (36 months) upon network launch

**Project Metrics:**

To be measured in 1, 5, and 10 years after project completion:

- Number of users logging onto the Wi-Fi network
- Increase in traffic to businesses advertising on Wi-Fi landing page (to be self-reported by businesses as a prerequisite to being featured on Wi-Fi landing page)

## PROJECT C-1: IMPROVE FAÇADES AND STOREFRONT SIGNAGE

**DRI Funding:** This project is being submitted with a request for \$600,000.

### Summary Description

The Façade and Storefront Signage Improvement Program would provide an incentive to encourage property owners and businesses to improve the exterior appearance of their buildings and storefronts. The program will provide grant funding to cover 75% of capital improvements for catalytic façade improvement projects in the near-term, with a 25% match required by the building owner. The project will also provide project delivery support to the City in administering the grant program and in reviewing applications.

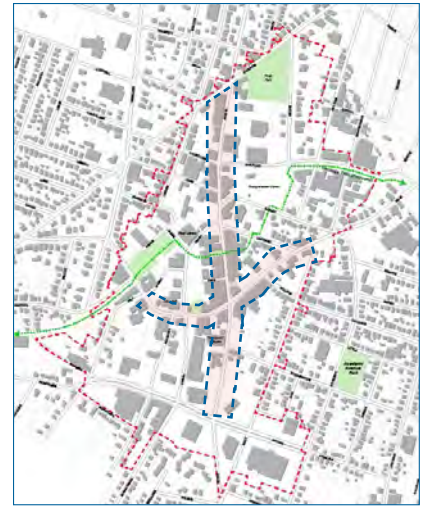
### Description

Façade and storefront signage improvements will be a transformative and highly visible public improvement that advances the objectives of the Downtown by upgrading the built environment and improving the image of the City to residents, business owners, and visitors. These improvements could have a positive effect on investment in the City by attracting new businesses and residents, and encouraging visitors and pedestrians to spend more time exploring the Downtown. This program has the potential to catalyze new investment, increase revenue of existing businesses, and improve the sense of place in the Downtown.

In 2006, the City received a \$200,000 Main Street grant from the State for façade and streetscape improvements. Nine properties in the downtown area participated. However, many property owners remain unwilling to invest in façade improvements and upgrades to buildings, with the high cost commonly cited as a critical barrier. The City has indications of interest from a number of building owners who are prepared to implement façade improvements with financial assistance. This project will establish a City-administered grant program of up to 75% of capital improvements for catalytic projects, with a 25% match required by the building owner.

The program would also address enforcement to ensure existing storefronts are in compliance with standards in the City's building code. Property owners would submit an application to the program and would be selected based on the strength of the application. The photos accompanying this project profile identify potential facade improvement candidates.

The City's website provides a link to its Design Review Guidelines (February 2014), which the Architectural Review Board (ARB) references when reviewing applications for projects and signage in the Architectural Control District (consisting of the BID plus a few additional streets around the BID's perimeter). The Guidelines address the following items: appropriate and inappropriate



### Location:

- Façade and storefront signage improvements will be focused on North Street between Main Street and Wickham Avenue, Main Street between James and Orchard Streets, and South Street between Fulton and Main Streets. Specific properties will be chosen through a grant application process.

### Responsible Parties:

- City of Middletown

### Capacity:

- The City of Middletown has the capacity to design and administer the grant program.

### Project Partners:

- The City of Middletown for application selection, distribution of funding, and code enforcement; participating building owners and businesses.

### Estimated Cost:

- \$600,000



Existing façade at Nina's restaurant building (left) and rendering showing potential façade improvements (right)

Source: Stephen Tilly, Architect

exterior wall finishes; window replacement; approved façade colors; façade alterations; mechanical equipment; satellite dishes; metal security gates; property fencing and dumpster screening; awnings; and signage. It also provides examples of "Success Stories" which include before-and-after images, as well as examples of drawings and notes which present the kind of information that may need to be provided for applications.

Exterior materials to be considered in the façade improvement program would include those components identified in the Guidelines. The grant program should stipulate that improvements paid for by the program continue to be visible and maintained for a certain time period after completion, such as five years.

This project works in tandem with the program to improve downtown wayfinding and signage. The creation of a historic district (see Profiles of Projects Proposed for Other Funding) prior to implementation of this façade and signage improvements program could provide additional synergy for rehabilitation of the streetscapes by allowing the additional cost benefits of historic federal and state tax credits (20% each) to current and future building owners that fall within eligible census tracts. Through different funding mechanisms, these programs will enhance the City's image through built environment improvements. Together, they will provide a more pedestrian- and visitor-friendly Downtown, promoting the City's commercial, historical, and cultural assets.

### Revitalization Strategies

#### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve Downtown Middletown's image to City residents and the region.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates

#### Mid-Hudson REDC Strategies

- Support the revitalization of our urban centers as engines of regional prosperity.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.
- Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.



**Estimated Costs**

Item	Cost
Design and administer grant applications	\$60,000
Grant Program (75% grant, 25% match)	\$540,000
<b>Total</b>	<b>\$600,000</b>

**Funding sources:**

- DRI funds: \$600,000 is requested.
- Private funding: \$180,000 in 25% matching funds by participating building owners.
- New York State, Office of Community Renewal, Main Street Program.
- Historic federal and state tax credits (upon creation of a local historic district, see Profiles of Projects Proposed for Other Funding).

**Site Ownership/Legal Jurisdiction:**

Sites that will be selected for façade improvements are privately owned. The favorable terms of the matching grant are designed to be attractive to building owners who may be interested in façade improvements but unable to fund them without assistance.

**Regulatory Requirements:**

- City of Middletown: Issuance of grant application (Office of Economic and Community Development; Site Plan Review (Planning Board); Architectural Review (Architectural Review Board); Building Permits (Building/Zoning Department)
- SEQRA

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings. The Façade Improvements project consistently generated significant enthusiasm from the community at public workshops and via the online survey. The City previously participated in the Department of Homes and Community Renewal's (DHCR) Main Streets program in 2006.

**Anticipated Revitalization Benefits:**

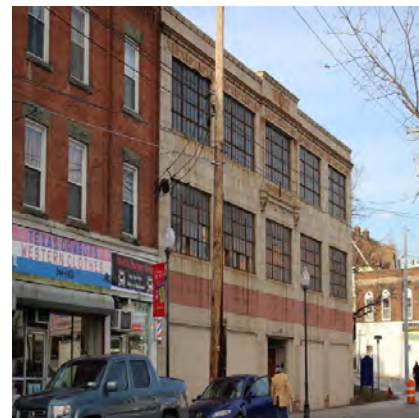
As seen in the experiences of other cities, potential benefits from storefront improvement programs included increased sales following improvements, resulting in sustained business and increases in contribution to local sales tax. These improvements also encouraged new businesses and shoppers to target the area, and participants were motivated to make additional improvements to their own spaces. Owners and tenants of properties and businesses in the areas surrounding improved façades were motivated to make their own improvements as well.



1-7 North Street



12 West Main Street



150-152 North Street





42 North Street



10 West Main Street



29-35 North Street

**Beneficiaries:**

Downtown businesses, property owners, and residents.

**Cost-Benefit Analysis:**

A façade and storefront signage improvement program would provide relatively immediate enhancement to the retail aesthetic downtown, with private owners contributing approximately 25% of the improvement cost. In conjunction with streetscape improvements, and based on evidence from similar well-established programs in comparable communities, this program could significantly enhance the overall Downtown visitor experience and drive higher volumes of visits, repeat visits, and overall retail sales downtown. The program would reduce the risk involved in fitting out new commercial uses. Renovated and more attractive façades could reasonably be expected to support higher retail sales and fewer failed businesses throughout the Downtown, and thus create more attractive streetscape that is better able to compete to attract new businesses. By leveraging private investment Downtown, the program additionally ensures a long-term dedication by property owners to the area.

**Jobs Created:**

No direct jobs created.

**Timeframe for Implementation and Project Readiness:**

Total timeframe, assuming grant awardees initiate concurrently: 1 year (12 months)

**Phase 1: Project Delivery Process**

- City to design grants program and draft and issue grants application for façade improvements – Months 1 through 3
- Application circulation and winning applicants selected – Months 4 and 5
- City to enter into agreement with selected applicants – Months 5 and 6

**Phase 2: Schematic Design**

- Schematic design – Months 5 through 7

**Phase 3: Approvals**

- Site Plan and SEQR Approval – Months 6 through 9

**Phase 4: Construction and Grant Closeout – Months 9 through 12****Project Metrics:**

This project may be evaluated on the number of businesses that apply for upgrades, the number that are selected, and the amount of private funding leveraged to match the grant funding provided; and additional improvements to selected businesses beyond façade and signage funding awards.

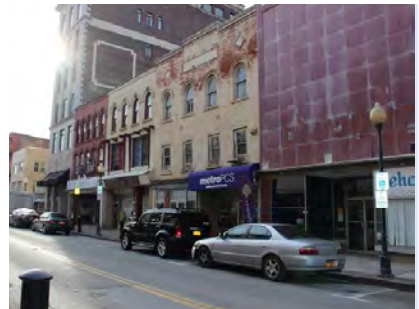
Ongoing metrics can evaluate the success of participating businesses, including additional sales tax paid to the City, and number of additional jobs created by participating business expansions.

To be measured 1, 5, and 10 years after project completion:

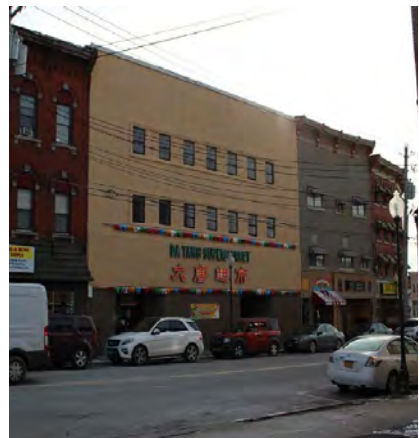
- Number of businesses that apply to participate in program
- Number of businesses selected to participate in program
- Amount of public dollars invested (annually and total-to-date)
- Amount of private investment dollars leveraged (annually and total-to-date)
- Net new sales tax revenue at retail addresses participating in program
- Net increase in assessed value of properties within 500 feet of streetscape improvements



5 East Main Street



28, 30, 32-34 North Street



8-10 East Main Street

**Location:**

- City of Middletown Downtown

**Responsible Parties:**

- The City would be responsible for overseeing a marketing/branding professional to develop the brand, associated marketing materials, and wayfinding signage. The BID would help to oversee the branding campaign. The City of Middletown would be responsible for implementation activities, including installing new signage.

**Capacity:**

- The City has the capacity to undertake this project.

**Project Partners:**

- The City and the BID would partner to develop a cohesive vision for the City's graphics, wayfinding, and social media.

## PROJECT D-1: DEVELOP A DOWNTOWN BRANDING PROGRAM AND IMPLEMENT WAYFINDING SIGNAGE

**DRI Funding:** This project is submitted with a request for \$275,000 in funding.

**Summary Description**

The Downtown Branding Program includes the design of physical, web-based, and social media graphics and strategies, to reflect and communicate Middletown's retail, architectural, and community assets and activities. A consultant team will develop a clear and recognizable identity and a unified approach across all platforms. The program will include a new brand (i.e. logo and tagline), with a promotional program to change perceptions of the City from an underperforming area to a vital, exciting and dynamic downtown with unique opportunities to live, work and grow a business. It will also include the development of wayfinding and marketing devices such as signage and maps as part of a larger branding strategy for the Downtown. The wayfinding elements will direct people to municipal parking; shopping areas; open spaces; major venues such as the Paramount Theatre; and institutions including SUNY Orange, Touro Medical College and Fei Tian Academy/College.

**Description****Phase 1: Develop a Downtown Brand**

This design phase of the project entails hiring a consulting graphic designer/brand strategist to update branding and graphic elements that align with the Downtown's character. The program will use arts or historic preservation and a unique signage program for community branding; highlight the City's railroad past, historic landmarks and vision for its urban future; and use unified graphics throughout the City's website, signage program, wayfinding strategies, etc.

The branding program will involve the following:

- Brand design: Develop logo, identity design, tagline and other copy to that helps promote Middletown as a place to work, live and visit.
- Downtown Map: Develop a map of businesses, parks, and other points of interest in Middletown to guide visitors. Map will be printed and distributed in local stores, shops, restaurants and public spaces.
- Flyer templates: Design of print collateral to support marketing of events (i.e. farmers market, holiday events, etc.)
-



## GRAPHICS



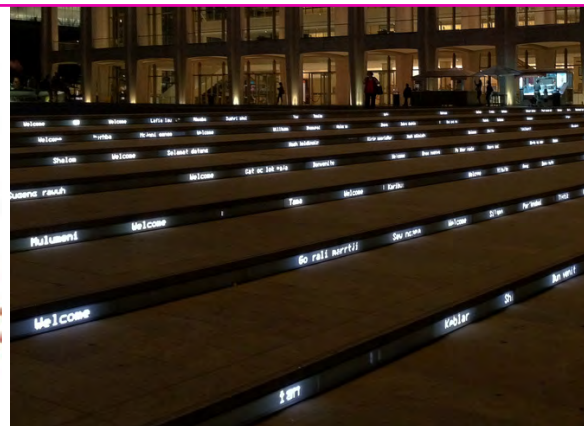
## WAYFINDING



## HERITAGE TRAIL SPUR

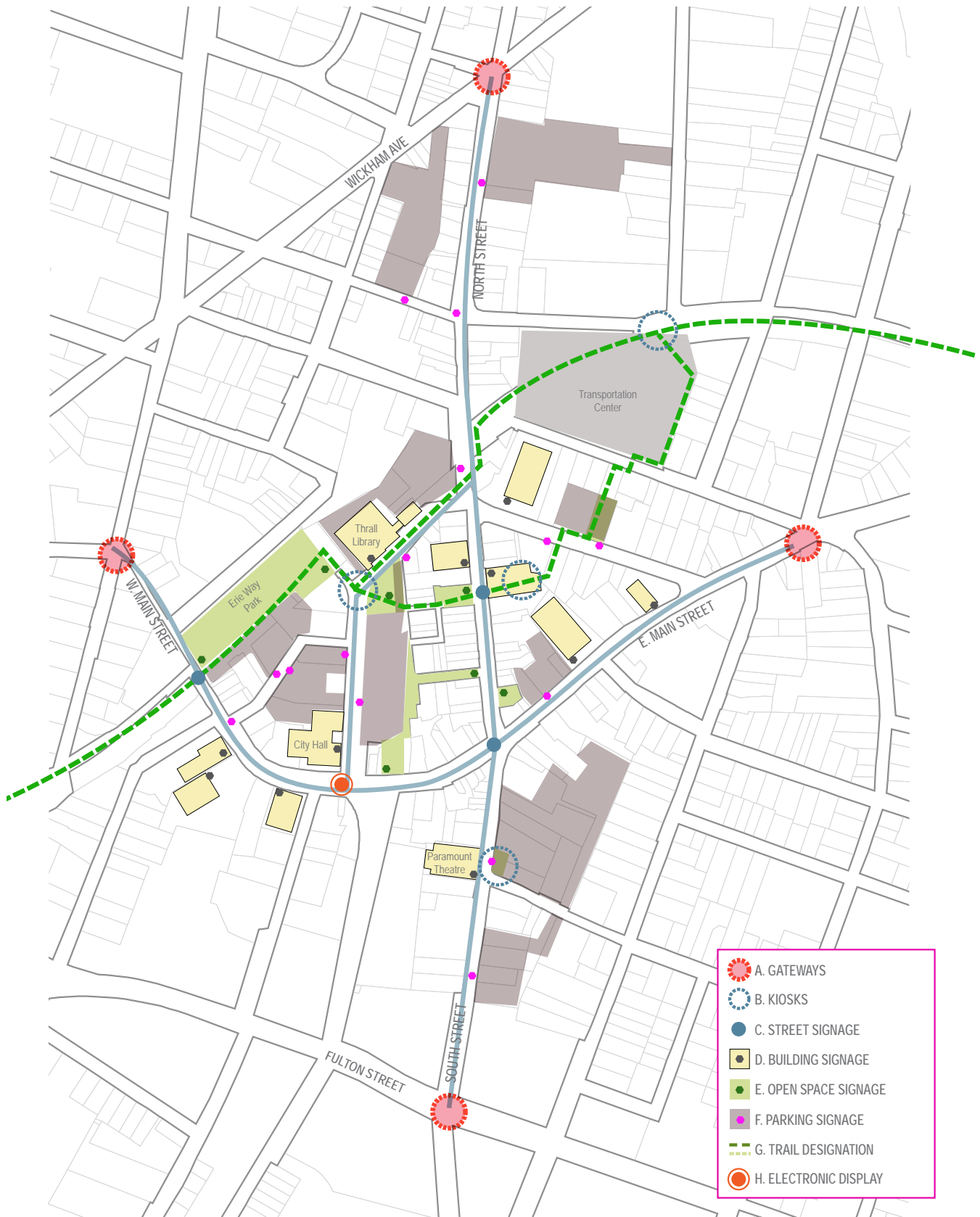


## SOCIAL MEDIA &amp; MARKETING



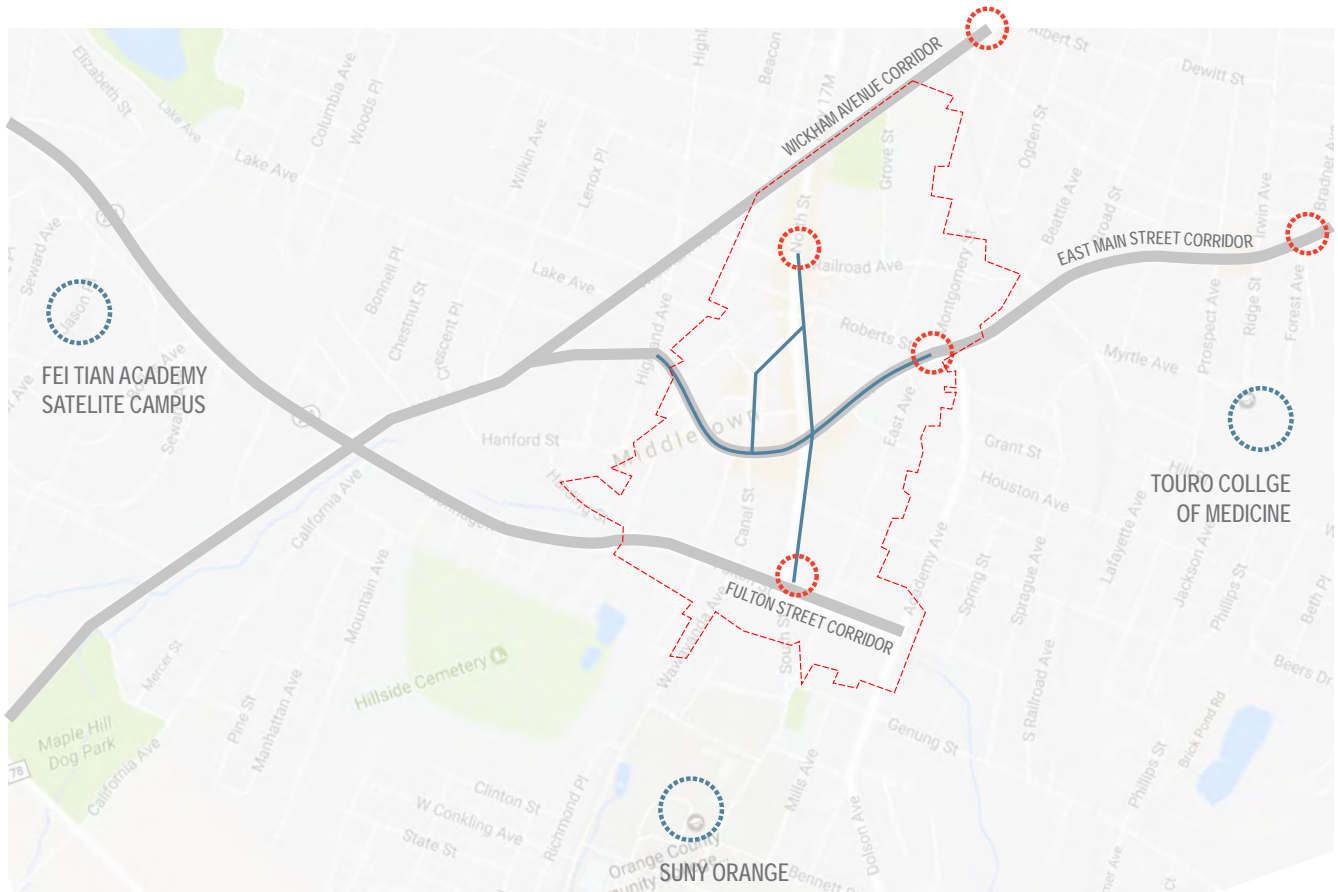
## Project D-1: Branding and Wayfinding Program





Project D-1: Wayfinding Signage Locations

Source: Thread Collective



A. GATEWAYS



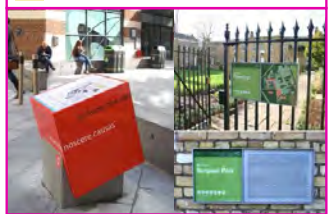
B. KIOSKS



C. STREET SIGNAGE



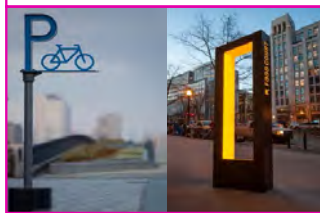
D. BUILDING SIGNAGE



E. OPEN SPACE SIGNAGE



F. PARKING SIGNAGE



G. TRAIL DESIGNATION



H. ELECTRONIC DISPLAY



## Project D-1: Wayfinding Signage Locations

Source: Thread Collective

### Revitalization Strategies

#### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Improve Downtown Middletown's image to City residents and the region.
- Improve linkages among the Downtown, SUNY Orange, Touro College and Fei Tian College/Academy.
- Identify and strengthen Downtown gateways from surrounding neighborhoods and regional transportation connections.
- Strengthen the BID's capacity to market businesses and activities throughout the Downtown.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.
- Attract, create and retain jobs for residents and newcomers.

#### Mid-Hudson REDC Strategies

- Support the revitalization of our urban centers as engines of regional prosperity.
- Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.

- Wayfinding Signage: Design a comprehensive wayfinding system for Middletown. Elements will include gateway elements, signage, kiosks, and special event banners.
- Website and social media: Front-end development of City or BID's website with new brand. The design should be accessible to groups and organizations from different ethnic backgrounds in order to encourage these groups to utilize public facilities to host events or festivals that will attract more visitors to the downtown area.

Graphics and branding elements will be used in marketing materials that target young professionals, small business owners, and students in order to encourage Downtown activity. With a large percentage of minority groups in the City, marketing and outreach programs will be made available in multiple languages that cater to all groups. This will help promote more diverse community events and programs. Wayfinding and signage programs will also take into account multiple language support.

#### Phase 2: Implement Wayfinding Program

Following completion of the design component of the project, wayfinding signage will be developed for various locations in the City. The wayfinding signage system would include uniform, attractive, geographically oriented maps, signs, and kiosks. The suite of wayfinding elements include trilingual signage to address the community's diverse demographic.

The typology of signage will include:

- Gateways: Located at appropriate intersections where corridors terminate into Downtown. Large enough for vehicular sighting and experiential for pedestrians and cyclists (e.g., East Main Street, Fulton Street Corridor, Wickham Avenue Corridor).

Kiosks: Located at strategic intersections to guide pedestrians to specific points of interests or active streets. These will include maps that highlight current location and distances to other places (e.g. Erie Way Park, Thrall Library, Paramount Theatre Park, start of Heritage Trail Spur). A gateway kiosk should be created at the Woolworth building to direct people from the Heritage Trail to Downtown attractions.

Directional street signs: Located along all streets that have pedestrian access with names of places and arrows. Color coding or symbols can be used to differentiate different types of landmarks. (e.g., along North and South Street, Depot Street, James, Street, Main Street).

- Building Façade Signage: Located at points of interest or historic landmarks. Large enough to be seen by pedestrians as they approach. In some cases, will also have a brief description of the significance and a historic photograph if possible. (e.g., Thrall Library, Paramount Theatre, First Congregational Church, Grace Episcopal Church).
- Open Space Signage: Located at parks and public open space. Large

enough to be seen by pedestrians as they approach the space. The sign will have a map and point out the park's amenities when possible (Erie Way Park, Festival Square, Jerry's Park).

- **Trail Designation:** Located along the Heritage Trail and Heritage Trail spur. Scale of sign will give the trail an identity from other streets or paths. Large enough for vehicular and bicycle sighting. The sign or banner will be repeated throughout the trail using the trail's existing branding.
- **Parking Signage:** Located at all public parking lots in downtown. Large enough for vehicular sighting. Provide a name for each lot to help identify them.

### **Estimated Costs**

Item	Cost
<b>Hire Design Consultant</b>	
Branding and Logo Design	\$40,000
Map and Marketing Materials	\$30,000
Website Design	\$40,200
Wayfinding Program Design	\$40,000
<b>Design Subtotal</b>	<b>\$150,000</b>
<b>Purchase and Install Wayfinding Signage</b> (see itemized list below)	<b>\$100,000</b>
<b>Other (contingency, administration, etc.)</b>	<b>\$25,000</b>
<b>Total Estimated Cost:</b>	<b>\$275,000</b>

The signage estimate includes the purchase and installation of the following elements:

Type	Sign	Un	Qtyt	Unit Price	Total
A.	Gateways	EA	6	\$3,200	\$19,200
B.	Kiosks	EA	5	\$1,530	\$7,650
C.	Street Sign	EA	3	\$1,630	\$4,890
D.	Building	EA	10	\$1,255	\$12,550
E.	Open Space	EA	5	\$1,600	\$8,000
F.	Parking	EA	13	\$1,120	\$14,560
G.	Trail Designation	EA	41	\$745	\$30,545
H.	Electronic Display	EA	1	\$1,990	\$1,990

### **Funding sources:**

- DRI funds: \$275,000 is requested.





Example of wayfinding signage program



Existing signage

**Site Ownership/Legal Jurisdiction:**

- All signage will be located on publicly owned streets or property.

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development); Architectural Review (Architectural Review Board); Street Opening Permit (DPW); Building Permits (Building/Zoning Department)
- SEQRA (as needed)
- Coordination with NYSDOT/Orange County Highway Department for signage along State or County roadways.

**Public Support:**

- Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

This project will amplify Middletown's assets as a center for culture and commerce. In coordination with other projects proposed in this DRI plan, an effective branding campaign could improve perceptions of the Downtown, helping to attract talent and residents. This will increase market demand for a "Downtown" experience, resulting in greater demand for goods, services, real estate, and overall economic output.

New and/or increased wayfinding and signage along key corridors can enhance the overall Downtown experience, support a greater sense of place and safety, and provide a feeling of cohesiveness across the study area. Signage can support local businesses and direct visitors toward existing parking, helping to increase parking utilization rates and minimize the negative effects of parking needs on redevelopment potential. These user-friendly improvements can encourage a

more walkable environment; increase market demand for space Downtown; and thereby promote more private investment, density of uses, and job creation.

**Beneficiaries:**

Small business owners and entertainment venues such as the Paramount Theatre will directly benefit from visitors being directed to key locations throughout the Downtown. Visitors to the Downtown will benefit from improved wayfinding signage that will assist them in locating destinations when visiting the Downtown. These improvements, paired with streetscapes and façade improvements, will create a more navigable pedestrian realm.

**Cost-Benefit Analysis:**

A branding program is an opportunity to showcase new revitalization efforts and projects in the Downtown. The project can help change existing perceptions of the Downtown from an unfriendly or unsafe place to visit, to a destination including food, entertainment, shopping, a friendly and attractive pedestrian environment, well-maintained historic character, and new, high-quality parks and public spaces. A new wayfinding program can promote a sense of cohesion across the Downtown and have a similar positive effect in helping to change existing negative perceptions.

A new Downtown branding campaign can leverage other capital investments like renovations at the Woolworth building, Erie Way Park, and façade improvements and help amplify their positive effect. Enhanced perception of the Downtown area may make private investment in renovation of spaces seem less risky to investors and tenants, generate greater support for Downtown businesses, increase tax revenue, and support property values in the Downtown. Such campaigns lend themselves well to measuring effectiveness, and can be adjusted on an ongoing basis to generate maximum impact.

Current retail performance Downtown is hurt by a complex street grid and confusion on parking locations. New, high-quality signage around the Downtown can improve visitor experience by providing clear directions to attractions (e.g., the Paramount Theatre) and available parking, enhancing a sense of safety, and promoting the overall sense that the Downtown district is being professionally maintained. These attributes allow successful downtowns to compete for new visitors and attract repeat visitors.

This improved Downtown experience could attract new visitors, encourage them to stay longer, and increase support for local businesses. Signage could also provide a central source for information on local businesses, events, and other information that promote a more vibrant Downtown. Advertising on wayfinding infrastructure could provide a moderate revenue sources for supporting other revitalization efforts.

**Jobs Created:**

No direct jobs created.



*Existing wayfinding signage in Downtown*



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

Total timeframe: 1 ½ years (18 months)

#### **Phase 1: Branding RFP Process**

- City to draft and issue RFP for branding study – Months 1 and 2
- RFP circulation and preferred consultant selected – Months 3 and 4
- City to enter into agreement with selected consultant – Months 4 and 5

#### **Phase 2: Branding Study**

- Consultant to complete branding study – Months 5 through 10

#### **Phase 3: Wayfinding RFP Process**

- City to draft and issue RFP for design, fabrication and installation of wayfinding materials – Months 9 and 10
- RFP circulation and preferred consultant selected – Months 11 and 12
- City to enter into agreement with selected consultant – Months 12 and 13

#### **Phase 4: Schematic Design of Wayfinding Materials – Months 13 through 16**

#### **Phase 5: Approvals**

- Site Plan and SEQOR Approval (as needed) for Wayfinding Installation – Months 15 and 16

#### **Phase 4: Fabrication and Installation of Wayfinding Materials – Months 16 through 18**

### ***Project Metrics:***

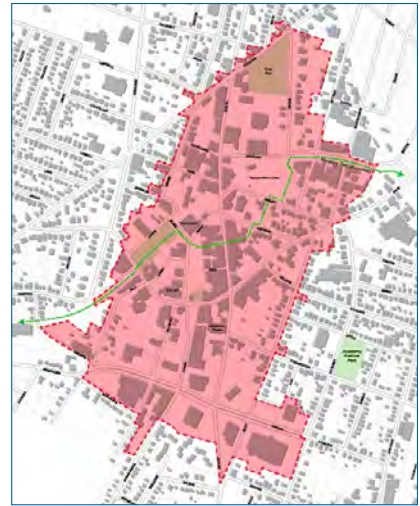
- To be measured at 1, 5, and 10 years after initial campaign launch:
- Change in perception of Downtown before and after marketing efforts and wayfinding installation (measured by a survey conducted by the BID)
- Total number of collateral distributed, digital impressions made, and other measures tracking the campaign itself
- Number of events supported by new campaign
- Number of businesses directly featured by new campaign
- Net increase in sales at businesses directed featured by new campaign
- Advertising revenue generated
- Effect on revenue at businesses featured in wayfinding program (to be reported by businesses)

## PROJECT D-2: PROVIDE BID WITH TOOLS TO REVITALIZE THE DRI AREA

**DRI Funding:** This project is being submitted with a request for \$160,000 in funding.

### Summary Description

The Middletown BID contributes to the success of the Downtown by organizing events, connecting residents and business owners with services and opportunities. The City of Middletown and the BID collaborate to create regular programs and events in Downtown. Most of this project's funding would be used to pay for hard costs for items that enhance beautification, safety, sanitation, and promotion in the DRI Area.



### Description

The BID plays a vital role in Middletown's Downtown, but it faces a number of challenges. Taxes from member businesses amount to an annual budget of \$90,000, limiting the organization's capacity to implement key strategic and marketing services. These include hosting events and activities, cross-promotions with local businesses, outreach to building owners with long-vacant space, and engaging businesses in the northern portion of the BID that cater to the Spanish-speaking population. The BID currently employs an Executive Director, clerical assistant, and maintenance coordinator, and has a staff of volunteers.

The purpose of this project is to increase the BID's non-staffing budget to support additional activities, expanded communication and marketing efforts and materials, and maintenance needs (i.e. sidewalk cleanup). The BID has indicated that funding is needed to purchase the following items:

- Sidewalk vacuum sweeper vehicle;
- New downtown decorations, lighting, holiday decorations, signage, and banners to cover the entire downtown area;
- Additional waste receptacles (branded) and maintenance equipment to support the farmers' market at Erie Way Park such as heaters, tents, and signage; and
- Printed promotional materials for two years, including a map of Downtown Middletown to place in local stores.

#### Location:

- The BID Area

#### Responsible Parties:

- Middletown Business Improvement District (BID)

#### Capacity:

- The Middletown BID has the capacity to support this project.

#### Project Partners:

- City of Middletown

#### Estimated Cost:

- \$160,000



### Revitalization Strategies

#### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Support venues and events for the City's arts, cultural, and educational activities and institutions.
- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.
- Strengthen the Business Improvement District's (BID) capacity to market businesses and activities throughout the Downtown.
- Improve v's image to City residents and the region.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.

#### Mid-Hudson REDC Strategies



A portion of this project (10%) will go toward administration costs to help the BID improve its social media presence and provide oversight on various DRI projects, including support for the new farmers' market at Erie Way Park (Project A-1) and oversight of the branding and wayfinding signage project (Project D-1). These soft costs will also help the BID to:

- Upgrade its website with improved integration of social media to connect Downtown businesses with potential customers.
- Develop/update contact lists of all business owners in the BID, in addition to building owners.
- Build capacity and outreach to minority and Spanish-speaking communities through institutions and organizations.
- Support the development of training programs through connections with local institutions (i.e. SUNY Orange).
- Establish an internship/apprenticeship program to place local high school students in businesses and cultural organizations in the BID.

#### Estimated Costs

Item	Cost
<b>BID Related Hard Costs</b>	
New downtown decorations	\$64,000
Sidewalk vacuum sweeper vehicle	\$40,000
Materials to support new farmers market	\$10,000
Additional waste receptacles (branded) and maintenance equipment	\$10,000
Printed promotional materials	\$20,000
<b>Hard Cost Subtotal</b>	<b>\$144,000</b>
Project delivery costs to oversee design and implement of branding program and wayfinding signage.	\$16,000
<b>Total Estimated Cost:</b>	<b>\$160,000</b>

#### Funding sources:

- DRI funds: \$160,000 is requested.
- Middletown City budget (for additional funding if needed)
- Private donations and grants if needed (e.g. Middletown Run 4 Downtown)

#### Site Ownership/Legal Jurisdiction:

Improvements funded by this project would be on City-owned areas and in public right-of-ways. Implementation of this project should involve coordination with Downtown businesses.

#### Regulatory Requirements:

City of Middletown: Issuance of request for bids (Office of Community and Economic Development)



- *Support the revitalization of our urban centers as engines of regional prosperity.*
- *Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.*
- *Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.*

#### **Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

#### **Anticipated Revitalization Benefits:**

This project would increase the BID’s capacity to leverage investment from other funding sources. For example, administrative support could allow the BID to seek grant funding opportunities that it does not currently apply for due to limited staff, while improved communication with institutions, cultural organizations, and the greater community could open new avenues of funding. The BID’s expanded capacity is anticipated to generate secondary beneficial impacts by increasing the health of existing businesses and attracting new businesses and investment to the Downtown, which has the potential to generate new Downtown employment and enhance the City’s tax base. Over time, a strengthened Downtown business community will create addition funding for the BID through increased assessments.

#### **Beneficiaries:**

Downtown residents, business owners, and visitors.

#### **Cost-Benefit Analysis:**

This project would primarily ensure that the other improvements constructed through the DRI process are maintained and optimized. Additional staffing and new cleaning equipment will ensure that the maximum public benefit accruing from expenditure of City, State, and private resources will be realized and, over time, appropriately managed. Many of the recommended DRI Priority Projects require project management and stewardship support on the ground in the Downtown district and may be best shepherded by the BID.

A better resourced BID will be better equipped to promote and market events held in downtown parks and plazas, the Paramount Theatre, and elsewhere. Enhancing BID resources will put the group in a better position to leverage the momentum of new branding and wayfinding projects investments.

***Jobs Created:***

- No direct jobs created.

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

Total timeframe: 2 years (24 months)

Phase 1: BID-related hard costs

- Purchase of maintenance and signage materials – Months 1 through 6

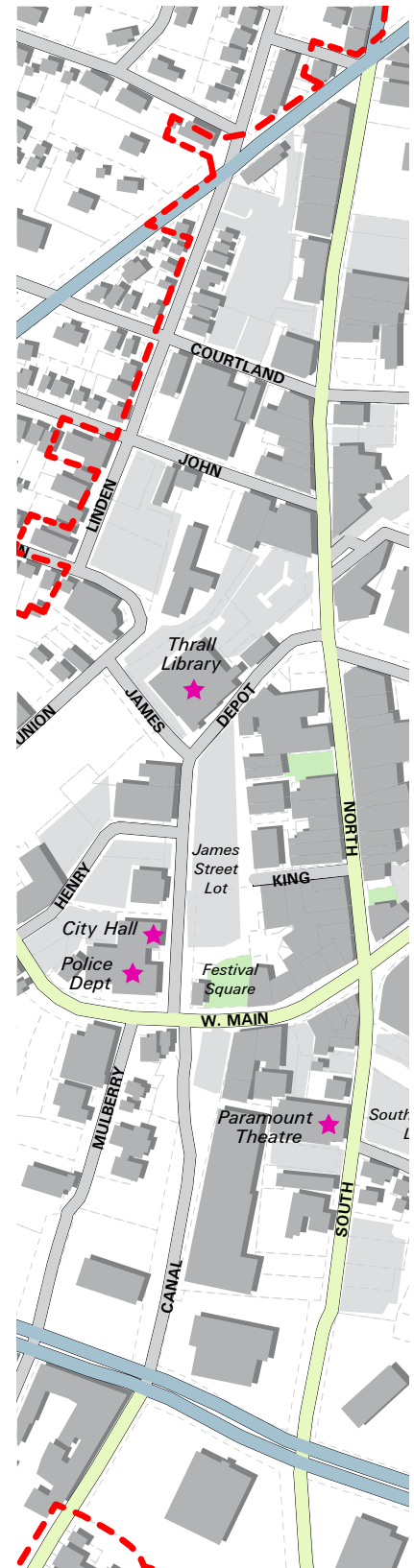
Phase 2: Promotional Materials and Branding/Publicity

- Purchase of promotional materials as needed – Months 1 through 24
- Improvements to website, social media platforms, and other publicity methods– Months 1 through 24

***Project Metrics:***

- To be measured 1, 5, and 10 years after project completion:
- Increase in BID budget, fundraising, and other funding sources both applied for and awarded
- Number of events downtown organized by, or in partnership with, the BID
- Square feet of new retail space leased with assistance from the BID
- Number of operating businesses within BID boundaries

## SECTION 2. PROFILES OF PROJECTS PROPOSED FOR OTHER FUNDING





**DRI Funding:**

- This project is not recommended for DRI funding.

**Location:**

- Downtown Middletown

**Responsible Parties:**

- City of Middletown

**Capacity:**

- The City of Middletown has the capacity to oversee a planning/engineering firm that will conduct the study.

**Project Partners:**

- None.

**Estimated Cost:**

- \$60,000

## PROJECT A-8: DEVELOP A PARKING UTILIZATION AND MANAGEMENT PLAN

**Summary Description**

There is currently a perceived parking issue in the Downtown. All municipal parking lots in the DRI area combine to provide a total of nearly 1,200 parking spaces. While there appears to be ample parking provided throughout the Downtown, it is not always available directly adjacent to retail along North Street, South Street, and East and West Main Street. This project is to develop a parking utilization and management plan in order to maximize the City's existing parking facilities, support park-and-walk behavior, and account for evolving future parking needs in the Downtown. The plan will identify opportunities to improve the current municipally owned parking facilities in the Downtown. This may include strategies to encourage short-term parking in front of shopping areas and long-term parking slightly farther away for employees. It will also identify opportunities for shared parking between complementary uses and parking demand management techniques. Potential efficiencies identified by the plan could free up space for future development that is currently used as surface parking.

**Description**

The Parking Management Plan will include a utilization study to see where demand is highest and lowest. It will look at ways to make existing parking facilities more efficient and pedestrian-friendly, and to improve the safety and function of vehicular circulation. The plan will address design features including landscaping, connectivity, signage and wayfinding.

**Estimated Costs**

\$60,000 for a consultant to develop Parking Utilization and Management Plan

**Potential Funding Sources:**

- Empire State Development Grant Funds
- NYS Consolidated Funding Application (CFA) resources.
- Orange County Planning funds for transportation planning

**Site Ownership/Legal Jurisdiction:**

City of Middletown

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development)



Surface parking lots in DRI area

#### **Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

#### **Anticipated Revitalization Benefits:**

The purpose of the plan is to manage and improve existing parking resources, which can enhance the functionality of parking areas, increase activity, and redefine the perception of safety in Downtown Middletown. A parking management plan will improve the built environment and promote social, environmental, and economic benefits by maximizing efficiency in valuable City-owned land that is used for parking. A long-term plan for parking management could identify potential infill uses that will generate investment, subsequent tax revenue, potential for new jobs, and a greater sense of place in Downtown Middletown.

#### **Beneficiaries:**

The City and local business owners could benefit from a parking management plan that makes parking more functional and accessible for customers. If the City implemented recommendations for paid parking meters, additional municipal revenue could be gained. More efficient use of municipal parking lots could create the potential for redevelopment of some surface parking space, which would generate economic activity through tax revenue and the impacts of new commercial and/or residential space.

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

1-2 years: The City can hire a planning/engineering firm to perform a parking utilization study.

### **Revitalization Strategies**

#### **Middletown DRI Strategies**

- Improve streetscapes to make the Downtown pleasant, accessible, and safe for people of all ages and abilities.
- Make parking options in the Downtown more efficient, attractive, and accessible.
- Improve Downtown Middletown's image to City residents and the region.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.
- Reclaim vacant and underused sites and buildings to activate spaces and expand the City's tax base.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking, and bicycle infrastructure.

#### **Mid-Hudson REDC Strategies**

- Improve key regional infrastructure to make the region more business-ready.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.



## PROJECT C-2: CREATE A DOWNTOWN HISTORIC DISTRICT AND SUPPORT HISTORIC DESIGNATION OF BUILDINGS

### Summary Description

The creation of a Downtown Middletown Historic District and listing on the National Register of Historic Places will allow owners of contributing buildings to take advantage of rehabilitation tax credits that are currently available at the federal and state levels in qualifying census tracts. In addition to providing financial incentives, the creation of a historic district supports heritage tourism and recreation area enhancement projects, can assist efforts in marketing Middletown for future investment, and creates awareness of and fosters pride in community history.

### DRI Funding:

- This project is not recommended for DRI funding.

### Location:

- Middletown DRI Area

### Responsible Parties:

- City of Middletown

### Capacity:

- The City has the capacity to oversee a planning or architecture firm that will research and complete the National Register Registration Form.

### Project Partners:

- City of Middletown BID

### Estimated Cost:

- \$30,000

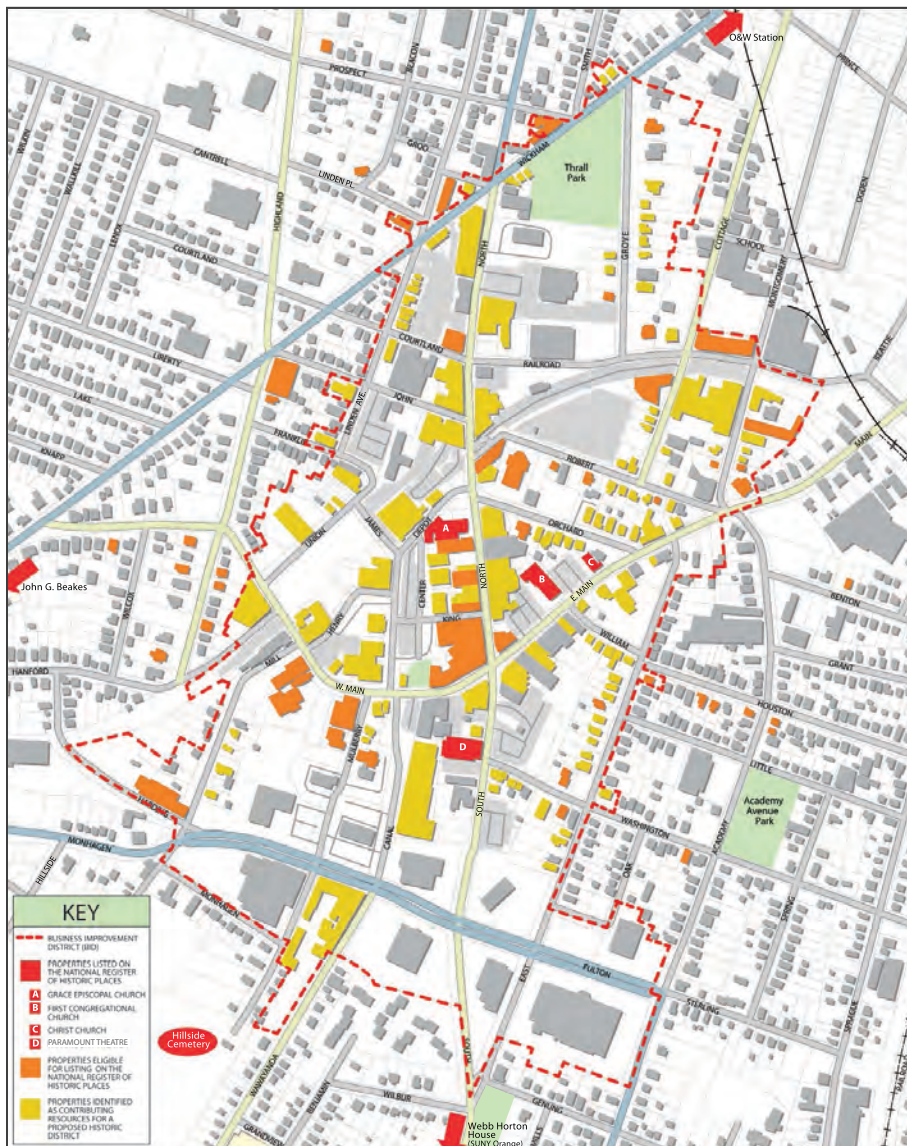
### Description

Approximately 46 buildings in the downtown BID area have already been identified as “eligible” for listing on the National Register. Barring any drastic renovations that may have been completed since properties were identified as “eligible,” these would typically be considered contributing structures within the proposed historic district. In addition to these contributing buildings, the majority of the smaller commercial, multi-use, and residential buildings in the BID appear to be contributing resources (see Downtown Profile).

The DRI area is located primarily in Census Tract 151, with smaller sections along the perimeter of the area in tracts 11, 12, 13, 15, and 16. With the exception of the block on Wickham Avenue that is located in tract 13, the DRI area is located in tracts that are considered eligible for New York State tax credits. Properties that are individually listed on the National Register (Federal Tax Credits only) and those considered to be contributing buildings in a historic district listed on the National Register may obtain tax credits for rehabilitation work that meets the U.S. Secretary of the Interior’s Standards for Rehabilitation and a minimum expenditure, and is approved by the New York State Historic Preservation Office (NY SHPO) prior to the start of construction. Currently, commercial buildings (including rental residential properties) on the National Register or in a National Register Historic District can obtain Federal Commercial Credits of 20% and State Commercial Credits of 20%, with an adjusted expenditure based on property value less value of land. Homeowner-occupied buildings individually designated or in a historic district are currently eligible for a State Homeowner’s Credit of 20% with a minimum expenditure of \$5,000, of which a minimum of 5% must be completed on the exterior.

The most likely vehicle for making tax credits available is the creation of a local and State-certified National Register Historic District which could afford a 40% subsidy (20% federal, 20% State) for qualifying rehabilitation expenses on contributing properties.





Historic Properties

Source: Orange County Land Use Data, City of Middletown

## Revitalization Strategies

### Middletown DRI Strategies

- Enhance the appearance of Downtown's buildings, sidewalks, signage, streets, and open spaces.
- Improve Downtown Middletown's image to City residents and the region.
- Create "move-in ready" sites and building spaces that can be occupied by a mix of stores, restaurants and offices, including repurposing existing buildings to preserve the Downtown character.
- Reclaim vacant and underused sites and buildings to activate spaces and expand the City's tax base.

### Mid-Hudson REDC Strategies

- Leverage the region's outstanding natural resources, tourism industry, and agriculture in a "natural infrastructure" strategy that protects agriculture and the environment and recognizes these are important to tourism and as quality-of-life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.

This would require the following:

- Obtaining Certified Local Government (CLG) certification through New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP), also known as SHPO, is highly suggested, preferably prior to developing a local preservation ordinance. Over 60 communities in the state, including Newburgh, access benefits including: funding for historic resource surveys, planning studies, publications, and training programs; technical assistance from SHPO staff; participation in a network of CLG communities; and a quarterly newsletter. NYS OPRHP/SHPO provides an introductory information packet, including a model ordinance. See <http://nysparks.com/shpo/certified-local-governments/>





- Enabling legislation for a local preservation ordinance;
- Creating a Historic District Commission or extending the authority of the Architectural Board of Review; and
- Hiring a qualified preservation consultant to research and complete the National Register Registration Form, in consultation with the NYS OPRHP and the National Park Service (NPS). Research for registration of a district, a multi-property nomination, includes: identifying contributing and non-contributing buildings, sites, structures and objects within the proposed district; providing a description of each contributing building, site, structure or object supplemented with appropriate historical information; providing a narrative description of and historic context for the overall district as well as a statement of significance; and providing bibliographic references, representative photographs, and a plan and verbal descriptions identifying the boundaries of the district.

The existing BID boundary would be recommended for the historic district, since a slightly different boundary would lead to confusion. The designation of contributing and non-contributing properties within the coterminous BID and proposed district boundaries would provide clarity about where proposed changes must be reviewed and where the reviews can be less stringent.

In addition to creating a historic district, it is suggested that the board or commission with jurisdiction over the historic district next proceed to update the City's Design Review Guidelines to incorporate additional historical context and stylistic information to further assist building owners in identifying appropriate repairs and renovation work, and provide support to the board or commission regarding approvals of applications.

Future endeavors for the board or commission to consider may also include a plaque program to acknowledge building owners that exemplify the preservation ethic in the community, and providing educational sessions to inform the public of the historic district and the Design Review Guidelines.

#### ***Estimated Costs***

\$30,000 in consultant fees to complete National Register of Historic Places Registration Form.

#### ***Funding sources:***

- Funding is available from the following resources to assist with historic/cultural resource surveys to support the creation of a historic district:
- New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP):
  - Awards for Certified Local Governments (CLG) typically range from \$1,200 to \$29,000, with most in the range of \$5,000 to \$15,000. Communities are encouraged to contribute in-kind services or provide funding equaling at least 40% of the total project cost.
- Preservation League of New York State, Preserve New York Grant Program:

- Awards typically range between \$3,000 and \$10,000, and the program requires that the applicant contribute 20% of the project cost as a cash match.
- NYS Consolidated Funding Application (CFA) resources.

**Site Ownership/Legal Jurisdiction:**

- The City of Middletown has the legal jurisdiction to apply to be on the National Register of Historic Places.

**Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development)
- National Register Registration Form, in consultation with the NYS OPRHP and the National Park Service (NPS).
- Certified Local Government (CLG) certification through SHPO (recommended)
- Enabling legislation for a local preservation ordinance (City Council)

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

Creation of a National Register historic district will allow all buildings that are considered contributing to the historic significance of the district to be considered “certified historic structures” and eligible for both federal and state tax credits (currently 20% federal, 20% state). Additionally, municipal and not-for-profit owners of listed properties may apply for matching state historic preservation grants.

**Beneficiaries:**

Downtown building owners who would be able to use tax credits to make historically appropriate improvements to their properties. In addition, upgrades and enhancements to historic buildings will improve the Downtown’s image to the rest of Middletown and the region, creating a more inviting environment for new businesses, visitors, and residents.

**Timeframe for Implementation and Project Readiness:**

- 6-12 months: Obtain certification as a CLG and develop a preservation ordinance
- 6-9 months: Complete research and National Register of Historic Places Registration Form
- 6 months: Commission/Board and NYS OPRHP/NPS reviews and approvals



## PROJECT C-3: REVISE DOWNTOWN ZONING CODE

### Summary Description

Currently, Downtown Middletown is zoned C-3 (General Business), a broad category of commercial zoning that is also mapped for the City's auto-oriented business areas along Dolson Avenue and Dolsontown Road. It has been recognized in this plan that the existing zoning may not provide for optimal development and use of the Downtown. A specialized zoning district should be developed to permit a wide range of uses appropriate for a central business district, facilitate a 24/7 mixed-use environment with residents as well as workers, and promote strong design elements that complement Middletown's historic downtown fabric. The City can also utilize the rezoning effort to incorporate elements within the downtown zone that encourage green infrastructure and green building techniques.

### DRI Funding:

- This project is not recommended for DRI funding.

### Location:

- Middletown DRI Area

### Responsible Parties:

- City of Middletown

### Capacity:

- The City of Middletown has the capacity to update its zoning code with its current staff.

### Project Partners:

- City of Middletown Planning Board, Zoning Board of Appeals, Architectural Review Board, and BID.

### Estimated Cost:

- \$50,000 (in-kind services)

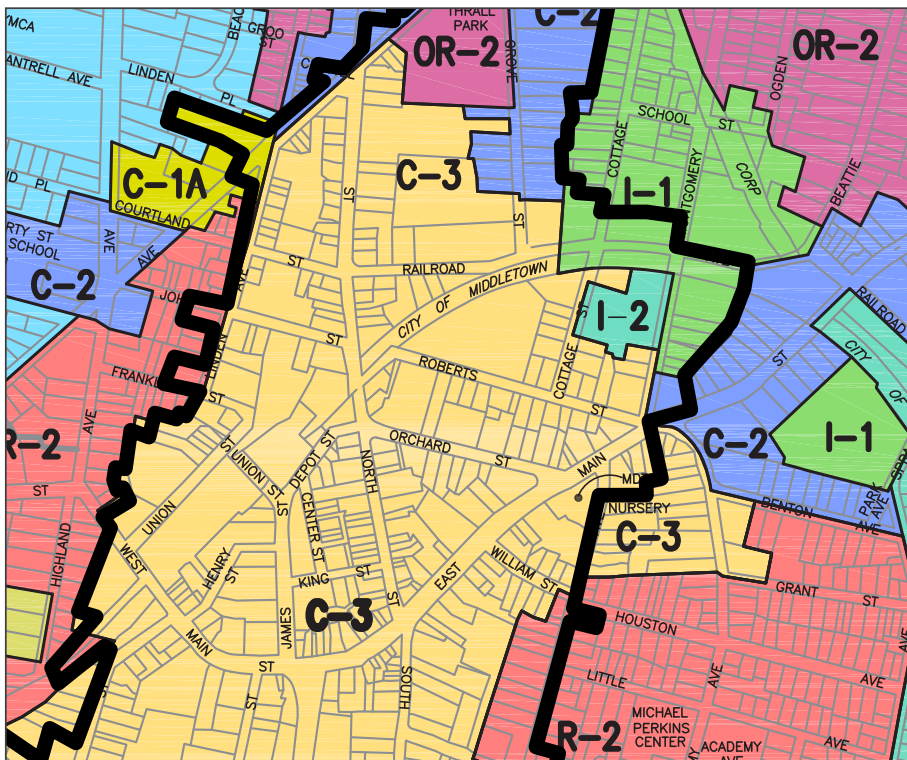
### Description

There are a number of zoning recommendations that the City can pursue to provide for optimal development and use of the DRI Area. The City should create a new zoning Downtown Mixed Use (DMU) district, which would cover all of the downtown area currently zoned C-3, except for the two parcels south of Fulton Street and east of South Street (currently a supermarket and an office building). The DMU zone would also incorporate three areas not currently included in the C-3 zone: 1) the I-1-zoned parcel bounded by South Street, Fulton Avenue and Canal Street; 2) the I-1-zoned parcel bounded by Fulton Street, Wawayanda Avenue and Mulberry Street; and 3) the I-2-zoned parcel bounded by Cottage Street, Montgomery Street and the former railroad right-of-way.

The C-3 permits few uses as-of-right, requiring a special permit in addition to site plan approval for most allowed uses. Several uses that are either present in Downtown Middletown or would be appropriate for the downtown do not appear to be permitted (e.g. houses of worship, outdoor dining and commercial recreation), while some uses that are not appropriate for a downtown setting are allowed (e.g. car washes). The following uses are proposed to be permitted in the new DMU district:

### Permitted Uses

- Retail stores, provided that all goods prepared on the premises are sold at retail, and provided that the floor area of the store does not exceed 3,000 square feet.
- Business, professional or medical offices.
- Municipal and educational uses (including dormitories).
- Banks and similar financial institutions, non-drive-up window.
- Bakery whose primary business is retail on the premises but which may also sell and deliver its products wholesale to stores, restaurants or similar businesses.



- Art galleries and artist studios.
- Artisan manufacturing (goods, such as jewelry or ceramics, which are produced using hand-tools only).
- Recreation facilities, commercial or private.
- One-family dwellings, subject to requirements of the R-1 zone, and two-family dwellings, subject to requirements of the R-2 zone, provided that the first floor (Street level) must be a commercial uses unless waived by the Planning Board in its sole discretion.
- Printing shops.
- Funeral homes and undertaking establishments.
- Billiard parlors and bowling alleys.
- Bus terminals and taxi stands.
- Off-street parking facilities.
- Telephone and similar communication facilities stores or offices.

#### Special Permit Uses

- Restaurants and eating and drinking establishments, non-drive-up window.
- Personal service uses, including but not limited to barbershops, beauty shops, shoe repair, tailoring or dry-cleaning service (excluding any dry cleaning on the premises).

#### **Revitalization Strategies**

##### **Middletown DRI Strategies**

- Create a more vibrant street life by encouraging outdoor dining and use of open spaces.
- Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.
- Encourage a diverse and balanced mix of housing types to serve residents of varied ages, incomes, and type who are seeking an alternative to traditional suburban living.
- Consider opportunities for student housing and/or other student-focused facilities to serve neighboring higher-education facilities.
- Expand the availability of convenience retail, restaurants, and other amenities that serve neighborhood residents and enhance quality-of-life.
- Consider opportunities for creating artist live/work spaces.

##### **Mid-Hudson REDC Strategies**

- Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.



- Multiple dwellings or attached housing, provided that ground-floor residential uses shall not be allowed on North Street, South Street north of Fulton Street and Main Street, unless waived by the Planning Board in its sole discretion.
- Places of assembly such as a theater, dance hall, auditorium or similar uses and purposes, including membership clubs where the chief activity or primary purpose is a service customarily carried on as a business or primarily for gain.
- Hotel, motel, inn and/or conference center (no minimum lot area).
- Retail stores whose floor area exceeds 3,000 square feet but does not exceed 15,000 square feet.
- Rectifying of spirits and wines, bottling of beverages, distillery operations and onsite tasting rooms, sales and tours.
- Houses of worship.
- Child day-care facility (subject to current C-3 requirements).
- Wireless telecommunications services facilities, as permitted and regulated in Section 475.43.

#### Accessory Uses

- Uses which are customarily incidental and accessory to the principal use.
- Sidewalk and outdoor cafes, subject to the provisions of Section 475-28. It is suggested that, in addition to sidewalks, accessory outdoor cafes be permitted on other City-owned property, such as pocket parks, subject to the Planning Board's discretion.
- Home occupations

#### Parking in the DMU Zoning District

Some of Middletown's existing required parking ratios, which apply city-wide appear to be problematic, especially in a downtown area. The following changes are recommended:

- Restaurants and eating/drinking establishments: Add a square footage requirement to reflect that some establishments may have few seats but contain standing areas for patrons. Suggest 1 space for every 5 seats (current requirement), or 1 parking space for every 100 square feet of patron area, whichever is greater.
- Stores and service establishments: Reduce requirement from 1 space per 150 square feet of floor area to 1 space per 250 square feet of floor area.

In addition, for the DMU zone, provisions should be added allowing the Planning Board to reduce required parking spaces by up to 50% based on documentation to the Board's satisfaction outlining the potential for shared parking of complementary uses (either on-site or within 500 feet) and/or proposed demand management techniques.

### Area and Bulk Standards in the DMU Zoning District

- Currently, the C-3 zone limits building heights at 6 stories, or 90 feet in height and does not require front, rear or side yards. These standards are appropriate for a downtown context, but the City may want to incorporate residential density and floor area ratio (FAR) requirements to help guide the scale of new development in the downtown. Typically, a residential density of 25 units per acre and an FAR of 2.0 would be appropriate for a downtown context like Middletown.

### Design Standards and Guidelines

- The new DMU zone would incorporate a set of design standards and guidelines, including diagrams and illustrations, as appropriate, to convey desired building siting, massing and scale; streetscaping; design of parking lots; lighting; landscaping, etc. These would supplement and expand upon the existing Design Review Guidelines in Chapter 166 of the City Code to address overall sites in addition to building façades. The City may want to expand the existing Architectural Control District to include areas within the new DMU zoning district. The existing Design Review Guidelines should also be revised to address the current situation of billboards affixed to buildings in the downtown area that advertise off-site businesses.

In anticipation of recommendations from the DRI Plan, the City has placed a moratorium on land use development. The Common Council finds that it was necessary to suspend development until this report is completed so that the City can make the most efficient and appropriate use of the funding from the State, and to allow the Common Council to consider changes to zoning that will specifically address the needs and concerns of the City's downtown area as revealed through the DRI process.

### ***Estimated Costs:***

\$50,000 to hire a consultant to write zoning code for DMU zoning district. However, the City plans to undertake zoning effort in-house without the services of a consultant.

### ***Potential Funding Sources:***

- NYS Consolidated Funding Application (CFA) resources
- HUD's Sustainable Communities Initiative.

### ***Site ownership/legal Jurisdiction:***

The City has the jurisdiction to update its zoning code.

### ***Regulatory Requirements:***

- City of Middletown: Referral for Master Plan consistency (Planning Board); Adoption of zoning revisions (City Council)
- SEQRA

***Public Support:***

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

***Anticipated Revitalization Benefits:***

Revisions to the downtown zoning are critical to jump-starting private investment in Downtown Middletown. The current zoning is not conducive to facilitating the location of new uses that are needed to establish the downtown as a destination for working, shopping, living, and entertainment. The existing regulations treat the downtown in the same way as Middletown's highway-oriented business areas in terms of uses allowed and area and bulk standards. Creation of a downtown-focused zoning district can be anticipated to promote activities that are more appropriate for a central business district, and that are designed at a scale and aesthetic that is in keeping with the historic fabric. The new regulations would also provide greater clarity to development applicants.

***Beneficiaries:***

Downtown property owners who would gain greater clarity regarding potential redevelopment of their property. In addition, redevelopment of Downtown sites will improve its image to the rest of Middletown and the region, creating a more inviting environment for new businesses, visitors, and residents.

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

6-9 months assuming the City completes the zoning revisions in-house.

## PROJECT C-4: FUND A BROWNFIELD AREA-WIDE INVENTORY STUDY

### Summary Description

There are several properties in and around the DRI area that could qualify for designation as a brownfield due to the presence, or potential presence, of hazardous materials. Contamination, or the perception of contamination, may be acting as a deterrent to future redevelopment of these sites and creating detrimental impacts to neighboring properties as well. The project would fund a study under the New York State Department of State's (NYS DOS) Brownfield Opportunity Areas (BOA) program to undertake an area-wide assessment of potential brownfield sites in and around Downtown Middletown.



### Description

The suggested study area would be the DRI area and areas within a quarter-mile radius. There are three program steps to the BOA Process:

- **Step 1: Pre-Nomination Study** – A basic and preliminary analysis of the area affected by brownfield sites, including a description and justification of the study area and associated boundaries; a basic description and understanding of current land use and zoning; the delineation and description of existing brownfield sites and other underutilized properties; and a description of the area's potential for revitalization.
- **Step 2: Nomination** – An in-depth and thorough description and analysis, including an economic and market trends analysis of existing conditions, opportunities and reuse potential for properties located in the proposed BOA with an emphasis on the identification and reuse potential of strategic sites that are catalysts for revitalization. The Nomination concludes with a description of key findings and recommendations to advance redevelopment of strategic sites and to revitalize the area.
- **Step 3: Implementation Strategy** – Description of the techniques and actions that can be undertaken and are necessary to implement the area-wide plan. Site assessments on strategic brownfield sites may be eligible for funding if environmental data is required.

Given the work completed for this DRI study, Middletown may be able to enter the BOA program at Step 2. The focus of the BOA study could be on specific revitalization sites, such as the Fort Knox facility on Canal Street, the Acme Bus site at Fulton and Mulberry Streets, the AAMCO Transmissions site at Fulton and South Streets (known to be contaminated) and the former O&W railroad station off Wickham Avenue.

### Estimated Costs

\$200,000 to pay a consultant for a Brownfield Opportunity Area Study

### DRI Funding:

- This project is not recommended for DRI funding.

### Location:

- DRI Area and areas within a quarter-mile radius

### Responsible Parties:

- City of Middletown

### Capacity:

- The City of Middletown has the capacity to oversee a consultant that will develop the study.

### Project Partners:

- Orange County IDA, Middletown IDA

### Estimated Cost:

- \$200,000



### **Revitalization Strategies**

#### **Middletown DRI Strategies**

- *Improve Downtown Middletown's image to City residents and the region.*
- *Employ strategies to help small and local businesses thrive, and address issues that cause vacancy rates.*
- *Reclaim vacant and underused sites and buildings to activate spaces and expand the City's tax base.*

#### **Mid-Hudson REDC Strategies**

- *Improve key regional infrastructure to make the region more business-ready.*
- *Support the revitalization of our urban centers as engines of regional prosperity.*
- *Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.*

### **Potential Funding Sources:**

- NYS DOS BOA grants

### **Site ownership/legal Jurisdiction:**

Although the City would undertake the study, properties studied may be privately owned.

### **Regulatory Requirements:**

City of Middletown: Issuance of RFP (Office of Community and Economic Development).

### **Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

### **Anticipated Revitalization Benefits:**

A brownfield inventory study could remove barriers to future redevelopment of challenging sites, generating new investment and improving conditions throughout the surrounding neighborhoods. The study also has the potential to generate positive environmental impacts by facilitating cleanup of contaminated areas that may be leaching into groundwater.

### **Beneficiaries:**

Property owners who may be interested in redeveloping who would gain greater clarity regarding environmental issues. In addition, redevelopment of sites in the Downtown and elsewhere will improve Middletown's image, creating a more inviting environment for new businesses, visitors, and residents.

### **Timeframe for implementation:**

1 year



Fort Knox Self Storage Facility, 9 Canal Street



Classic Hosiery Building, 2-40 Wawayanda Avenue



41 Railroad Avenue



Former Acme Bus Facility, 21 Fulton Street



Former O&W Station

## Potential Brownfield Sites



#### **DRI Funding:**

- This project is not recommended for DRI funding.

#### **Location:**

- Middletown DRI Area

#### **Responsible Parties:**

- The City of Middletown

#### **Capacity:**

- The City of Middletown has the capacity to establish an incentive program.

#### **Project Partners:**

- The City of Middletown BID, Orange County Arts Council. It is recommended that the City establish a liaison within the Office of Economic and Community Development to coordinate the program with the Orange County Arts Council and local volunteers. This responsibility could be covered with existing staff.

#### **Estimated Cost:**

- \$50,000

## **PROJECT D-3: CREATE AN INCENTIVE PROGRAM FOR PUBLIC ART**

### **Summary Description**

This project will create a public art program in which a percentage of bonded City capital programs is allocated for public art. Using Rockland County's Art in Public Places (AIPP) as a model, the program will coordinate with Orange County Arts Council to publicize opportunities for creation of public art.

### **Description**

Under the recommended model (based on Rockland County model), the Downtown Middletown Public Art Program would be administered by community volunteers to oversee the commission, selection and placement of artwork in public places. Rockland County's Percent for Art Law states that 1% of the first \$15 million of bonded County capital projects will be allocated for art; a similar percentage could be used in Middletown.

The logical entity to oversee the Public Art Program would be the Orange County Arts Council, which would work with local Middletown volunteers to commission, select, and place works of art at public sites in Downtown Middletown, and oversee the conservation of the artworks once installed. A City liaison within the Office of Economic and Community Development would coordinate the Arts Council and local volunteers.

### **Estimated Costs:**

- \$50,000 to get the program up and running. This includes \$10,000 for development of the program and \$40,000 in seed money to support grants to artists for public art. Ongoing artist grants would be supported by the bonding of capital program, other available grants, and potentially private funds.

### **Potential Funding Sources:**

- The City can partner with the Orange County Arts Council to apply for grant funding through the New York State Council on the Arts (NYSCA). As an eligible applicant, the OCAC can administer funds from the NYSCA Decentralization Program to provide funding for quality arts projects for the Middletown community.
- CDBG grant for operating costs
- Donations from private individuals and organizations
- Orange County Arts, Heritage, and Tourism Grants



**Site Ownership/Legal Jurisdiction:**

Art would primarily be located in public places, in which case the City would have legal jurisdiction and ownership. Art located on private property would require coordination with private owners.

**Regulatory Requirements:**

- City of Middletown: Adoption of “Percent for Art Law” enabling a percentage of bonded City capital projects to be allocated for art (City Council)

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings. The Incentive Program for Public Art project consistently generated significant enthusiasm from the community at public workshops and via the online survey.

**Anticipated Revitalization Benefits:**

The arts have proven to be a strong catalyst in economic development for communities throughout the region, such as Beacon, Nyack, Hyde Park and many others. Public art can be leveraged as an important piece of Downtown Middletown’s appeal to students, small business owners, shoppers and young professionals. This project aims to enhance the Downtown’s sense of place, make the area more welcoming and attractive to visitors, and provide an incentive that will bring the creative class to Middletown.

**Beneficiaries:**

Community residents, pedestrians, tenants or renters, homeowners, small business owners.

**Timeframe for Implementation and Project Readiness:**

Approximately one year to develop and launch the program. Installation of individual projects would be ongoing.



Example of public art

**Revitalization Strategies****Middletown DRI Strategies**

- Support venues and events for the City’s arts, cultural, and educational activities and institutions.
- Improve Downtown Middletown’s image to City residents and the region.
- Identify opportunities for outdoor and public art.

**Mid-Hudson REDC Strategies**

- Support the revitalization of our urban centers as engines of regional prosperity.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.
- Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.





## PROJECT E-1: DEVELOP A MASTER PLAN FOR THE MIDDLETOWN COMMUNITY CAMPUS (MCC)

### Summary Description

The Middletown Community Campus (MCC) is the site of a former state psychiatric center. With the 2016 annexation of a portion of the campus from the Town of Wallkill, all 232 acres are now located within Middletown. Different entities own portions of the campus, and there are a number of projects underway to rehabilitate or redevelop particular sites and buildings on the campus. For example, the Fei Tian Academy of the Arts and Fei Tian College have recently completed initial building renovations and have extensive plans for growth at the campus. They anticipate an approximately \$28 million investment to accommodate as many as 500 secondary students at the Academy of the Arts and 2,700 students at the College in the next five years.

This project will provide funding to develop a Master Plan for the overall development of the campus. The Master Plan will incorporate the needs and aspirations of current users of the campus; consider the growth plans of Fei Tian; address site-wide infrastructure needs; and create a vision and a strategy for bringing additional office and light industrial development, as well as public open space, to this key economic development site.

### DRI Funding:

- This project is not recommended for DRI funding.

### Location:

- Middletown Community Campus, Monhagen Avenue

### Responsible Parties:

- City of Middletown

### Capacity:

- The City of Middletown has the capacity to oversee a consultant that will develop the Master Plan.

### Project Partners:

- Fei Tian Academy and College, State Dormitory Authority (DASNY).

### Estimated Cost:

- \$150,000

### Description

The City of Middletown has already undertaken significant activity at the MCC, including acquisition and demolition of two buildings that were contributing to blight in the area. Estimates put the property acquisition costs at approximately \$600,000, and demolition costs at approximately \$1.6 million. The City is also utilizing a \$500,000 ESD grant to design roadway and infrastructure improvements for the campus, is negotiating with the State Dormitory Authority (DASNY) to acquire an additional 33 acres of land and buildings on the campus, and has acquired a \$500,000 Restore NY grant through the NY Empire State Development (ESD) to clean up debris on site.

In addition to plan for overall educational, office, and light industrial users on the campus, the Master Plan will explore options for the 10 +/- acres of campus land that will be set aside as a new public park. Preliminary design of the park, and its connections to other portions of the campus, will be prepared as part of the Master Plan. The plan will address links to the Heritage Trail to ensure that the Oliver Avenue connector from the Heritage Trail links up to the campus in a manner that is safe and convenient for pedestrians and bicyclists.

The City has sought ESD Strategic Planning and Feasibility Studies Grant funds to create a campus redevelopment shovel-ready master plan, including a guide for campus redevelopment, necessary environmental screenings, SEQRA reviews and permitting sites. ESD Development Grant funds will go toward infrastructure



Middletown Community Campus Redevelopment Project

Source: City of Middletown

improvements, including the replacement of aged stormwater, sanitary and water utilities, and road construction. Street light installation will cost approximately \$100,000, and infrastructure improvements for redundant water storage tank facilities for fire protection and usage are estimated to cost \$1.5 million. The City requested \$10.9 million for infrastructure and \$150,000 for planning in CFA funding; those grant applications were not successful in 2016.

#### Estimated Costs:

\$150,000 to hire a consultant to develop the plan.

#### Potential Funding Sources:

Preparation of the Master Plan will leverage current and future local, state, federal, and private investment in the MCC. As described above, significant public and private funding is already committed to the campus. The City is actively pursuing additional sources of funding, and the Master Plan will focus these efforts while making its applications more competitive. Other funding sources may include:

- Grant funding through Restore NY
- ESD Strategic Planning and Feasibility Studies Grant
- CFA Funding for infrastructure and planning

#### Site Ownership/Legal Jurisdiction:

All 232 acres of the MCC are located within the City of Middletown. Different entities own portions of the campus, including the City, Fei Tian College and Academy, and DASNY.

### Revitalization Strategies

#### Middletown DRI Strategies

- Reclaim vacant and underused sites and buildings to activate spaces and expand the City's tax base.
- Attract, create and retain jobs for residents and newcomers.
- Support office and light industrial use at the Middletown Community Campus and other locations in close proximity to Downtown.
- Improve linkages among the Downtown, SUNY Orange, Touro College and Fei Tian College/Academy.
- Enhance open spaces and promote access to the region's natural resources and recreational amenities.
- Encourage continuation of and connections to the Heritage Trail which will run through downtown

#### Mid-Hudson REDC Strategies

- Target job creation investments in identifiable industry "clusters" such as biotech, high-tech manufacturing, and information technology.
- Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, food and beverage, and health care, as these sectors represent large, vital anchor industries in the Mid-Hudson economy.
- Improve key regional infrastructure to make the region more business friendly.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Enhance the region's talent pipeline through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth as well as short-term responses to emerging needs.

- *Promote entrepreneurship, starts-ups, and small businesses through a variety of measures that will make it easier to access public- and private-sector resources for access to capital; workforce training; and business and technical consulting. Offer tax incentives for businesses to renovate existing buildings and sales tax holidays to stimulate retail sales.*
- *Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.*
- *Embrace inter-regional partnerships that leverage cross-region resources.*
- *Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.*
- *Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.*
- *Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market.*

**Regulatory Requirements:**

City of Middletown: Issuance of RFP (Office of Community and Economic Development).

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

The Master Plan will guide the coordinated redevelopment of this major site for a variety of educational, office, light industrial, and public recreational uses, ensuring that it becomes an economic asset to the City and the region. The redevelopment of the former Middletown Psychiatric Center into the MCC will produce a significant employment boost in Middletown. Over its three phases, this project is expected to generate approximately 1,935 construction jobs, with 1,062 total net new jobs, 89 retained jobs and 125 ancillary jobs.

In addition to existing buildings, as much as 500,000 square feet of new construction could easily be accommodated at the MCC. It is estimated that Fei Tian alone will create 450 permanent jobs on the campus. Just a short walk to Downtown Middletown, the students and workforce from a reactivated campus could become a catalyst for retail and entertainment spending, residential demand, and other spin-off economic activity downtown.

**Beneficiaries:**

City of Middletown, current and future users of the MCC site, adjacent property owners and residents.

**Timeframe for Implementation and Project Readiness:**

1 year to issue an RFP, select a consultant, and then develop the Plan.

## PROJECT E-2: CREATE A MIDDLETOWN BUS LOOP

### Summary Description

Downtown Middletown is surrounded by three higher education institutions, with a total student body projected to reach over 4,000 by 2018. Along with faculty and staff, this group presents an opportunity for additional patronage of Downtown businesses and activities. Creating a bus loop to connect institutions such as Fei Tian College and Academy at the Middletown Community Campus, Touro College and SUNY Orange to the downtown area, supporting local businesses and providing a useful connection for this growing community.

### Description

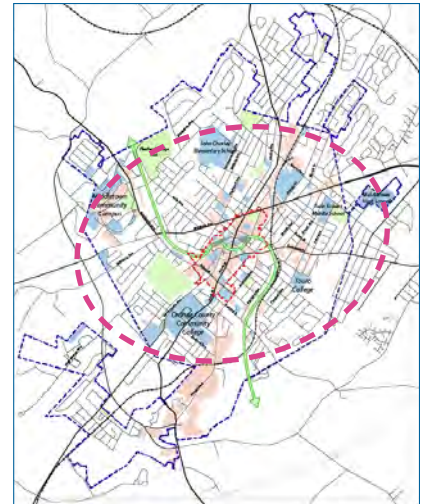
For a localized bus service to be successful, it must provide frequent and reliable service. Without deploying multiple vehicles, this requires that the geographical area served by the loop served be kept relatively small area and that the number of stops be limited, to ensure several runs of the loop per hour. Initially, the bus loop would link the three educational institutions, with interim stops at the new Middletown Transportation Center and Heritage Trail at Roberts Street/Railroad Avenue and Thrall Library/Erie Way Park. Additional stops could be added at the Middletown Community Campus as it is further developed in the future.

The most likely operator of the bus route would be the Middletown Transit Corporation, which is the primary local bus service provider in Middletown. It provides four routes that connect at the central hub in the DRI area Middletown off Railroad Avenue, the site of the future Transportation Center.

To incentivize use, the bus route would either be free or discounted for students at the surrounding institutions. This project would help to subsidize the loop by purchasing a vehicle, and providing funding to cover initial labor, maintenance, and marketing for two years. Touro College, Fei Tian, and SUNY Orange would be responsible for ongoing maintenance costs following the implementation of the route and bus service, potentially with some funding assistance from the City/BID.

The project would need initial buy-in from the three educational institutions, with a commitment to share in the funding for operational costs. The optimal route for the bus loop would need to be determined based on coordination with the three educational institutions, City Department of Public Works, Orange County Planning, and the New York State Department of Transportation (NYSDOT) as needed. In addition, traffic engineering would be necessary to determine the optimal route.

### Estimated Costs



#### DRI Funding:

- This project is not recommended for DRI funding.

#### Location:

- City of Middletown

#### Responsible Parties:

- Middletown Transit Corporation

#### Capacity:

- The City of Middletown has the capacity to coordinate the multi-jurisdictional effort involving the three institutions of higher learning.

#### Project Partners:

- Fei Tian College and Academy, Touro College, SUNY Orange, City of Middletown

#### Estimated Cost:

- \$1,000,000



### Revitalization Strategies

#### Middletown DRI Strategies

- Improve linkages among the Downtown, SUNY Orange, Touro College and Fei Tian College/Academy.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.

#### Mid-Hudson REDC Strategies

- Improve key regional infrastructure to make the region more business friendly.
- Support the revitalization of our urban centers as engines of regional prosperity.
- Enhance the region's talent pipeline through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth as well as short-term responses to emerging needs.
- Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.
- Embrace inter-regional partnerships that leverage cross-region resources.
- Make the Mid-Hudson region more attractive to young educated professionals in order to stop "youth flight" and "brain drain" in the region.
- Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.



Potential institutional partners for bus loop

Source: BFJ Planning

The development of a Middletown Bus Loop would require both capital and operational funding. Capital funding is required to purchase the vehicle and launch the program, while operational funding covers labor, maintenance and marketing. The initial capital cost depends on the type of vehicle purchased. Total potential costs vary, but could be anticipated up to \$1 million.

#### Potential Funding sources:

- Federal Transit Administration's Buses and Bus Facilities Grants Program.
- New York State Truck Voucher Incentive Program (for eligible vehicles).
- Orange County Planning Department for planning of the bus loop route, marketing, and related infrastructure improvements.
- It is assumed that ongoing operational costs would be funded through a combination of private sources (the three educational institutions and future tenants at the Middletown Community Campus) and City/BID funding.

#### Site Ownership/Legal Jurisdiction:

A bus loop would utilize public right-of-ways. Potential bus stops may be on property owned by the various institutions of higher learning.

#### Regulatory Requirements:

- SEQRA.

**Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

**Anticipated Revitalization Benefits:**

The Middletown Bus Loop has the potential to bring students, faculty, and staff of institutions bordering the DRI area into the Downtown. The Bus Loop is expected to leverage these existing institutions and provide a service that will benefit the various institutions as well as downtown businesses who will profit from the additional customer base. Connections to the new Middletown Transportation Center and the Heritage Trail would provide linkages to regional transit and recreation opportunities.

Creation of the bus loop could also have environmental benefits by increasing the use of transit rather than private automobile, thus reducing vehicle trips. In addition, selecting an electric or alternative fuel bus could further reduce potential emissions as well as allow eligibility for funding under the New York State Truck Voucher Incentive Program.

**Beneficiaries:**

Students of the three institutions, downtown businesses.

**Timeframe for Implementation and Project Readiness:**

2 years to plan the program, purchase the vehicle, hire the bus operator, and launch the service.

**DRI Funding:**

- This project is not recommended for DRI funding.

**Location:**

- City of Middletown within a 2-mile radius of Downtown

**Responsible Parties:**

- City of Middletown

**Capacity:**

- The City has the capacity to oversee a consultant to develop the study.

**Project Partners:**

- Enlarged City School District of Middletown, SUNY Orange, Touro College, Fei-Tian Academy, the YMCA, the City's Michael G. Perkins Community Center

**Estimated Cost:**

- \$60,000

## PROJECT E-3: DEVELOP SAFE ROUTES TO DOWNTOWN PROGRAM

**Summary Description**

This project will build on the concept of the nationwide Safe Routes to School program by improving pedestrian and bicycle connections from schools, community institutions and neighborhoods within a 2-mile radius to Downtown Middletown. The City's public schools are located outside of the DRI area, with the closest public education institutions being Presidential Park Elementary School off Roosevelt Avenue and Twin Towers Middle School, each about 1.5 miles from the DRI area. In addition, Middletown High School and Monhagen Middle School are each about 2 miles away from Downtown. Although the schools are not within close walking distance to the downtown, they could be easily bikeable, especially for middle and high school students. Other community institutions, such as SUNY Orange, Touro College, the YMCA Preschool and the Perkins Community Center, as well as several private schools, are within walking or biking distance to downtown.

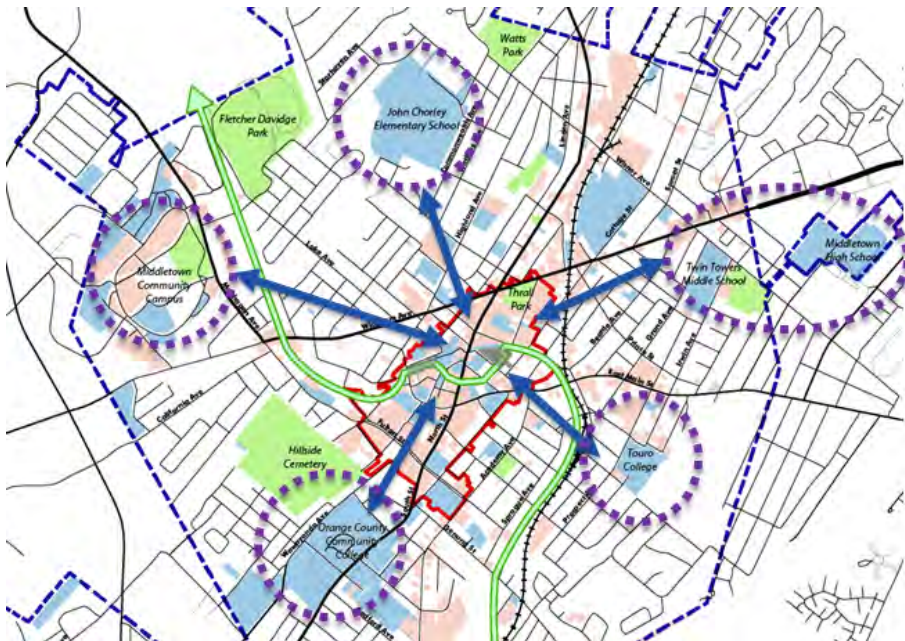
**Description**

A "Safe Routes to Downtown" program could be developed to initiate projects and activities that promote safety and accessibility for students and residents walking and bicycling to the downtown area. By improving safety around schools and community institutions, reducing traffic, and improving air quality, this program incentivizes an active lifestyle. The program would support improvements such as new or enhanced sidewalks, lighting, bicycle lanes, bike "share the road" signage, and wayfinding signage, to direct walkers and cyclists to the downtown via key routes. The Safe Routes to Downtown can also highlight opportunities to improve connectivity from schools and neighborhoods to the Heritage Trail, linking to downtown and beyond.

The Orange County Heritage Trail Extension Project will bring this existing multi-use rail trail from Goshen through the City of Middletown. This is an approximately \$12 million project led by Orange County and supported with federal, state, and county funds. Construction is expected to begin in 2017.

The City of Middletown has applied for NYSDOT Transportation Alternatives Program (TAP) funding for the \$2.33 million Heritage Trail Connections Project. The Project would create 5 connecting spurs from the Orange County Heritage Trail to important destinations in the City including Downtown Middletown, the SUNY Orange campus, the Touro College campus, the Middletown Community Campus, and the Middletown Junior and Senior High School campuses. If awarded, the TAP would fund up to 80% of the project cost. The City or another entity would be responsible for the remaining 20%. This project will fill in gaps in the Downtown spur of the trail, and will provide supplemental streetscape, signage, lighting and landscape treatments. The portion of this project that goes





*Institutional uses surrounding downtown area*

Source: BFJ Planning

towards Heritage Trail treatments will contribute to the City's match for the grant if awarded.

#### **Estimated Costs**

\$60,000 for a consultant to develop a Safe Routes to Downtown study

#### **Funding sources:**

- National Center for Safe Routes to School (for areas near schools).
- Federal Highway Administration's Transportation Enhancements, Recreational Trails and Transportation Alternatives programs.
- Orange County Planning transportation planning programs.

#### **Site Ownership/Legal Jurisdiction:**

Improvements recommended by the study would be on public right-of-ways.

#### **Regulatory Requirements:**

- City of Middletown: Issuance of RFP (Office of Community and Economic Development).

#### **Public Support:**

Members of the public and a focus group of business owners expressed support for this program in public meetings and during the public comments at Committee meetings.

### **Revitalization Strategies**

#### **Middletown DRI Strategies**

- Identify and strengthen downtown gateways from surrounding neighborhoods and regional transportation connections.
- Encourage continuation of and connections to the Heritage Trail which will run through downtown.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking, and bicycle infrastructure.

#### **Mid-Hudson REDC Strategies**

- Support the revitalization of our urban centers as engines of regional prosperity.
- Enhance the region's talent pipeline through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth as well as short-term responses to emerging needs.
- Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.
- Embrace inter-regional partnerships that leverage cross-region resources.



***Anticipated Revitalization Benefits:***

The Safe Routes to Downtown program is intended to increase the number of people who can safely walk and bike to Downtown Middletown from nearby schools, neighborhoods, and community institutions. If successful, the program can be expected to increase the downtown user population, with beneficial impacts to downtown businesses and community spaces. Improving neighborhood connections to the downtown, and overall walking and biking conditions, can also be anticipated to enhance the neighborhoods themselves through better quality-of-life and safety. Increased non-vehicular transportation could also have positive environmental impacts through reduced vehicle trips and emissions.

***Beneficiaries:***

Residents of Middletown within walking distance of the Downtown; Downtown businesses and institutions.

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

6-9 months for planning study to identify routes for sidewalk and bicycle transportation improvements.

### SECTION 3. SUMMARY TABLE

The following table reflects all projects/initiatives developed for the Strategic Investment Plan by the Local Planning Committee. Projects that are proposed for funding from the DRI award are listed first, and are displayed in descending order of cost. The order does not reflect the prioritization of these projects.

Table 12: DRI Funded Projects

Project Number	Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date*	Anticipated Completion Date	Jobs Created
A-4	Implement South Street Parking Lot Redesign	CoM	\$3.24 million	DRI Funds: \$3.24 million	4Q 2017	4Q 2019	0
B-1	Redevelop the Woolworth Building into Rail Trail Commons	CoM	\$3.54 million	DRI Funds: \$2.5 million Other Funds: \$225,000 in construction costs already funded; \$860,000 already funded by City; approximately \$128,000 in value to City of rent reduction from Race to Space program; \$2.33 million in TAP funding applied to for Heritage Trail	2Q 2017	2Q 2020	8+
A-6	Implement Streetscape Improvements	CoM; DPW	\$2.1 million	DRI Funds: \$2.1 million Other Funds: \$7.5 million in CMAQ funds committed for intersection improvements; \$2.6 million in federal funds committed for sidewalk replacements	2Q 2017	4Q 2019	0
A-1	Design and Develop Erie Way Park	CoM	\$2.04 million	DRI Funds: \$1.64 million Other Funds: \$400,000 already committed for skateboard park; \$2.33 million in TAP funding applied to for Heritage Trail	2Q 2017	4Q 2019	0
B-2	Bring the Orange County Accelerator to Middletown	CoM; OCA; Touro	\$1.3 million	DRI Funds: \$1.3 million Other Funds: Potential funding from Orange County IDA, Middletown IDA, and HUBZone funding	2Q 2017	2Q 2020	30-45
A-3	Implement Henry Street Parking Lot Redesign	CoM	\$930,000	DRI Funds: \$930,000	3Q 2017	4Q 2018	0
A-2	Implement James Street Parking Lot Redesign	CoM	\$900,000	DRI Funds: \$900,000 Other Funds: \$2.33 million in TAP funding applied to for Heritage Trail	3Q 2017	3Q 2018	0
C-1	Improve Façades and Storefront Signage	CoM	\$600,000	DRI Funds: \$600,000 Other Funds: \$180,000 in 25% matching funds by participating building owners; potential funding under NYS Main Street Program; potential historic federal and state tax credits upon creation of a local historic district	2Q 2017	2Q 2018	0
B-3	Install Public Wi-Fi Mesh Network	BID	\$194,000	DRI Funds: \$194,000 Other Potential Funds: Connect NY Broadband Program funding	3Q 2017	3Q 2021	0
D-1	Develop a Downtown Branding Program and Implement Wayfinding Signage	CoM; BID	\$275,000	DRI Funds: \$275,000	3Q 2017	4Q 2018	0
D-2	Provide BID with Tools to Revitalize the DRI Area	BID	\$160,000	DRI Funds: \$160,000 Other Potential Funds: Middletown City budget; private donations and grants	2Q 2017	2Q 2019	0
A-5	Improve Courthouse Parking Lot	CoM	\$165,000	DRI Funds: \$165,000	2Q 2017	2Q 2018	0

Responsible Parties: CoM = City of Middletown; BID = Middletown BID; DPW = Middletown DPW; OCA = Orange County Accelerator; Touro = Touro College; MTC = Middletown Transit Corporation  
\*The proposed start date for Priority Projects is dependent upon the award of DRI funds by the State. Accordingly, it is assumed that the earliest start date for any project is the 2nd quarter of 2017.

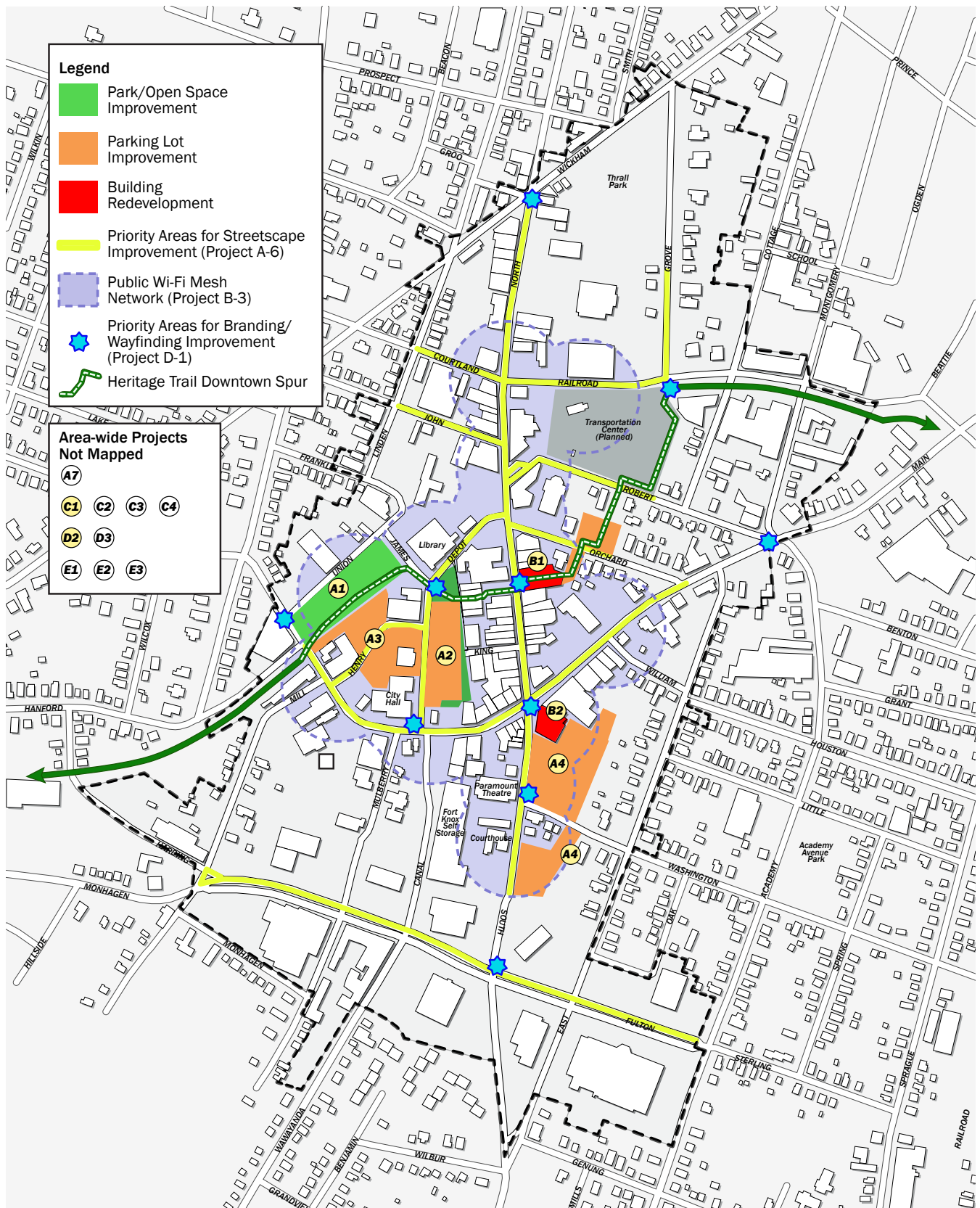


Figure 26: Summary of Projects

## SUMMARY TABLE (CONTINUED)

The following table reflects all projects/initiatives developed for the Strategic Investment Plan by the Local Planning Committee. Projects that are proposed for funding from the DRI award are listed first, and are displayed in descending order of cost. The order does not reflect the prioritization of these projects.

**Table 13: Non-DRI Funded Projects**

Project Number	Project Title	Responsible Party	Estimated Cost	Potential Funding Sources
E-2	Create a Middletown Bus Loop	MTC; Touro; Fei Tian; SUNY Orange	Up to \$1 million in capital and operating costs	Federal Transit Administration's Buses and Bus Facilities Grants Program; NYS Truck Voucher Incentive Program (for eligible vehicles); Orange County Planning Department for planning of the bus loop route, marketing, and related infrastructure improvements.
C-4	Fund a Brownfield Area-wide Inventory Study	CoM	\$200,000	NYS DOS BOA grants
E-1	Develop a Master Plan for the Middletown Community Campus	CoM	\$150,000	Restore NY Grant; ESD Strategic Planning and Feasibility Studies Grant; CFA funding for infrastructure and planning
A-7	Develop a Parking Utilization and Management Plan	CoM	\$60,000	Empire State Development Grant Funds; NYS CFA resources; Orange County Planning funds for transportation planning
E-3	Develop Safe Routes to Downtown Program	CoM	\$60,000	National Center for Safe Routes to School; Federal Highway Administration's Transportation Enhancements, Recreational Trails and Transportation Alternatives programs; Orange County Planning transportation planning programs.
C-3	Revise Downtown Zoning Code	CoM	\$50,000 (in-kind services; City to undertake in-house)	NYS CFA resources; HUD's Sustainable Communities Initiative.
D-3	Create an Incentive Program for Public Art	CoM	\$50,000	New York State Council on the Arts (NYSCA); CDBG grant for operating costs; donations from private individuals and organizations; Orange County Arts, Heritage, and Tourism Grants
C-2	Create Downtown Historic District and Support Historic Designation of Buildings	CoM	\$30,000	NYS OPRHP awards for Certified Local Governments (CLGs); Preservation League of New York State, Preserve New York Grant Program; NYS CFA resources

Responsible Parties: CoM = City of Middletown; BID = Middletown BID; DPW = Middletown DPW; OCA = Orange County Accelerator; Touro = Touro College; MTC = Middletown Transit Corporation



**ENDNOTES**

1. [http://www.nycolleges.org/institution/fei-tian-college\\_189](http://www.nycolleges.org/institution/fei-tian-college_189)
2. Middletown Student Housing Development Review, 2015 Pattern for Progress
3. US Census Bureau, 2000 and 2010 Decennial Censuses.
4. US Census Bureau, 2000 and 2010 Decennial Censuses.
5. US Census Bureau, 2010 Decennial Census.
6. The Census Bureau's American Community Survey trends are drawn from a single estimate over a 5-year period from 2010 to 2014.
7. ESRI Business Analyst. Infogroup, Inc. 2016.
8. Over the 2010-2014 period no homeowner vacancies were estimated though this may be due to statistical error as the margin of error is considerable for this particular estimate.
9. As listed on realtor.com, a major national real estate brokerage website.
10. NYS DOL, Quarterly Census of Employment and Total Wages
11. 2002-2014 annual Longitudinal Employee Household Dynamics (LEHD) file for Middletown
12. ESRI Business Analyst. Infogroup, Inc. 2016.
13. Onthemap 2016; 2010 Census.
14. SUNY Orange Fall 2014 FREEZE Enrollment Report. Accessed Online: [http://www.sunyorange.edu/ir/reports/docs/Fall2014EnrollmentFreezeReport-CollegeStudentsOnly\\_001.pdf](http://www.sunyorange.edu/ir/reports/docs/Fall2014EnrollmentFreezeReport-CollegeStudentsOnly_001.pdf)
15. American Association of Colleges of Osteopathic Medicine Fall 2014 Preliminary Enrollment Report. Accessed Online: <https://www.aacom.org/docs/default-source/data-and-trends/fall-2014-preliminary-enrollment-report-fast-facts.pdf?sfvrsn=8>
16. LoopNet 2016. Accessed Online on October 14, 2016: <http://www.loopnet.com/for-lease/?bb=i03t25un0HzxkvF>
17. LoopNet 2016. Accessed Online on October 14, 2016: <http://www.loopnet.com/for-sale/?bb=5l-wowzn0HzxkvF>
18. Psychographic terms used in this report are created by ESRI.
19. NYS Traffic Data Viewer, 2014.

All photos not credited to another source were taken by BFJ Planning.

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