

2019

# downtown revitalization initiative

CITY OF NORWICH / NEW YORK



**REDC Region:** Southern Tier

**Municipality Name:** City of Norwich

**Downtown Name:** Downtown Norwich

**County Name:** Chenango

**Applicant Contact Email Address:** [scraig@chenangony.org](mailto:scraig@chenangony.org)



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# acknowledgements

We are grateful to the following individuals whose time, input, expertise and vision helped inform this application. Their collective belief in the future of Downtown Norwich is a testament to the unity, optimism, and entrepreneurial spirit of our community.

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Christine Carnrike, *Mayor of the City of Norwich*

City of Norwich Common Council, especially  
Matthew E. Caldwell, Alderman Ward 1; David Zieno,  
Alderman Ward 5; and Robert D. Jeffrey, Alderman Ward 6

Chenango County Board of Supervisors

Chenango County Planning & Development,  
especially Shane H. Butler, *Director of Planning*  
and Corey Katusha, *Planner*

Ann Coe, Norwich Business Improvement District

Todd D. Dreyer, *Community Development Advocate*

Chris Hayes, *Entrepreneur*

Lisa Kempf, *Designer*

Lindsey Lefevre, SUNY Morrisville

Northeast Classic Car Museum, especially Robert M. Jeffrey,  
Joseph Angelino, Phil Giltner and Edward O'Reilly

Adam Spence, *Business Owner*

Tom Sutton, NBT Bank

## **Commerce Chenango**

Steve Craig  
Stephanie Boland  
Alex Larsen  
Audrey Robinson

## **Commerce Chenango Board of Directors**

Charlie Andrews  
Michael Ferrarese  
Douglas Franklin  
Nate Foote  
Jamie Gaudreau-Moore  
Lisa Kempf  
Pete Komendarek  
Eric Larsen  
Lindsey Lefevre  
Pegi LoPresti  
Julia Miller  
Dominic Shea  
Melissa Stagnaro  
Lawrence Wilcox





## GREETINGS FROM NORWICH

The community now known as the City of Norwich was literally hewn from the wilderness by pioneers from New England, including veterans of the American Revolution. Their small market-town was transformed into a burgeoning center of finance and manufacturing with the arrival of the Chenango Canal and the railroads.

Norwich's long legacy of innovation began in the 19th century with David Maydole, who invented a hammer that wouldn't come apart, and continued at the Norwich Pharmacal Company, with the development of popular remedies including Unguentine, Norwich Aspirin, and most famously, Pepto Bismol.

Industrialization brought the wealth that financed a downtown shared by commercial, civic, cultural, and religious communities, united first as a thriving village, and later, a city. Many historic buildings from that era have been repurposed to meet new needs, conferring upon Downtown Norwich its authenticity, while providing amenities people have come to expect in even a small urban center. Since the turn of the 21st century more than \$40 million has been invested in our DRI Area, creating and renewing venues for commerce, employment, recreation, and cultural enrichment.

And in just the last 5 years, well over \$150 million has been invested in Greater Norwich to support new, high-wage employment in tradable-sector industries. Greater Norwich's widely diversified economy is built on a foundation of agriculture, exemplified by the astonishing success of Chobani, and on a constellation of other primary employers across a variety of industries including pharmaceuticals, biotech, banking, insurance, electronics, and aviation. Chenango County, with Norwich at its center, ranks third

among upstate counties for private-sector job growth in the ten years since the official end of the Great Recession. Furthermore, the Appalachian Regional Commission is now using Chenango County as a case study in economic resilience.

To be sure, challenges remain. Success in job creation must be met with success in workforce development, which in turn relies on training, place-making, and attractive housing options. The need for these essential elements, along with Norwich's long record of attracting investment, fostering innovation, and creating employment have informed this application for Southern Tier Soaring's Round 4 Downtown Revitalization Initiative Award.

Sincerely,

**STEVE CRAIG**

*President & CEO, Commerce Chenango, Inc.  
Executive Director, Development Chenango Corporation  
Executive Director, County of Chenango Industrial  
Development Agency*

## PART 1

# vision for downtown

Downtown Norwich will capitalize on the confidence of business owners, residents, and visitors in the vibrancy of our city by connecting our past to our future, repurposing legacy properties, and adding amenities to create authentic experiences that resonate with residents and attract visitors. We will visually enhance our city's existing historic character throughout the downtown area, and incorporate forward-thinking infrastructure and planning as the local economy continues to adapt and evolve. We'll address critical needs in housing and community services, while supporting the already thriving arts and culture scene. Finally, we'll create a coherent, dynamic "home base" for year-round tourism and the attractive, affordable lifestyle available to residents of Chenango County.



## PART 2

# justification

Norwich is at once unique and a classic All-American small town. Like a scene from a movie, Norwich's main thoroughfare, Broad Street, features century-old buildings and is dotted with a movie theater, restaurants, bars and cafés, and a handful of independent retailers. Signs of past glory, like historic buildings that show their age or the faded Unguentine sign on an unused brick warehouse, stand near newer development and modern growth.

Downtown Norwich serves as the Downtown not just for the City's 7,000 residents, but for all of Chenango County. It is the Downtown for the region's major employers: Chobani, NBT Bank, The Raymond Corporation, Alvogen, General Electric Aviation-Unison, GOLDEN Artist Colors, Chentronics, and Kerry Bio-science. The proximity to these workplaces makes Norwich a destination for shopping, dining, festivals, fairs, music, theater, parks and the YMCA.

People come to Norwich for a wide range of opportunities and services. Norwich's parks, swimming pool, youth programs, and other recreational amenities are available to and frequently used by residents of other communities within the county. As the Chenango County seat, Norwich is home to numerous not-for-profit entities and government agencies that serve the county and region. Chenango County's only hospital, UHS/Chenango Memorial, is the northern anchor of the DRI area.



AT NBT BANK, WE ARE PROUD THAT OUR ROOTS IN NORWICH DATE BACK OVER 160 YEARS. TODAY, NORWICH CONTINUES TO SERVE AS HOME TO OUR CORPORATE HEADQUARTERS AND OUR LOCAL EMPLOYEE BASE OF MORE THAN 550 TEAM MEMBERS WHO SUPPORT OUR NETWORK OF 149 LOCATIONS IN SIX STATES.



**JOHN H. WATT**  
PRESIDENT & CEO, NBT BANCORP





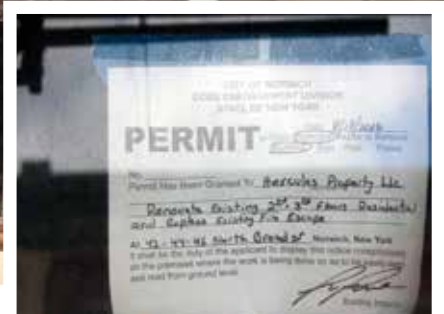
The impact of the investment of \$10 million in a community of our size and socio-economic stature cannot be overstated. The easily walkable DRI area is less than one square mile centered on the historic commercial district, extending north to the hospital, south to SUNY Morrisville, and through the Museum District, home to the Northeast Classic Car Museum, to the city's northeast Gateway.

With the availability of the additional funding the DRI would provide, long awaited projects can get underway. Examples include the development of a much-needed hotel, for which major employers and tourism properties have long hoped. Streetscape improvements can visually and concretely connect the burgeoning Museum District on Rexford Street to the Route 12 corridor. Vacant historic buildings can be repurposed, bringing new life to parts of our city that had been left in the past.

In addition, community needs, such as a job training center and additional daycare services for working families, can be met with new investment opportunities. The development of mixed use properties throughout Downtown Norwich will make better use of prime real estate, encourage residency in downtown buildings, boost occupancy rates, and encourage further private development. All these improvements would go a long way toward making Norwich even more attractive to working families, job seekers and employers.

Nestled in a valley 30 miles from the nearest Interstate, Downtown Norwich offers shelter to its residents from the noise and chaos of the outside world, yet can struggle to embrace its advancements and opportunities. A revitalized Downtown will provide a creative work environment with big city amenities and global connectivity, while maintaining the desirable peaceful rural setting and small town charm.

Norwich is poised to make a bold statement about its place in the modern economy. In the words of one community-minded resident, "I believe that Norwich's best days are yet to come."



# downtown identification

The entire City of Norwich, covering a scant two square miles, serves as the downtown for the Greater Norwich community, including the Towns of Norwich and North Norwich. As the Chenango County seat, Norwich is also the civic and cultural center of Chenango County.

## Boundaries of the Proposed DRI Area

In order to achieve maximum impact from DRI-supported activity, the DRI Area focuses on the traditional commercial core, represented by the Business Improvement District (BID) centered on the intersection of Broad and Main Streets. By extending BID's Broad Street axis slightly, we include SUNY Morrisville and the Eaton Center to the South, and Chenango Memorial Hospital to the North, all important downtown anchors and venues for potential development.

Finally, the DRI Area takes in the Museum District on Rexford Street, home of Chenango County's primary year-round visitor attraction, the Northeast Classic Car Museum, along with the Chenango County Historical Society's Museum, Loomis Barn, and Flanagan Research Center, and the Bullthistle Model Railroad Museum. Our goal is to integrate these assets into the walkable downtown experience.

The resulting perimeter encloses an area of less than one square mile, and creates synergy with other development

tools. The DRI Area includes the aforementioned Business Improvement District, the Museum District, and the North Broad Street and Courthouse Historic Districts. It significantly overlaps parts of the Brownfield Opportunity Area and the federally-designated Opportunity Zone.



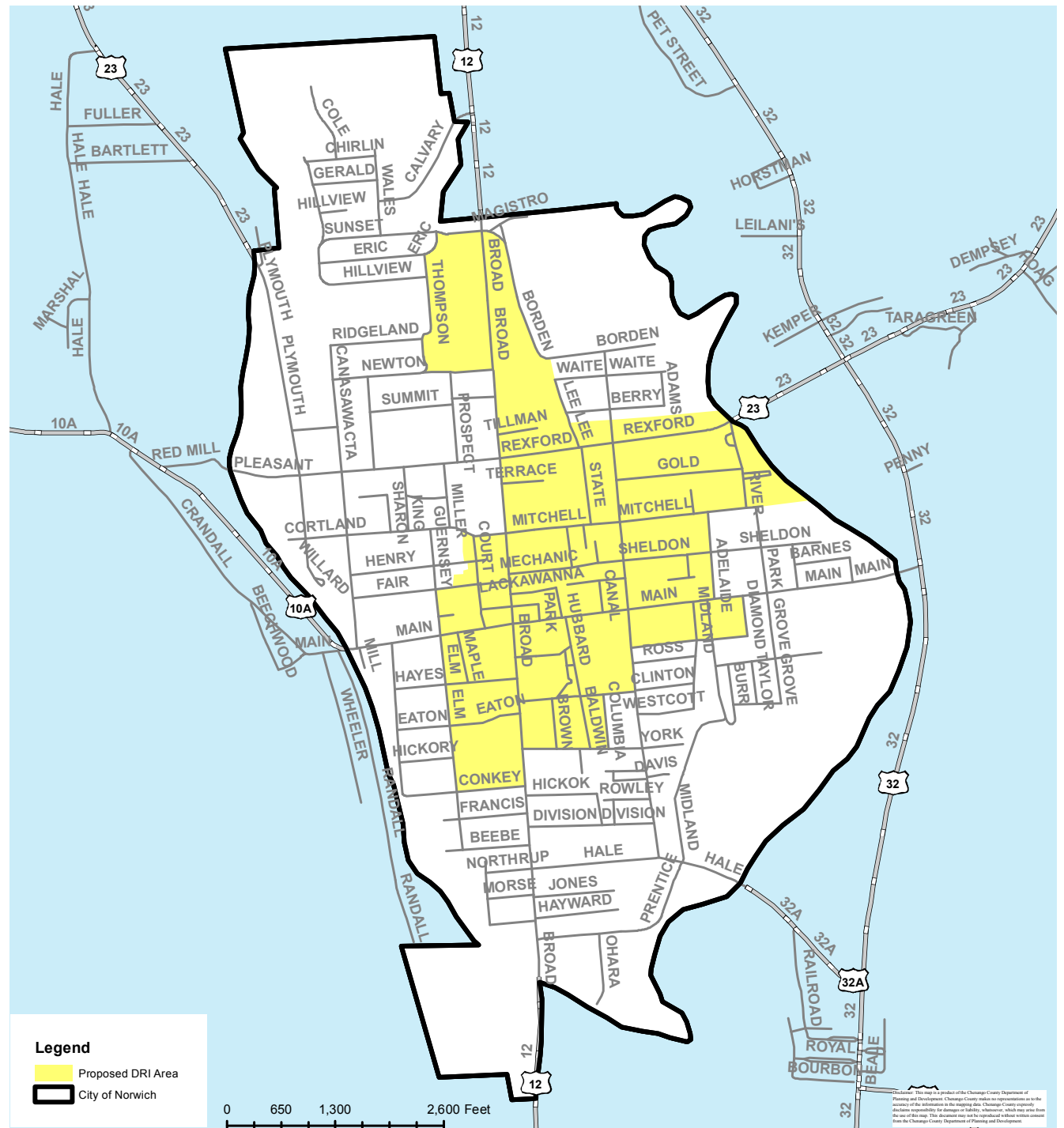




NORWICH IS UNIQUELY SITUATED AS THE CENTER FOR ECONOMIC GROWTH, COMMERCE, HISTORICAL AND ARTISTIC TOURISM, BUSINESS DEVELOPMENT, AS WELL AS HEALTH AND FITNESS IN CHENANGO COUNTY. THE DOWNTOWN REVITALIZATION INITIATIVE WILL BUILD UPON OUR FOCUS TO CREATE AN AREA FOR ENTREPRENEURS TO CONTINUE TO INVEST AND GROW, AS WELL AS PROVIDE AN ATMOSPHERE CONDUCIVE TO ATTRACTING AND RETAINING YOUNG PROFESSIONALS AND THEIR FAMILIES.



**ALDERMAN  
ROBERT D. JEFFREY**



## Past Investment, Future Investment Potential



The spark that ignited redevelopment in Downtown Norwich was struck in 1992, by Mary Lou Stewart, Executive Director of the Chenango County Chamber of Commerce, and irrepressible serial entrepreneur. With an investment equivalent to \$270,000 in today's dollars, she engaged designers, architects, and builders to transform the shopworn Bixby Building, setting the standard the downtown projects that followed.

In the first two decades of the 2000s, Downtown Norwich has been redefined, continually benefiting from a steady stream of public and private investment, totaling more than \$40,000,000.

- As NBT Bank has grown both organically and through acquisition, the footprint of its corporate headquarters has doubled in size, representing private investment of some \$14,000,000.
- Public and private investment in new housing options tops \$9,000,000.
- \$700,000 in three rounds of New York Main Street grants has leveraged an equal amount from downtown property owners.
- Chenango Memorial Hospital recently invested \$2,400,000 in its laboratory and cardiac unit.

The legacy of identifying and seizing redevelopment opportunities shows no signs of slowing. Q2 2019 will see Removal Corporation and Principle Engineering completing the \$800,000 conversion of a former school into 10 market-rate apartments, and Coronado Enterprises investing \$200,000 to repurpose idle retail space as corporate offices.



THE NORWICH YMCA MADE A FINANCIAL COMMITMENT TO REMAIN IN DOWNTOWN NORWICH WHEN WE DECIDED TO CONSTRUCT A NEW \$7 MILLION FACILITY IN 2002. WE CONTINUE TO INVEST INTO OUR FACILITY AND GROUNDS MAKING THE YMCA A DESTINATION AND STAPLE IN DOWNTOWN NORWICH.



**JAMES MULLEN**

EXECUTIVE DIRECTOR, NORWICH FAMILY YMCA

## INVESTMENTS (2009-PRESENT)



**NBT BANK**  
Campus expansion, technology upgrades  
**\$10,000,000**



**CHENANGO MEMORIAL HOSPITAL**  
Lab, cardiac unit updates  
**\$2,400,000**



**CHENANGO COUNTY HISTORICAL SOCIETY**  
Loomis Barn, Research Center, renovations  
**\$1,400,000**



**COBBLER'S SQUARE**  
Apartments  
**\$7,800,000**



**EATON CENTER**  
Chenango County Courts/UHS Physical Therapy  
**\$3,000,000**



**CORNELL COOPERATIVE EXTENSION**  
Historic building renovation  
**\$812,000**



## INVESTMENTS (2009-PRESENT)



**REMOVAL CORPORATION**  
East Main School Apartments  
**\$800,000**



**DEVELOPMENT CHENANGO**  
Former Fishman's redevelopment  
**\$550,000**



**NORTHEAST CLASSIC CAR MUSEUM**  
Building improvements, collection curation  
**\$947,000**



**COLONIA THEATER**  
Balcony repurposing; technology upgrades  
**\$700,000**



**FRIENDS OF THE PARKS**  
East and West Park redevelopment  
**\$500,000**



**HERCULES PROPERTIES**  
Heritage Building apartments  
**\$450,000**

## INVESTMENTS (2009-PRESENT)



### **GUERNSEY MEMORIAL LIBRARY**

ADA compliance

**\$425,000**



### **CORONADO ENTERPRISES**

Repurpose historic row building

**\$200,000**



### **CHENANGO HOUSING**

Building renovations

**\$90,000**



### **COMMERCE CHENANGO**

Renaissance Building 1st floor South

**\$200,000**



### **ADAM SPENCE**

Bixby & Fair Store Building renovations

**\$90,000**



### **NINA'S PIZZERIA**

Restaurant re-configuration

**\$75,000**



## INVESTMENTS (PRE-2009)



**CHENANGO ARTS COUNCIL**  
Lobby renovation, signage  
**\$20,000**



**NORWICH FAMILY YMCA**  
New construction  
**\$7,000,000**



**CHENANGO ARTS COUNCIL**  
Theatre Restoration  
**\$750,000**



**WILD OWL**  
Restaurant expansion  
**\$15,000**



**NBT BANK**  
Campus expansion  
**\$4,000,000**



**COOK BUILDING**  
Residential, commercial renovation  
**\$300,000**



## FUTURE INVESTMENT POTENTIAL

Local developers with a downtown track record are currently considering other investments. Their commitments would definitely be influenced by the availability of DRI support. They range from a large-scale mixed-use conversion of an historic industrial building, to the development of a shared resource entrepreneur center in the building that also houses all Chenango County Economic Development entities.



### ADAM SPENCE

20 American Avenue redevelopment, mixed use  
**\$6,000,000**



### SUNY MORRISVILLE

80 South Broad St., convert to job training center  
**\$750,000**



### CHRIS & MISSY HAYES

10 South Broad St, elevator-accessible space  
**\$170,000**



### HAYES & BOSWORTH

13-15 South Broad St, build-out, mixed use  
**\$700,000**



### PRINCIPLE DESIGN & ENGINEERING

116 East Main St, convert to company headquarters  
**\$100,000**



### EATON CENTER

Façade work, fit-up of additional office space  
**\$2,000,000**

# Recent or impending job growth

Norwich is home to strong employers across a variety of industries

**\*GE Aviation/Unison Industries:** A General Electric Center of Excellence in Magnetics, Unison produces jet-engine alternators for global markets. Unison in Norwich was selected over GE locations in several other countries to host an expanded commitment to the development and manufacturing of aircraft sensors. New York State is an important partner in this \$30M project, awarding \$4.2M through the Southern Tier Soaring Upstate Revitalization Initiative's focus on Advanced Manufacturing related to transportation. This expansion into a tradable sector of the economy will significantly expand the Unison workforce.

**NBT Bancorp** is a \$10B regional bank headquartered within the Norwich DRI area, whose service area includes northeast Pennsylvania, central New York, and parts of Vermont, New Hampshire, Massachusetts, and Maine. Because top management, central administration and support services are in Norwich, growth in those markets requires hiring here. The NBT Norwich campus has nearly doubled in size in the last 10 years, representing an investment of \$14M.

\*Pharmaceutical manufacturing is Norwich's oldest legacy industry, tracing its origins back to the 19th century and the development of Pepto Bismol, Norwich Aspirin, Unguentine and other remedies by the Norwich Pharmica Company. Its corporate descendent, **Norwich, An Alvogen**



PHOTO: The Daily Star

## UNISON

- **\$4.3M** URI Award/\$30M expansion
- **76** new jobs
- **\$4.6M** additional payroll
- **74%** job growth



## NORWICH, AN ALVOGEN COMPANY

- **\$2M** Excelsior Tax Credits, 2013
- **\$90M** investment since 2015
- **25%** job growth



## CHOBANI

- Stable workforce of **1,000**
- **Expansion** under consideration

**Company**, is the Western Hemisphere's development and manufacturing site for Alvogen, a pharmaceutical company based in Iceland. In the last five years, Alvogen has invested nearly \$100M in the Norwich plant, adding capacity for more complex and profitable products. In CFA Round One, Alvogen was awarded \$2M in Excelsior Tax Credits.

**\*GOLDEN Artist Colors** made room for more manufacturing space in its New Berlin plant, by relocating warehousing and distribution to an idle industrial property in Norwich. This expansion, facilitated by CDBG Economic Development funding administered by Development Chenango Corporation, created 30 jobs.

**\*Chentronics LLC** is a success story of the County of Chenango Industrial Development Agency's (CCIDA) manufacturing incubator. This manufacturer of high-energy ignition products for the petroleum industry is now owned by Koch Industries, and last year tripled its factory floor space.

\*After a decade of explosive growth, the workforce at **Chobani** has stabilized at approximately 1,000. However, the company continues to innovate, and will eventually need to add manufacturing capacity. Growth at Chobani has been supported by the SBA, New Markets Tax Credits, CDBG Economic Development grants, and CCIDA property and sales tax incentives.

*\*Industry in Tradable Sector*



EMPLOYER	RECENT HIRES	CURRENT WORKFORCE	ANTICIPATED HIRES
GE Aviation-Unison Industries	179	420	35
NBT Bank	169	558	50
Norwich, An Alvogen Company	81	325	20
GOLDEN Artist Colors	34	223	1
Chentronics	7	34	7
Chobani		1052	75



## Attractiveness of physical environment

Located in the scenic Chenango River valley, Norwich is a picturesque city that features a blend of architectural and natural beauty. Norwich's downtown retains the majority of its historic structures, many of which date to the 19th century. A number of notable buildings have been preserved or rehabilitated in recent years, including the Chenango County Courthouse, the former high school on West Main Street, the police station and City government offices, located in the former train depot.

The City's core commercial area is centrally located along Route 12 (North and South Broad Streets) and extends east and west along Main Street. Restaurants, grocery stores, gift shops and other unique retailers as well as a variety of service providers make up much of the occupied commercial space. Downtown is surrounded by residential neighborhoods, giving residents easy access to work, dining, shopping, and entertainment.

Norwich is home to a large number of houses of worship. The Norwich YMCA, Chenango Memorial Hospital, County government, courts, and numerous non-profit organizations are among the local services that draw people from around the County.

Leafy parks and playgrounds dot the City. Just outside Downtown, the Chenango Greenway Conservancy's River Walk Trail encompasses 6 miles of interconnected and standalone multi-use, non-motorized, public recreational trails that run along the environs of the Chenango River. Sidewalks, crosswalks and a pedestrian-friendly culture contribute to Norwich's Walk Score of 81 (very walkable). Limited bus service is provided by Chenango First Transit.

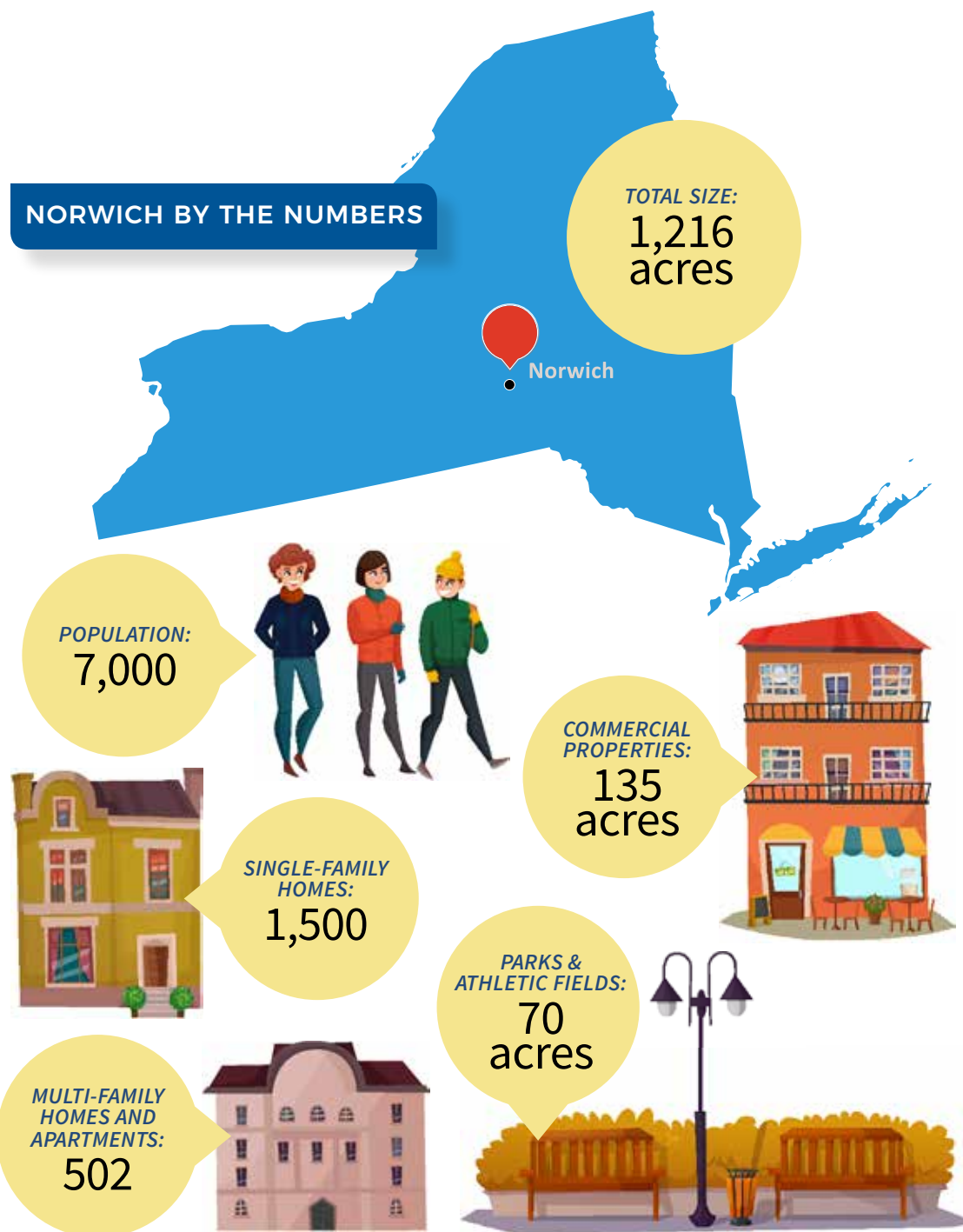


The arts have a strong presence in Downtown Norwich. The Chenango Council of the Arts maintains a gallery and theater with year-round programming. Colorscape Chenango, the nationally ranked fine arts festival, takes place each year in East and West Parks, while the Chenango Blues Association provides free public concerts throughout the summer on the East Park bandstand. The Twin Tiers Film Festival is one of Norwich's newest events, and is already proving to be a strong draw to our Downtown.

The DRI investment would enable Norwich to connect each of these pieces - commerce, services, recreation, history, transportation and culture – to make the Downtown even more attractive and livable for those all those who choose to call Norwich home.



## NORWICH BY THE NUMBERS





# Quality of Life Policies

The quality of life policies of the City of Norwich are expressed in its 2014 comprehensive plan\*, the result of a two-year planning process.



## Efficient & Progressive Municipal Services

- Promote greater inter-municipal cooperation and consolidation
- Share municipal services to optimize efficiency of service delivery
- Enhance land use management through consistent application of the zoning ordinance

## Create a Diverse Economy Connected to the World

- Actively participate in Regional economic development initiatives, including efforts to retain and create jobs, grow small businesses and expand the city's tax base

## Maintain a Vibrant Downtown

- Strengthen and improve special events, and increase coordination of tourism development efforts
- Encourage and support upper floor rehabilitation programs to improve commercial buildings

## Multi-Modal Transportation

- Subsidize residential sidewalk replacement
- Implement traffic calming and pedestrian safety measures
- Improve pedestrian and bicycle amenities in residential neighborhoods, parks, and in the commercial core



## Preserve Standout City Character, Architecture & History

- Coordinate downtown design guidelines of the Norwich BID with the City's zoning and sign regulations to remove inconsistencies
- Develop a comprehensive strategy to enhance the appearance of the Museum District

## Residential Neighborhoods of Choice & Quality

- Continue to improve older and historic housing stock through the use of CDBG, Restore NY, and USDA Housing Preservation grant programs
- Expand RFP process to streamline redevelopment of tax-foreclosed properties

## Support Diverse Art & Cultural Offerings

- Strengthen the events and programs of the Chenango Arts Council; Colorscape Chenango Arts Festival; the Chenango Blues Association; the Guernsey Library; the Norwich Family YMCA; the Norwich City School District; and the Norwich campus of SUNY Morrisville
- Establish a strong set of parks, trails and recreation and cultural programs

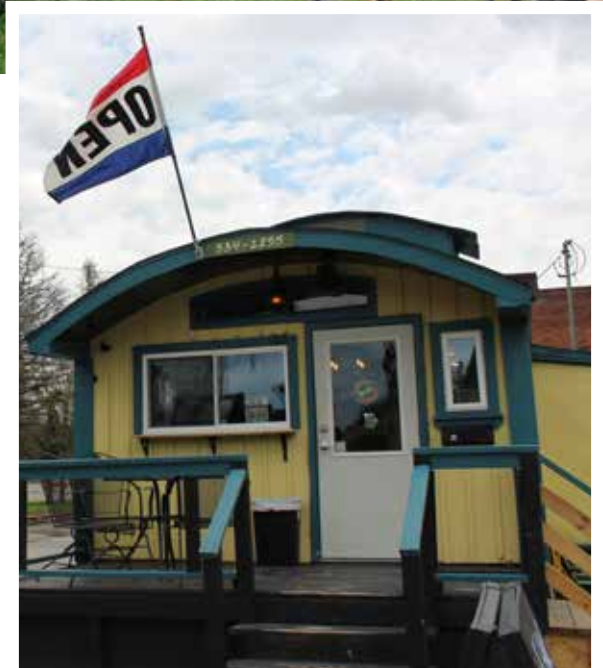
*\*See Appendix.*



I ENVISION A COMMUNITY WHERE PEOPLE SHARE THEIR SKILLS AND TALENTS IN WAYS THAT CREATE A BETTER AND STRONGER SENSE OF COMMUNITY...THE DRI CAN HELP US TO BUILD THE PLACE WHERE PEOPLE WANT TO COME, AND IF WE CAN GET THEM HERE WE NEED TO LEVERAGE EVERY OPPORTUNITY TO MAKE THEIR STAY, SHORT-TERM OR LONG-TERM, AS ENJOYABLE AND MEMORABLE AS POSSIBLE.



**ALDERMAN  
MATTHEW CALDWELL**



# Public Support

Commerce Chenango, in its role as Chenango County's Economic Development arm and administrator of Development Chenango Corporation and the Chenango County Industrial Development Agency, sought input and support for the City of Norwich's DRI application from a variety of individuals, businesses, and public entities.



MY WIFE AND I HAVE HAD THE OPPORTUNITY TO LIVE AND WORK IN NEW ZEALAND, A LARGELY RURAL COUNTRY COMPOSED OF MANY SMALL TOWNS AND CITIES. ONE OF THE FEATURES THAT SEEMS TO HOLD THE TOWNS' CENTRAL BUSINESS DISTRICTS TOGETHER IS THE FACT THAT ALMOST ALL OF THEM HAVE A CONTINUOUS CANOPY EXTENDING OUT 10-15 FEET FROM THE STOREFRONTS, PROVIDING COVER FOR THE HOT SUMMER SUNSHINE, AND ALSO THE COLD WINTER RAINS. I WOULD LIKE TO ENCOURAGE NORWICH...TO CONSIDER A CONTINUOUS UNIFORM CANOPY OVER THE STOREFRONTS ALONG SEVERAL BLOCKS OF BROAD STREET. I BELIEVE THAT IT WOULD GREATLY ENHANCE THE ATTRACTIVENESS AND UTILITY OF THE DOWNTOWN AREA.

**THOMAS HOLMES**  
NORWICH RESIDENT

## Cooperation of community leaders

City aldermen and women, former City employees, and other community leaders helped shape and inform this application with their insights and perspectives on the needs, challenges, and potential achievements of the Norwich DRI.

## Letters of support

Letters of support were solicited from business owners in the proposed DRI area. (See appendix).

## Chamber member survey

Feedback on the proposed priorities of the DRI was obtained from Members of the Chamber of Commerce at their annual luncheon on May 1, 2019. 61 responses were received.

## BID survey

Input was also taken from the results of a Norwich Business Improvement District survey conducted in early April 2019.

## Social media

Public opinion was sought through a Facebook post that reached over 11,000 people, produced 4,500 "engagements," and received over 300 comments from community members. This input was sorted and included in the discernment of DRI priorities.

## News coverage

*The Evening Sun*, Chenango County's only daily newspaper, covered the announcement of Norwich's DRI application, which reached their audience of 3,000 readers.





## FACEBOOK FEEDBACK

**Frances Rotundo Nucero** Better street lights in the downtown area! Those dim lamps are very quaint during the day, but worthless at night!



**Jason Miller** for \$2m we would run fiberoptic to every home and building in the city of Norwich...muni broadband!!! Parking garage, updated facades and facility upgrades, student housing, educational opportunities that would help grow facilitate innovation for agribusiness & pharma, tech incubator, book store/coffee shop that is operated by at-risk youth/teenagers, we should also get some trail connectivity from downtown, a great farmers market, and some marketing for healthy living!



**Joe Connolly** Install lights to show the buildings at night.



**Megan Lindsey** 1) Bringing more to-do shops...such as a brewery/winery, a bakery, a restaurant, some kind of a hybrid bakery-bookstore-music lounge...2) Offering any kind of tax incentive to encourage such local businesses to not build outside of the city limits, but rather flourish on the main drag, in the type of historical buildings tourists want to shop at. 2a) Develop a marketing campaign centered around some of the great annual events that Norwich has...Increasing the amount of hotels in the area to capture the influx would help make Norwich a destination to stay at, rather than pass through.



**Frances Nial** Expand Saturdays in the Park to include entertainment and a longer time frame. Offer funds to building owners to renovate 2nd and 3rd floor spaces into a usable space.



**Amanda Ostrom** Activities for younger people (arcade, laser tag, different music, etc.) and more diverse food options.)



**Dennis Walker** Visitors need a nice hotel downtown to stay at while here!



**Andrew Gates** Create a revolving loan fund that will help establish new and quality small businesses. While the loan money is put back into the same fund ensuring entrepreneurship for years to come.



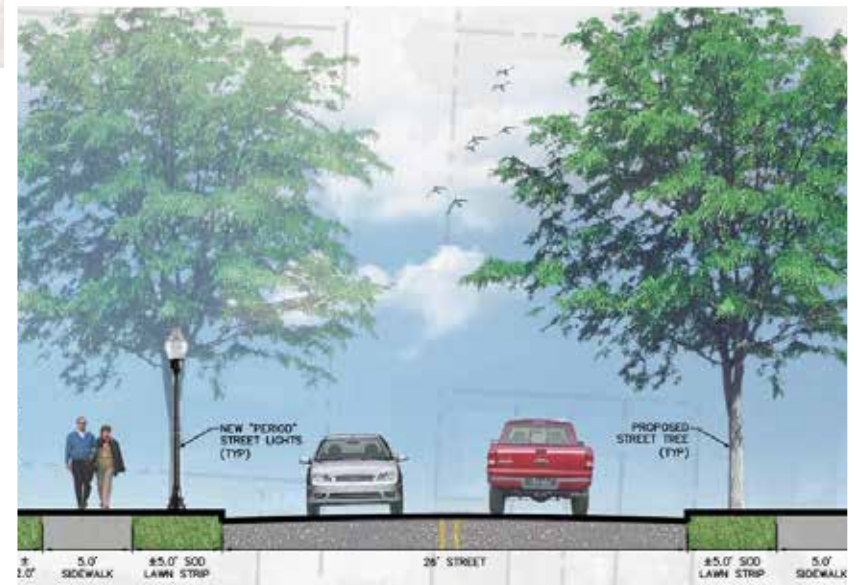
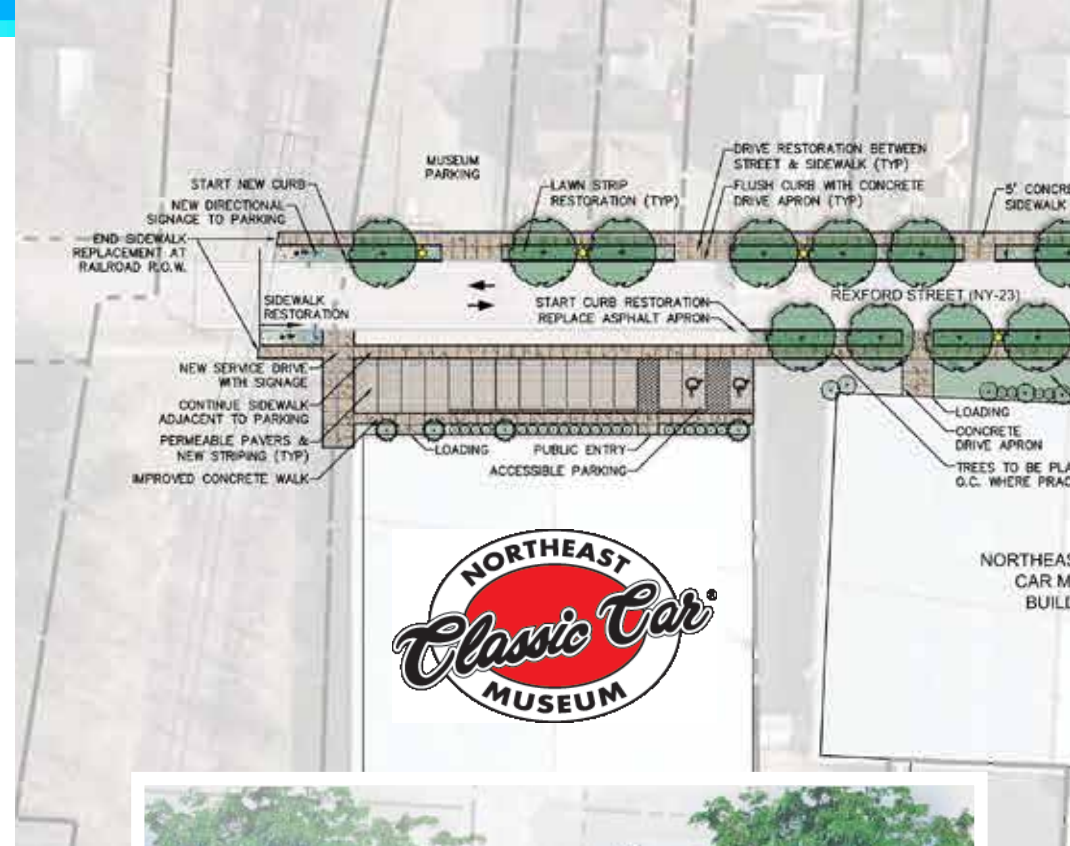


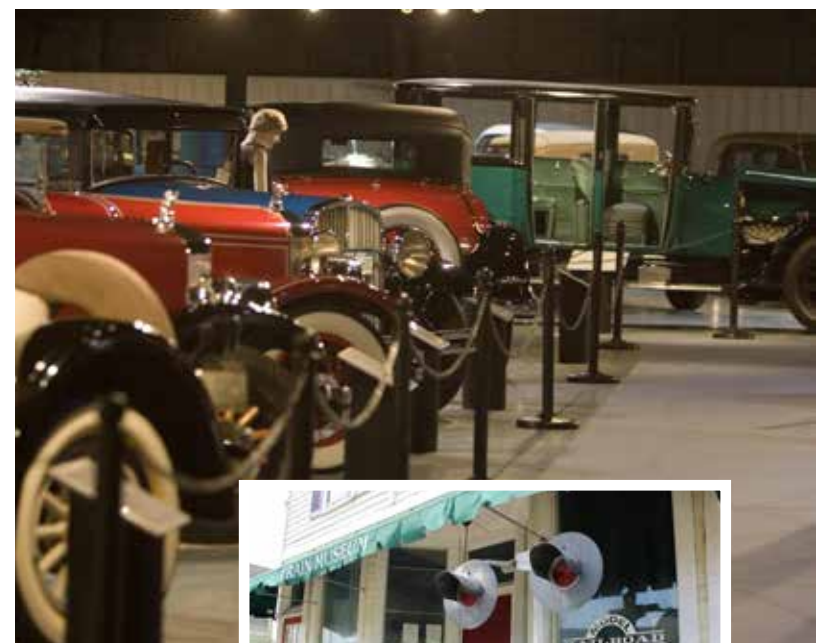
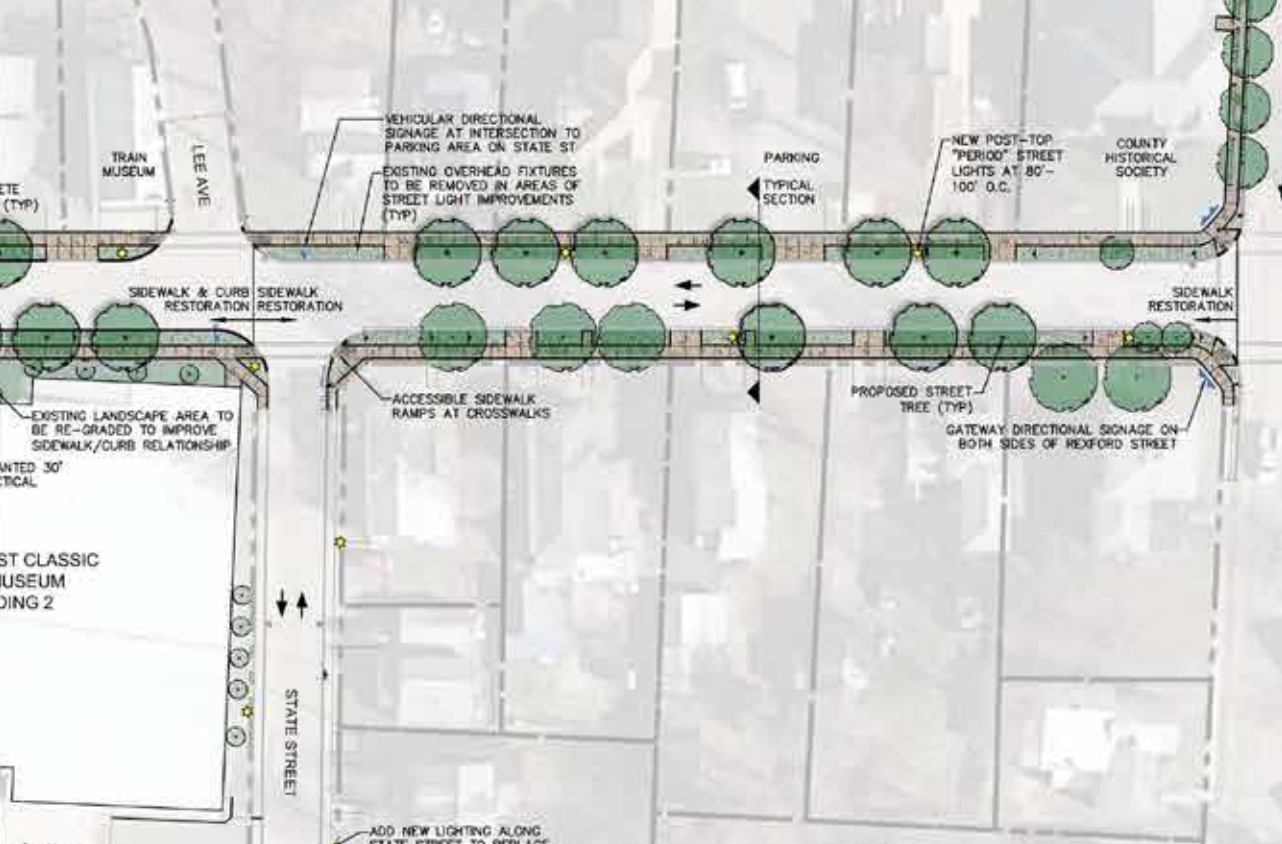
# Transformative Opportunities

## Museum District Streetscape Improvement \$3.3 million

The Museum District is a recently-redefined Zoning Overlay that permits commercial uses of property otherwise zoned, in the vicinity of the Northeast Classic Car Museum; The Chenango County Historical Society's Museum, Flanagan Research Center, and Loomis Barn; and the Bullthistle Model Railroad Museum. All are located on Rexford Street, which becomes the City's main Eastern Gateway (NYS Route 23). The district also includes access to the Chenango Greenway Conservancy Trail along the Chenango River.

Acting on a recommendation of the New York State Department of State in its *City of Norwich Brownfield Opportunity Area Revitalization Plan*, an ad hoc group of citizens, the Friends of the Museum District (FOMD), has set the stage for initial improvements on Rexford Street. These include sidewalks, seating, lighting, street trees, signage, and wayfinding. FOMD has raised private funds to cover preliminary soft costs, primarily engineering. As a result, the Museum District Streetscape Improvement Project is "ready to go." As estimated by The Chazen Companies,\* the first three phases, from North Broad Street to the Chenango River, are budgeted at \$3,320,760, and local private fundraising is underway.





WHILE MUCH OF THE CHENANGO COUNTY HISTORICAL SOCIETY & MUSEUM'S FOCUS IS LOCAL AT THE PRESENT TIME, WE HAVE PLANS TO GROW AND DEVELOP OUR EXHIBITS AND PROGRAMMING... WE'VE SET OUR SIGHTS ON WIDENING OUR APPEAL AND ENHANCING OUR SITE AS A TOURIST DESTINATION.



**JESSICA MOQUIN**

EXECUTIVE DIRECTOR

CHENANGO COUNTY HISTORICAL SOCIETY

The Northeast Classic Car Museum is Chenango County's only year-round attraction, with 17,000 unique visitors annually, mostly from the US, but also Israel, Japan, and several European countries. Streetscape improvement are the first phase of a plan to enhance the visitor experience, and encourage sampling of the other museum properties on Rexford Street, including the Chenango County Historical Society and the Bullthistle Model Railroad Museum.



## Downtown Hotel

**\$4 million**

Overnight accommodations that meet the needs and expectations of both business and leisure travelers have long been needed in Downtown Norwich. A study conducted by Susan Payne in 2014 concluded that up to \$800,000 is lost to the Norwich-area economy annually because visitors choose hotels in adjoining markets. Removal Corporation, developer of the Holiday Inn & Suites in Peekskill, plans to convert a vacant three-story building in the heart of downtown into a 60-room, nationally-flagged hotel.



“Strengthen the region’s tourism and community assets and use them to promote the region to visitors, prospective talent and investors.” — Innovative Culture, 2015 Southern Tier URI Plan





### **The Unguentine Building**

**\$6 million**

This four-story former warehouse is located in Downtown Norwich a short distance from South Broad Street. The building's 50,000-plus square-foot floor area makes it a candidate for adaptive reuse. The current owner, who has extensive downtown redevelopment experience, envisions professional and commercial space on the ground floor, with a mix of housing options on the three upper floors.





## **The Center for Workforce and Community Development (SUNY Morrisville)**

**\$750,000**

SUNY Morrisville's Norwich Campus is deep in the planning stages to open a Center for Workforce and Community Development in Downtown Norwich. The Center's mission is to serve students, industry partners, community stakeholders to strengthen life-long learning through applied experiences, enrichment programming, and relevant workforce programs.

The Center seeks funding for renovation for 80 South Broad Street, an Arts and Crafts-style home owned by the Morrisville Auxiliary Corporation, to convert the space into a workforce training center for multiple industries. Upgraded technology, equipment, and operational areas would include a community-accessible Maker Space. Training will be offered in manufacturing, human services, early childhood, business, and healthcare.





The Center for Workforce and Community Development will encompass and partner with existing training programs under the umbrella of SUNY Morrisville TRAIN-NY including Morrisville's Human Services Institute and the Manufacturing Training Institute, a significant collaborative body that helps boost and sustain employment in the manufacturing sector by providing employees with professional development opportunities, hands-on learning and online instructional modeling, activities and assessments.

*\*See Appendix*



## Revolving Loan Fund

### \$1 million

In the Broad Street commercial district many three-story buildings generate revenue on the ground floor only, while upper floors are either vacant or underutilized. Monetizing this prime real estate as rental housing would result in a more financially-durable downtown. Furthermore, apartments in close proximity to restaurants and shopping would attract young professionals, enhancing neighborhood vitality. A \$1 million revolving loan fund administered by Development Chenango Corporation to help finance costly code-compliance requirements, such as sprinklers, and desired amenities, including elevators, would lower existing barriers to realizing this vision.

## Micro-brewery & 100-Mile Market

### \$142,500

These two businesses will complete the redevelopment of the Heritage Building, in which developers Scott Sutton and Sharon Pelosi have already invested \$450,000 for stabilization and apartment renovations. Partners in this project include the City of Norwich, Development Chenango, Rural Area Redevelopment Program, and STREDC.

## Wireless Broadband

### \$1,200,000

Interconnect Wireless Corporation will provide wireless high-speed broadband Internet connections and wireless television service packages to underserved households in and around Downtown Norwich. Employing cutting edge Wi-Fi technology, and leveraging strategic partnerships with industry leaders including Frontier, First Light, and Sherburne Electric Cooperative, Interconnect Wireless will deliver reasonably-priced, high-quality services as an alternative to higher-priced, lower-speed connections.



## Business District Streetscape Improvements

**\$500,000**

The last round of streetscape improvements in Downtown Norwich was performed in the late 1990s. DRI funding could improve signage, sidewalks, new LED lighting, and other aesthetic improvements along Broad and Main Streets. Some funding would also be set aside to establish a Holiday Decoration Fund, enabling the City to upgrade and improve holiday decorations in the commercial district that are enjoyed by residents and visitors who come to Downtown for shopping, the annual Holiday Lights Parade, visiting Santa's Igloo in East Park, and more.

## The Eaton Center

**\$2 million**

The Eaton Center, former home to Norwich Pharmacal Co./Procter & Gamble headquarters, is a historic building in the heart of Downtown Norwich. Today, this multi-use building houses offices, a café, medical space, and the Chenango County court system. The Eaton Center is planning upgrades to its Eaton Avenue façade, facilities and infrastructure to ensure that the building continues to attract, retain and safely house tenants for decades to come. The project would include energy-efficiency upgrades as prescribed by a recent NYSERDA audit.

## Chenango Memorial Hospital

**\$20 million**

Downtown Norwich is home to Chenango County's only hospital, UHS Chenango Memorial Hospital. This 138-bed facility was founded in 1912 and has more than 500 employees, making it one of the largest employers in the county. The hospital is in the midst of a \$20 million capital campaign to enable a major redesign that will better enable them to serve the community's needs. CMH includes inpatient and outpatient surgical care units, a women's health center and a maternity and obstetrics unit, an intensive care unit, general surgery, cardiology, diagnostic heart care center, orthopedics, diagnostic imaging and laboratory departments as well as a 24 hour physician-staffed emergency room. The hospital's second floor is specially designed with a senior living center and a wing dedicated for short-term rehabilitation.





# Administrative Capacity

Multiple municipal departments and economic development entities have the capacity and experience to implement the DRI in Norwich. The administrative capacity of the City of Norwich resides in two of its departments: Public Works, with responsibility to manage the construction and maintenance of streets, parks, storm and sanitary sewers, wastewater treatment, water filtration, and engineering; and Planning and Community Development, which most recently administered Restore NY funding to remove blighted properties.

The Norwich Business Improvement Management Association has successfully applied for and administered three rounds of New York Main Street (NYSMS) grants, which supported downtown improvement projects with a total of \$700,000. The County of Chenango Industrial Development Agency (CCIDA) managed a \$6 Million railroad restoration project with grant funding from NYSDOT and the US EDA. CCIDA also oversaw a \$600,000 upgrade to an electronics plant. Development Chenango Corporation (DCC) has recently undertaken two downtown redevelopment projects, at 15 South Broad Street, and 17-19 South Broad Street, successfully leveraging private funding with public programs from the Office of Homes and Community Renewal, including NYSMS and the Rural Area Redevelopment Program; and with low-interest financing from the Southern Tier Region Economic Development Corporation DCC has also been the sub recipient of \$2,000,000 in CDBG Economic Development funds which supported the expansion of Chobani. In an effort to bolster existing Administrative Capacity, Development Chenango seeks to enroll a community leader in the Citizens' Institute on Rural Design (CIRD), a leadership initiative of the National Endowment for the Arts in partnership with the Housing Assistance Council and buildingcommunityWORKSHOP. CIRD's goal is to enhance the quality of life and economic viability of rural America through planning, design, and creative placemaking.







## CHENANGO COUNTY COURT HOUSE

### Chenango County Court House

As the Chenango County seat, Norwich is home to criminal and civil court systems, as well as county administrative offices, employing a total of 415 people in Downtown Norwich. The Norwich City School district serving 1,700 students, employs 496 people within one-half mile of the DRI area.



## A. Quality of Life Policies

The quality of life policies of the City of Norwich are expressed primarily through its comprehensive plan, which was updated from its 2002 plan and adopted in May of 2014 after a two-year planning process. In developing the plan, major policy areas were distilled into seven goals described below.

### Goal #1 Efficient & Progressive Municipal Services

The City looks to identify and plan mutually beneficial opportunities for extending and sharing municipal services (e.g. water, wastewater treatment, fire and police protection) where such efforts may optimize efficiency of service delivery. Goal #1 also discusses using sound financial management practices, such as continuing its capital management plan, adhering to the scheduled five-year update of its fiscal plan, and amending local ordinances and regulations “to enhance land use management decision making for the city.” To assist in that effort, the City now uses General Codes to publish its zoning ordinance.

### Goal #2 Diverse Economy Connected to the World

This policy encourages the City to “continue to be an active partner in the region’s economic development, including efforts to retain and create jobs, grow small businesses and expand the city’s tax base.” To prepare the City for future energy and connectedness needs, the City has explored projects for solar energy, broadband coverage improvements, and LED streetlights.

### Goal #3 Vibrant Downtown

The City aims to “identify opportunities for local government to strengthen and improve special events, and increase coordination of tourism development efforts.” It further recommends to “continue to encourage and support upper floor rehabilitation programs to improve commercial buildings in the downtown Broad Street area.” With the success of several NY Main Street applications administered by the Norwich BID, the city has seen more than 25 new or rehabilitated apartment units added to downtown. The City and the Norwich BID also work closely with the Downtown Merchants’ Association and Commerce Chenango in promoting special events downtown described elsewhere in this application. The Friends of the Park organization has also been instrumental in redesigning the city’s centerpiece downtown parks, which included the construction of a new bandstand.

### Goal #4 Integrated Multi-Modal Transportation System

Specific recommendations include the following.

- 1) “Continue the residential sidewalk replacement program.”
- 2) “Enhance and/or adopt specific guidelines for traffic calming and pedestrian safety measures, such as encouraging the designation of NYS Route 32 as a truck route in the vicinity of the city, and seeking to have NYS Route 23 maintained by the



state in the city.” 3) “Improve pedestrian and bicycle amenities in residential neighborhoods, parks, and in the commercial core.” The City’s community partners in these efforts are often Commerce Chenango, the Chenango Greenway Conservancy, and the Galena Growlers bicycling club.

#### **Goal #5 Standout City Character, Architecture & History**

The plan directs the City to “coordinate downtown design guidelines of the Norwich BID with the City’s zoning and sign regulations to remove inconsistencies.” This review was undertaken and completed shortly after the adoption of the plan. The plan further recommends to “develop a comprehensive strategy to enhance the appearance of the Museum District.” These efforts are ongoing and are a centerpiece project of this DRI application.

#### **Goal #6 Residential Neighborhoods of Choice & Quality**

The plan recommends the City “continue to apply for residential rehabilitation program funding assistance to improve older and historic housing stock, and reduce density of apartment conversion buildings.” The City has had success in rehabilitating approximately 50 homes over the past decade through the use of CDBG, Restore NY, and USDA Housing Preservation grant funding programs. In lieu of an available land bank program, the City has also been successful in using an innovative RFP (Request for Proposals) process to quickly acquire and sell tax-foreclosed properties to qualified parties for redevelopment. The City works closely with the Norwich Housing Authority, Catholic Charities, Opportunities

for Chenango, and the Chenango County Department of Social Services to ensure that the housing needs of the most vulnerable will be adequately addressed. The City periodically renews its commitment to non-discrimination in housing and employment by resolutions of the Common Council as required by law.

#### **Goal #7 Inspired By Diverse Art & Cultural Offerings**

The City commits itself to “continue to work with arts, culture, and educational organizations to optimize the community impact of their events and programs.” The City benefits from partnerships with organizations such as: the Chenango Arts Council, the Guernsey Library, the Norwich Family YMCA, the Norwich City School District and the Norwich campus of Morrisville State College. Furthermore, the City strives to “develop and implement a parks and recreation strategy for the City that considers current needs and limitations to enable the City to establish a strong set of parks, trails and recreation and cultural programs.” Subsequently, the City’s Parks Commission has brought about numerous park improvements and begun an update of the parks and recreation plan.

## B. Excerpts from City and County Planning Documents that Align with the Norwich DRI

### I. City of Norwich Comprehensive Plan, Adopted 2014

#### Action Plan

**Goal #3: Vibrant Downtown:** Norwich's vibrant and alive downtown will be recognized for its architecture, pedestrian amenities, retail choice and unique visual appeal. Emphasis will be placed on maintaining and enhancing Norwich BID efforts to ensure a positive downtown identity.

- Identify opportunities for local government to strengthen and improve special events, as well as increase coordination of tourism development efforts.
- Continue to encourage and support upper floor rehabilitation programs to improve commercial buildings in the downtown Broad Street area.

#### Goal #5: Standout City Character, Architecture & History:

Norwich will celebrate and protect historic and environmental resources including its waterways, urban forest, picturesque natural setting and historic buildings. These offer some of the community's greatest competitive advantages. They must be cherished, protected, and enhanced.

- Develop a comprehensive strategy to enhance the appearance of the Museum District.

#### Community Profile

**Historic Resources:** The city's downtown and surrounding neighborhoods contain many historically and architecturally significant buildings, a resource that offers cultural, educational and economic benefits. Downtown development

guidelines support economic development by building on downtown's historic assets, though additional preservation requirements, economic incentives and technical assistance are needed throughout the city's historic areas to encourage preservation and enhancement of the city's historic resources. Efforts are currently underway to remove inconsistencies between the downtown development guidelines and the City's zoning ordinance.

**Culture and Tourism:** The city is fortunate to be an active cultural center serving the entertainment and artistic enrichment needs of residents and visitors alike. Supported by broad volunteer and philanthropic efforts, a large number of organizations sponsor a wide variety of both high culture and popular entertainment throughout the year. Coupled with the tourism promotion efforts of Commerce Chenango, the city seeks to capitalize on its cultural assets in drawing tourist dollars to the community.

### II. Chenango County Economic Development Plan, 2015

#### Goal #2: Prioritize and Address Education and Workforce Development Needs

- Strategy 5: Prioritize Efforts to Support Businesses with Employee Recruitment
  - o Action 5.1: Support activities that improve quality of life. Promote Chenango County as a "great place to live" by supporting businesses, community projects, and beautification efforts.
- Strategy 6: Support Increased Enrollment at Morrisville



State College's Norwich Campus and Provide Support for its Development

- o Action 6.1: Encourage student recruitment by working with real estate developers, local businesses, and the community at large to make appropriate student housing available.

### **Goal #3: Foster Downtown Revitalization**

- Strategy 8: Make Capital Available to Microenterprises and Downtown Businesses; Encourage Local Support of Local Small Businesses
  - o Action 8.1: Recapitalize the microenterprise revolving loan fund and/or develop a new microenterprise grant program to assist with capital improvements, façade enhancements, machinery and equipment purchases, working capital, or other forms of business expansion assistance.
  - o Action 8.3: Develop walkable downtowns that offer brochures and visitor resources. Facilitate an increase in foot traffic to downtowns through “shop local” marketing and extended store hours aligned with events/holidays.
- Strategy 9: Employ Well-Known Main Street Revitalization Techniques and Programs to Enhance Chenango's Downtowns, Central Business Districts (CBD), and Village Centers
  - o Action 9.2: Design and implement a street/landscaping program to improve aesthetics in the CBDs with the use of Community Gateways.
  - o Action 9.3: Promote the redevelopment of vacant and underutilized parcels throughout the county for viable business uses.
  - o Action 9.4: Promote mixed use development, including residential in the upper stories of downtown structures.

- o Action 9.5: Advocate for a mix of retail, restaurant, service, and the arts in downtowns throughout Chenango County.

## **III. Southern Tier 8, 2018**

### **Applicable Regional Goals Include:**

1. *Develop regional and local economic development strategies for the entire business cycle based on best practices:* entrepreneurship, small business, industry cluster development, business attraction and sale to foreign markets.
2. *Create a region where individuals have the opportunity to improve their employment status:* through educational opportunities and affordable access to skills training, job placement assistance and quality childcare.
3. *Address infrastructure deficiencies:* across the 8 counties especially in broadband, energy, housing and transportation.

## **IV. Brownfield Opportunity Area Plan, 2018**

The City of Norwich is the largest municipality in Chenango County and serves as the seat of county government. It has historically served as the commercial, industrial, governmental, and cultural center of the region. Norwich is currently the only municipality in the surrounding area that has the sewer and water capacity to accommodate additional economic activity of any significance. Cultural amenities include the Northeast Classic Car Museum, Chenango County Historical Museum, and the Bullthistle Model Railroad Museum. The State University of New York (SUNY) at Morrisville maintains a Norwich campus that offers associate degree programs in technical fields. The campus maintains state-of-the-art classrooms and represents an excellent opportunity for residents to continue their education.

**Businesses and Housing:** The “City of Norwich Zoning Map” shows that commercial, residential, and industrial uses are integrated within a relatively small geographic area. Residential areas for example, are often immediately adjacent to properties zoned and used for industrial purposes. The redevelopment or expansion of identified properties presents the potential for a significant interplay between new business and industry, and those residents living in close proximity. A majority of the study area falls in a state-designated Environmental Zone, and signifies a high level of economic distress for residents near included sites (a poverty rate of at least 20% and an unemployment rate of over 125% of the New York State average). One goal for the program could be the creation of either low to moderate income housing, or business providing employment opportunities for the same population segment.

**Fully Develop and Implement Plans for the Museum District:** Create a sense of arrival for the Museum District through the streetscape improvement plan provided in this document. Continue to advance the streetscape concept for the Museum District.

***The Ungentine Building (20 American Avenue):***

This four-story warehouse building is located in downtown a short distance from South Broad Street. The building’s 50,000sf floor area and adjacency to an existing parking lot has made it the subject of much interest for residential adaptive reuse. The building is commonly discussed as a possible location for student housing, senior housing, or market-rate housing. The building’s location in the B-1 General Business District would prohibit residential use of the first floor unless a variance was granted. Its location immediately adjacent to South Broad Street would make this parcel an excellent mixed-

use center, with residential above and retail and/or office on the ground level. There are no known contaminants, and the current owner is interested in selling or leasing the building.

***The former Morrisville College Building (14-16 South Broad Street):*** Originally built in the 1990s as a campus for Morrisville College, the building has remained largely vacant since the college moved to Follett Hall in 2005. With three stories and approximately 30,000 square feet of floor area, the building is often a considered for commercial use of the first floor and possible residential use of the second and third floors. The building’s lack of a current use, size, architecture, and location within the central business district are ideal for adaptive reuse. In 2017, the Morrisville College Building was purchased to be adapted into a small hotel. Recently, the Chenango Removal Corporation received \$500,000 in ESD grants to transform the vacant building into a new 60-room hotel. The new hotel will contribute to the revitalization of downtown Norwich and will create long-term, permanent employment.



## V. America's Best Communities Application, Submitted October 2015

The City of Norwich will be our focal point to start these initiatives and we will further engage with SUNY Morrisville to bring more extensive curriculum options to the campus as well as ensure they can assist in entrepreneurial ventures – either thru advanced classroom sessions or hands-on mentoring. A first phase of our plan will be to develop an “Innovation Space” on Broad Street which will be focused on entrepreneurial developments with our young people, supported by the University, and mentored by local business people.

Additionally we are outlining in our plans the development of a vibrant downtown including coffee shops, upgrades to the movie theater, an art gallery, and other local gathering spots and night life that would include connections to the outside world beyond Norwich thru high speed internet, modern hotel accommodations, and a diverse set of restaurants that will allow exploring both local and other types of cuisine - all of this creating a compelling reason for people to both stay in Norwich and move here from outside the area. This will unify and harness all aspects of our community and by itself will be motivating to the general public as the plan unfolds.


### **Goal #3: Increase retention of Millennial Population**

**Strategy:** create an environment which retains & attracts the target population through amenities, infrastructure and activities.

**Objective:** retain young adults who grew up in Norwich (or encourage their return after college etc.); attract non-native residents during the early years of their career.

**Tactics:** upgraded connectivity (broadband internet, improved wireless coverage); revitalization of Downtown Corridor (additional restaurants/bars/nightclub, coffee shops with outside seating, upgrade of hotel accommodations, update movie theater, innovation space); increased post-secondary educational opportunities; continue to foster existing sense of community, strong networks and local civic groups. Increase number of events that appeal to target population.

## C. Museum District Cost Estimate

 The Chazen Companies Proud to be Employee Owned®	HUDSON VALLEY 21 Fox Street Poughkeepsie, NY 12601 P.845.454.3980	CAPITAL DISTRICT 347 River Street Troy, NY 12180 P.518.275.0055	NORTH COUNTRY 375 Bay Road Geneva, NY 12054 P.518.812.0513	WESTCHESTER 225 Main Street, Suite 400 White Plains, NY 10601 P.914.997.8110	TENNESSEE 1705 Division Street Nashville, TN 37203 P.615.951.4900
	Project Number: 35428.03      Date: 4/30/2018      Phase: Draft SD				
	Norwich Museum District Streetscape Improvements				
OPINION OF PROBABLE COST FOR CONSTRUCTION					
Item #	Description	QTY	Unit	Material & Labor Unit Price	Material & Labor Cost
Phase 1 - Roxford Street (N. Broad St. to Silver St. - 1,400± LF w/26' width)					
1	Concrete Pavement Removal for Curb work	6,000	SF	\$3.00	\$18,000.00
2	Select Tree Removal & Stump Grinding	1	LS	\$20,000.00	\$20,000.00
3	Erosion & Sediment Control	1	LS	\$7,500.00	\$7,500.00
4	Maintenance and Protection of Traffic	1	LS	\$15,000.00	\$15,000.00
5	Cold Mill and Remove Existing 1.5" of Pavement	4,500	SY	\$4.50	\$20,250.00
6	Tack Coat	200	GAL	\$5.00	\$1,000.00
7	1.5" Asphalt Pavement Type 6 Top Course	375	TON	\$95.00	\$35,625.00
8	Road Striping (Double Yellow Line, lane change, stop bars)	1,600	LF	\$9.00	\$14,400.00
9	Crosswalk Striping	6	EA	\$500.00	\$3,000.00
10	Railroad Striping & Stop Bars	1	LS	\$3,000.00	\$3,000.00
11	Sidewalk Accessible Curb Drop Ramp	8	EA	\$1,200.00	\$9,600.00
12	6" Granite Curb	3,000	LF	\$65.00	\$395,000.00
13	5W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	14,000	SF	\$8.00	\$112,000.00
14	Lawn Strip Restoration	1	LS	\$12,000.00	\$12,000.00
15	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$5,000.00	\$5,000.00
16	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$25,000.00	\$25,000.00
17	New Street Trees w/ Mulch	50	EA	\$850.00	\$42,500.00
18	New Decorative Post-Top Lights w/ Banners	35	EA	\$5,000.00	\$175,000.00
19	New Lighting Conduit and Electric Wiring	2,600	LF	\$20.00	\$52,000.00
20	Gateway Signage	1	EA	\$10,000.00	\$10,000.00
21	Supplemental Road Signage	1	EA	\$5,000.00	\$5,000.00
22	Strategic Land Acquisition for Parks and District Improvements	1	LS	\$400,000.00	\$400,000.00
23	Storm Sewer Infrastructure Improvements	1	LS	\$30,000.00	\$30,000.00
Subtotal for Phase 1				\$1,210,875.00	
Mobilization, Overhead and Profit (5% of Construction Costs)				\$60,543.75	
Construction Contingency (5% of Construction Costs)				\$60,543.75	
Soft Cost Contingency (10% of Construction Costs)				\$121,087.50	
TOTAL FOR PHASE 1				\$1,453,050.00	
Phase 2 - Roxford Street (Silver St. to River St. - 1,600± LF w/26' width)					
1	Reset Granite Curb	600	LF	\$6.00	\$3,600.00
2	Concrete Pavement Removal for Curb work	1,200	SF	\$3.00	\$3,600.00
3	Select Tree Removal & Stump Grinding	1	LS	\$25,000.00	\$25,000.00
4	Erosion & Sediment Control	1	LS	\$7,500.00	\$7,500.00
5	Maintenance and Protection of Traffic	1	LS	\$15,000.00	\$15,000.00
6	Cold Mill and Remove Existing 1.5" of Pavement	4,750	SY	\$4.50	\$21,375.00
7	Tack Coat	220	GAL	\$5.00	\$1,100.00
8	1.5" Asphalt Pavement Type 6 Top Course	385	TON	\$95.00	\$36,575.00
9	Road Striping (Double Yellow Line, lane change, stop bars)	1,800	LF	\$9.00	\$16,200.00
10	Crosswalk Striping	4	EA	\$500.00	\$2,000.00
11	Sidewalk Accessible Curb Drop Ramp	8	EA	\$1,200.00	\$9,600.00
12	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$25,000.00	\$25,000.00
13	5W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	16,000	SF	\$8.00	\$128,000.00
14	Lawn Strip Restoration	1	LS	\$13,000.00	\$13,000.00
15	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$5,000.00	\$5,000.00
16	New Street Trees w/ Mulch	50	EA	\$850.00	\$42,500.00
17	New Decorative Post-Top Lights w/ Banners	35	EA	\$5,000.00	\$175,000.00
18	New Lighting Conduit and Electric Wiring	3,000	LF	\$20.00	\$60,000.00
19	Gateway Signage	2	EA	\$10,000.00	\$20,000.00
20	Supplemental Road Signage	1	EA	\$5,000.00	\$5,000.00
21	Strategic Land Acquisition for Parks and District Improvements	1	LS	\$400,000.00	\$400,000.00
22	Storm Sewer Infrastructure Improvements	1	LS	\$30,000.00	\$30,000.00
Subtotal for Phase 2				\$1,045,050.00	
Mobilization, Overhead and Profit (5% of Construction Costs)				\$52,252.50	
Construction Contingency (5% of Construction Costs)				\$52,252.50	

Norwich Museum District Streetscape Improvements					
OPINION OF PROBABLE COST FOR CONSTRUCTION					
Item #	Description	QTY	Unit	Material & Labor	Material & Labor
				Unit Price	Cost
Soft Cost Contingency (10% of Construction Costs)					\$104,505.00
TOTAL FOR PHASE 2					\$1,254,060.00
Phase 3 - N. Broad Street (Mitchell St. to Roxford St. - 1,000± LF w/30' width)					
1	Reset Granite Curb	250	LF	\$6.00	\$1,500.00
2	Concrete Pavement Removal for Curb work	500	SF	\$3.00	\$1,500.00
3	Select Tree Removal & Stump Grinding	1	LS	\$25,000.00	\$25,000.00
4	Erosion & Sediment Control	1	LS	\$7,500.00	\$7,500.00
5	Maintenance and Protection of Traffic	1	LS	\$25,000.00	\$25,000.00
6	Cold Mill and Remove Existing 1.5" of Pavement	4,000	SY	\$4.50	\$18,000.00
7	Tack Coat	180	GAL	\$5.00	\$900.00
8	1.5" Asphalt Pavement Type 6 Top Course	325	TON	\$95.00	\$30,875.00
9	Road Striping (Double Yellow Line, lane change, stop bars)	1,500	LF	\$9.00	\$13,500.00
10	Crosswalk Striping	8	EA	\$500.00	\$4,000.00
11	Sidewalk Accessible Curb Drop Ramp	8	EA	\$1,200.00	\$9,600.00
12	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$25,000.00	\$25,000.00
13	5'W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	10,000	SF	\$8.00	\$80,000.00
14	Lawn Strip Restoration	1	LS	\$10,000.00	\$10,000.00
15	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$5,000.00	\$5,000.00
16	New Street Trees w/ Mulch	40	EA	\$850.00	\$34,000.00
17	New Decorative Post-Top Lights w/ Banners	30	EA	\$5,000.00	\$150,000.00
18	New Lighting Conduit and Electric Wiring	2,000	LF	\$20.00	\$40,000.00
19	Storm Sewer Infrastructure Improvements	1	LS	\$30,000.00	\$30,000.00
Subtotal for Phase 3				\$511,375.00	
Mobilization, Overhead and Profit (5% of Construction Costs)				\$25,568.75	
Construction Contingency (5% of Construction Costs)				\$25,568.75	
Soft Cost Contingency (10% of Construction Costs)				\$51,137.50	
TOTAL FOR PHASE 3				\$613,650.00	
Phase 4 - Berry Street (Lee Ave to Silver St - 550± LF w/26' width)					
1	Curb Removal	1,100	LF	\$6.00	\$6,600.00
2	Concrete Pavement Removal for Curb work	2,200	SF	\$3.00	\$6,600.00
3	Erosion & Sediment Control	1	LS	\$1,500.00	\$1,500.00
4	Maintenance and Protection of Traffic	1	LS	\$25,000.00	\$25,000.00
5	Cold Mill and Remove Existing 1.5" of Pavement	1,600	SY	\$4.50	\$7,200.00
6	Tack Coat	80	GAL	\$5.00	\$400.00
7	1.5" Asphalt Pavement Type 6 Top Course	135	TON	\$95.00	\$12,825.00
8	Road Striping (Double Yellow Line, lane change, stop bars)	550	LF	\$9.00	\$4,950.00
9	Crosswalk Striping	5	EA	\$500.00	\$2,500.00
10	Sidewalk Accessible Curb Drop Ramp	6	EA	\$1,200.00	\$7,200.00
11	6" Cast in Place Concrete Curb	800	LF	\$45.00	\$36,000.00
12	5'W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	5,500	SF	\$8.00	\$44,000.00
13	Lawn Strip Restoration	1	LS	\$4,000.00	\$4,000.00
14	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$2,400.00	\$2,400.00
15	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$5,000.00	\$5,000.00
16	New Supplemental Trees w/ Mulch	10	EA	\$850.00	\$8,500.00
17	Select Tree Removal	1	LS	\$7,500.00	\$7,500.00
18	Storm Sewer Infrastructure Improvements	1	LS	\$10,000.00	\$10,000.00
Subtotal for Berry Street				\$192,175.00	



Norwich Museum District Streetscape Improvements					
OPINION OF PROBABLE COST FOR CONSTRUCTION					
Item #	Description	QTY	Unit	Material & Labor Unit Price	Material & Labor Cost
<b>Phase 4 - Mitchell Street (Railroad to Silver St - 1400± LF w/26' width)</b>					
1	Curb Removal	2,800	LF	\$6.00	\$16,800.00
2	Concrete Pavement Removal for Curb work	5,600	SF	\$3.00	\$16,800.00
3	Erosion & Sediment Control	1	LS	\$3,400.00	\$3,400.00
4	Cold Mill and Remove Existing 1.5" of Pavement	4,000	SY	\$4.50	\$18,000.00
5	Tack Coat	180	GAL	\$5.00	\$900.00
6	1.5" Asphalt Pavement Type 6 Top Course	325	TON	\$95.00	\$30,875.00
7	Road Striping (Double Yellow Line, lane change, stop bars)	1,400	LF	\$9.00	\$12,600.00
8	Crosswalk Striping	5	EA	\$500.00	\$2,500.00
9	Railroad Striping & Stop Bars	1	LS	\$2,000.00	\$2,000.00
10	Sidewalk Accessible Curb Drop Ramp	6	EA	\$1,200.00	\$7,200.00
11	6" Cast in Place Concrete Curb	2,800	LF	\$45.00	\$126,000.00
12	5"W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	14,000	SF	\$8.00	\$112,000.00
13	Lawn Strip Restoration	1	LS	\$7,000.00	\$7,000.00
14	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$12,000.00	\$12,000.00
15	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$8,500.00	\$8,500.00
16	New Supplemental Trees w/ Mulch	25	EA	\$850.00	\$21,250.00
17	Select Tree Removal	1	LS	\$12,000.00	\$12,000.00
18	Storm Sewer Infrastructure Improvements	1	LS	\$20,000.00	\$20,000.00
				<b>Subtotal for Mitchell Street</b>	<b>\$429,825.00</b>
<b>Phase 4 - Lee Avenue (Rexford St to Waite St - 850± LF w/26' width)</b>					
1	Curb Removal & Disposal	1,700	LF	\$6.00	\$10,200.00
2	Concrete Pavement Removal for Curb work	3,500	SF	\$3.00	\$10,500.00
3	Erosion & Sediment Control	1	LS	\$2,000.00	\$2,000.00
4	Cold Mill and Remove Existing 1.5" of Pavement	2,550	SY	\$4.50	\$11,475.00
5	Tack Coat	125	GAL	\$5.00	\$625.00
6	1.5" Asphalt Pavement Type 6 Top Course	200	TON	\$95.00	\$19,000.00
7	Road Striping (Double Yellow Line, lane change, stop bars)	850	LF	\$9.00	\$7,650.00
8	Crosswalk Striping	1	EA	\$500.00	\$500.00
9	Sidewalk Accessible Curb Drop Ramp	2	EA	\$1,200.00	\$2,400.00
10	6" Cast in Place Concrete Curb	1,700	LF	\$45.00	\$76,500.00
11	5"W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	8,500	SF	\$8.00	\$68,000.00
12	Lawn Strip Restoration	1	LS	\$6,000.00	\$6,000.00
13	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$4,000.00	\$4,000.00
14	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$7,500.00	\$7,500.00
15	New Supplemental Trees w/ Mulch	15	EA	\$850.00	\$12,750.00
16	Select Tree Removal	1	LS	\$10,000.00	\$10,000.00
17	Storm Sewer Infrastructure Improvements	1	LS	\$14,000.00	\$14,000.00
				<b>Subtotal for Lee Avenue</b>	<b>\$263,100.00</b>
<b>Phase 4 - State Street (Rexford St to Mitchell St)</b>					
1	Street recently redone, no recommended improvements	1	LS	\$0.00	\$0.00
				<b>Subtotal for State Street</b>	<b>\$0.00</b>

Norwich Museum District Streetscape Improvements					
OPINION OF PROBABLE COST FOR CONSTRUCTION					
Item #	Description	QTY	Unit	Material & Labor Unit Price	Material & Labor Cost
<b>Phase 4 - Silver Street (Waite St to Mitchell St - 1,750± LF w/26' width)</b>					
1	Reset Granite Curb	1,000	LF	\$6.00	\$6,000.00
2	Concrete Pavement Removal for Curb work	7,000	SF	\$3.00	\$21,000.00
3	Erosion & Sediment Control	1	LS	\$2,800.00	\$2,800.00
4	Cold Mill and Remove Existing 1.5" of Pavement	5,100	SY	\$4.50	\$22,950.00
5	Tack Coat	235	GAL	\$5.00	\$1,175.00
6	1.5" Asphalt Pavement Type 6 Top Course	415	TON	\$95.00	\$39,425.00
7	Road Striping (Double Yellow Line, lane change, stop bars)	850	LF	\$9.00	\$7,650.00
8	Crosswalk Striping	1	EA	\$500.00	\$500.00
9	Sidewalk Accessible Curb Drop Ramp	2	EA	\$1,200.00	\$2,400.00
10	5"W Concrete Walk (4") w/ 6" Subbase (including removal of existing)	17,500	SF	\$8.00	\$140,000.00
11	Lawn Strip Restoration	1	LS	\$10,000.00	\$10,000.00
12	Remove, Store and Reinstall Existing Signs on New Posts	1	LS	\$7,000.00	\$7,000.00
13	Landscape Amenities (Trash Receptacles, Benches, etc.)	1	LS	\$15,000.00	\$15,000.00
14	New Street Trees w/ Mulch	50	EA	\$850.00	\$42,500.00
15	Select Tree Removal	1	LS	\$25,000.00	\$25,000.00
16	Storm Sewer Infrastructure Improvements	1	LS	\$30,000.00	\$30,000.00
				<b>Subtotal for Silver Street</b>	<b>\$373,400.00</b>
				<b>Subtotal for all Phase 4 Streets</b>	<b>\$1,258,500.00</b>
				Mobilization, Overhead and Profit (5% of Construction Costs)	\$62,925.00
				Construction Contingency (5% of Construction Costs)	\$62,925.00
				Soft Cost Contingency (10% of Construction Costs)	\$125,850.00
				<b>TOTAL FOR PHASE 4</b>	<b>\$1,510,200.00</b>
This Opinion of Probable Cost is intended to give order of magnitude pricing information and is not intended to give final pricing information.					
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# Letters of Support

John H. Watt, Jr.  
President and Chief Executive Officer



May 6, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

On behalf of NBT Bank, I am writing to voice strong support for the application by the City of Norwich for the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains the commercial, cultural and governmental heart of Chenango County.

At NBT Bank, we are proud that our roots in Norwich date back over 160 years. Today, Norwich continues to serve as home to our corporate headquarters and our local employee base of more than 550 team members who support our network of 149 locations in six states. We plan to continue to invest in our facilities here and the community for years to come.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but it is not far from their attractions. The surrounding natural beauty makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award will stimulate placemaking that capitalizes on Downtown Norwich's authentic business district, green spaces and cultural attractions, including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment and further attract and retain young professionals seeking an active and vibrant downtown.

Continued local investment is vital to the economic success of the City of Norwich and this region, and this initiative is an example of just that type of investment.

Sincerely,

John H. Watt, Jr.  
President & CEO

April 24, 2019

Mayor Christine Carnrike  
City Hall, City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike:

The Norwich Merchants' Association respectfully submits this letter and overwhelmingly endorses the City of Norwich's application to the NYS's Downtown Revitalization Initiative (DRI). The DRI grant would provide tremendous benefits for Downtown Norwich, which remains the cultural, commercial, and governmental heart of Chenango County.

Norwich is a unique community, offering a great place for families and small business owners while also offering opportunities to attract and grow large businesses. It is a place of beauty and calm and one close to many local tourist attractions.

The \$10 million DRI award would stimulate would provide a boost to our community like none other, allowing us to capitalize on Downtown Norwich's authentic business district, green spaces, and cultural attractions, including our unique Museum District on Rexford Street. We also believe that investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

The members of the Norwich Merchants' Association all consider their Norwich home, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited and proud to participate in the DRI, and we look forward to also offering New York State the opportunity to be a part of our beautiful city.

Sincerely,

Linda McNeil

President, Norwich Merchants' Association



McNeil Jewelers, Inc.  
25 South Broad St  
Norwich, NY 13815

April 25, 2019

Mayor Christine Carrnike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carrnike,

McNeil Jewelers, Inc. enthusiastically endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains cultural, commercial, and governmental heart of Chenango County.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but not too far from their attractions. The surrounding natural beauty make outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would stimulate placemaking that capitalizes on Downtown Norwich's authentic business district, green spaces, and cultural attractions, including the Museum District on Rexford Street. Investments attracted by DRI will support small business, boost employment, and further attract and retain young professionals seeking as active and vibrant downtown.

McNeil Jewelers, Inc. considers Norwich home, and we plan to continue to invest in our community for years to come. We are excited to participate in the DRI, and look forward to making New York State proud of our beautiful city.

Sincerely,



Patrick McNeil  
Vice President



April 24, 2019

Mayor Christine Carrnike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carrnike,

Wild Owl Café LLC enthusiastically endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains the cultural, commercial, and governmental heart of Chenango County.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but not too far from their attractions. The surrounding natural beauty makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would stimulate placemaking that capitalizes on Downtown Norwich's authentic business district, green spaces, and cultural attractions, including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

Wild Owl Café LLC considers Norwich home, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited to participate in the DRI, and look forward to making New York State proud of our beautiful city.

Sincerely,



Michael La Croce



6826 State Highway 12  
Norwich, NY 13815

Phone: 607.335.7979  
Fax: 607.335.3100

info@norwichpharma.com  
www.norwichpharma.com

April 24, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

Norwich Pharmaceuticals, an Alvogen Company, wholly endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant will have a significant improvement impact on our city, at a time of potential great opportunity in our history. Industry and demographics continue to change, but Downtown Norwich remains the cultural, commercial, and governmental heart of Chenango County.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, but not too far from attractions of the larger cities. The surrounding natural beauty makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would stimulate capitalization within Downtown Norwich's authentic business district, green spaces, and cultural attractions; including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

Norwich Pharmaceuticals, an Alvogen Company, considers Norwich home, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited to participate in the DRI and look forward to making New York State proud of our beautiful city.

Sincerely,

Charlie Andrews  
VP of Operations

Phone: 607-335-3448

Mobile: 607-337-0255

[charlie.andrews@alvogen.com](mailto:charlie.andrews@alvogen.com)

6826 State Highway 12  
Norwich, NY 13815



April 25, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

The Norwich Family YMCA highly endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains the cultural, commercial, and governmental heart of Chenango County.

The Norwich YMCA made a financial commitment to remain in downtown Norwich when we decided to construct a new \$7 million dollar facility in 2002. We continue to invest into our facility and grounds making the YMCA a destination and staple in downtown Norwich. We are excited to support and endorse this application and the opportunities this may provide our community.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but not too far from their attractions. The surrounding natural beauty makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would stimulate place making that capitalizes on Downtown Norwich's authentic business district, green spaces, and cultural attractions, including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

The Norwich Family YMCA has considered Norwich home for over 157 years, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited to participate in the DRI, and look forward to making New York State proud of our beautiful city.

Sincerely,

James Mullen  
Executive Director  
Norwich Family YMCA

The Norwich Family YMCA, 68-70 North Broad Street, Norwich, New York 13815  
Telephone: 607-336-9622 Website: [www.norwichymca.com](http://www.norwichymca.com)



April 25, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

Park Place Sport's Bar & Grill enthusiastically endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains the cultural, commercial, and governmental heart of Chenango County.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but not too far from their attractions. The surrounding natural beauty makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would stimulate placemaking that capitalizes on Downtown Norwich's authentic business district, green spaces, and cultural attractions, including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

Park Place Sport's Bar & Grill considers Norwich home, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited to participate in the DRI, and look forward to making New York State proud of our beautiful city.

Sincerely,



David J. Cirello



May 2, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

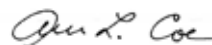
It is my pleasure to write in support of the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains the cultural, commercial, and governmental heart of Chenango County.

Our beautiful City has so much to offer to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but not too far from their attractions. Our rural landscape makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would make a lasting and meaningful impact on Downtown Norwich's business district, green spaces, and cultural attractions, including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

We at the Norwich Business Improvement District consider Norwich our home, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited to participate in the DRI, and look forward to making New York State proud of our beautiful city. Thank you for the opportunity to lend our support for this worthy application.

Sincerely,



Ann L. Coe  
Administrator

15 South Broad Street  
Norwich, NY 13815  
Phone: 607.336.1811  
E-Mail: bid@frontiernet.net

May 1, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

As a Board Member of the Norwich Business Improvement District, I would like to offer my support for the application from the City of Norwich to the Governor's Downtown Revitalization Initiative (DRI). There is no doubt that this grant would have a huge impact on our City and overall success of our County as well.

DRI funds would allow us to build on the foundation that has been laid with Main Street Grant funding which was secured by the Norwich BID in conjunction with the City of Norwich. These funds made substantial improvements to a significant number of downtown properties and contributed to amenities within the BID District as well. We need to continue this momentum in light of our ever-changing demographics because Norwich remains the cultural, commercial and governmental heart of Chenango County.

Norwich is a very livable community that appeals to families, professionals and retirees. The green spaces that surround us makes outdoor adventure easily accessible, and the city's walkable downtown provides unique shopping and downtown opportunities that truly make our downtown authentic.

As a person that believes in our community and is proud to call Norwich my home, I am happy to support Norwich's application for DRI funding and I am more than interested in participating in the planning and implementation process when the time comes.

Sincerely,



Pegi S. LoPresti, Director  
Norwich Business Improvement District Management Association, Inc.



## Chenango County Historical Society

45 Rexford St.  
Norwich, NY 13815  
(607) 554-9227

May 2, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

The Chenango County Historical Society enthusiastically endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in history. As you are aware, industry and demographics continue to change, yet Downtown Norwich remains the heart of Chenango County.

The City of Norwich is home to the Chenango County Historical Society. Our museum is a celebration of Chenango County – its unique traditions, noteworthy residents, and unusual stories. While much of the Chenango County Historical Society & Museum's focus is local at the present time, we have plans to grow and develop our exhibits and programming. We currently host between 1,000 to 1,250 annual visitors, and we've set our sights on widening our appeal and enhancing our site as a tourist destination.

Besides undergoing a complete redesign of our hallway lobby and main gallery spaces this spring, we are embarking on a new approach to highlight local culture that has global influence. This fall, we are revamping another gallery space for our new "Chenango County in Fifty Stories" exhibit, through which we will share stories emphasizing how our regional heritage extends beyond county borders. We plan to continue investing in our community through organizational enhancements for years to come.

There is untapped potential at the Chenango County Historical Society. In the last twenty-five years or so, about \$1.4 million in private money has been invested in the Chenango County Historical Society & Museum. With a collection of over 40,000 artifacts, a campus of eight structures, and nearly 100 volunteers, we have the foundation for growing in new ways that are only just starting to be explored.

Rexford Street boasts four museums, including the Bulthistle Model Railroad Museum, the Northeast Classic Car Museum, the Wheels in Time Die Cast Auto Museum, and, of course, the Chenango County Historical Society. It's a unique spot, and as all four of these museums work on the establishment of a formalized Museum District, we are developing ways to improve collaboration and attract new audiences. We are excited about the possibility of participating in the DRI, and we look forward to making all of New York State as proud of our beautiful city as we are!

Sincerely,

  
Jessica Moquin, Executive Director





25-27 No. Broad St. Norwich NY 13815

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815  
May 3, 2019

Dear Mayor Carnrike,

Made In Chenango Gift Shop & Gallery enthusiastically endorses the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). We feel that the DRI grant would have a positive impact on our city. For the last 22 years, our artist's co-op has considered Norwich home, and we plan to continue to provide locally handmade products to the community for years to come. We feel the investments attracted by the DRI will support small businesses like ours, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown. We look forward to making New York State proud of our beautiful city.

Sincerely  
Donna M. Pedini, Director

May 13, 2019

Mayor Christine Carnrike  
City of Norwich  
One City Plaza  
Norwich, NY 13815

Dear Mayor Carnrike,

UHS Chenango Memorial Hospital Auxiliary's volunteers and board members enthusiastically endorse the City of Norwich's application to the Governor's Downtown Revitalization Initiative (DRI). The DRI grant would have a dramatic impact on our city, which is at a pivotal moment in our history. Industry and demographics continue to change, but Downtown Norwich remains the cultural, commercial, and governmental heart of Chenango County.

Norwich offers much that appeals to families, professionals and retirees. It is peaceful, insulated from the traffic, pollution and noise of larger cities, but not too far from their attractions. The surrounding natural beauty makes outdoor adventure easily accessible, while the city's walkable downtown provides unique shopping and dining opportunities.

The \$10 million DRI award would stimulate placemaking that capitalizes on Downtown Norwich's authentic business district, green spaces, and cultural attractions, including the Museum District on Rexford Street. Investments attracted by the DRI will support small business, boost employment, and further attract and retain young professionals seeking an active and vibrant downtown.

UHS Chenango Memorial Hospital Auxiliary's volunteers and board members consider Norwich home, and we plan to continue to invest in our facilities, our people and our community for years to come. We are excited to participate in the DRI, and look forward to making New York State proud of our beautiful city.

Sincerely,  
UHS Chenango Memorial Hospital Auxiliary Board Members and Volunteers



PHOTO: Courtesy Chenango Blues Association, Lindsey Miles

THE ARTS DRAW TENS OF THOUSANDS  
TO DOWNTOWN NORWICH EVERY YEAR.



**REDC Region:** Southern Tier  
**Municipality Name:** City of Norwich  
**Downtown Name:** Downtown Norwich  
**County Name:** Chenango  
**Applicant Contact Email Address:** [sccraig@chenangony.org](mailto:sccraig@chenangony.org)